

## **The Relationship between Organizational Commitment and Hard Working of Educational Administrators in Bostanabad**

**Dr Asadollah Khadivi<sup>1</sup>, Hakimeh Pishnamaz Ahmadi<sup>2</sup>**

<sup>1</sup>Faculty Member of Department of educational administration ,Tabriz branch, Islamic Azad University, Tabriz, Iran

<sup>2</sup>Department of Educational Administration, Tabriz branch, Islamic Azad University, Tabriz, Iran

---

### **ABSTRACT**

The purpose of this study is to determine the relationship between organizational commitment and hard working of educational administrators in Bostanabad. The method of this research is correlation. The sample for this study is all school managers of Bostan Abad, and on the basis of the statistics drawn from the intended section the sample size are 117. On the basis of Cochran formula 104 people were chosen. To select the investigated sections relative random sampling method was used. Data were obtained, via two questionnaires of organizational commitment and hard working. Using SPSS the relationship between the variable were calculated and analyzed. The analysis showed that:

- There is a meaningful relationship between strong desire for continued membership in the organization (management) and their hard work.
- There is a meaningful relationship between organizational values, beliefs, accepting them and hardworking.
- Organizational commitment is different among managers in three different school levels.

**KEYWORDS:** organizational commitment - hard working – managers

---

### **INTRODUCTION**

Managers assume that when a person is employed in a local agency, he must accept all the conditions of the organization. Some of the managers insisted on the issue that employee satisfaction can be increased by rewarding and encouraging working and encouraging increased work. Maybe these managers suppose that these employees are their subordinates and they should accept commands. In this regard, one of the most important motivational issues which these days developed largely in industrial and organizational psychology in the West is a matter of professional commitment. From the organization perspective, value is created when companies use methods or new raw materials in their activities. The result findings show that there is a relationship between hard working and commitment feature. Ahadi in his study on investigating hard working level in medical professional assistants concluded that residents of neurosurgery, psychiatric and emergency medicine had the highest score in hardworking. And gender has a meaningful relationship with hard working feature and that men gain higher marks in this regard. And there is a meaningful relationship between commitment feature and its control. According to the above mentioned data, people may think that organizational commitment and hardworking are somehow correlated and on the other hand regarding the importance of Education office manager's organizational commitment, the researcher working in the department of Education makes him to investigate the relationship between organizational commitment and hard working in order make the relationship between managers of Education department organizational commitment with their hard working more transparent and answer questions related to organizational commitment of managers. We hope that it could be useful for the researchers.

### **Theoretical Foundations**

Efficiency and development of human resources of any organization largely depends on the proper use of human resources. The larger the companies and organizations therefore it is also added to the problems of this huge force. Leaders of various issues try to control their employees consistently. Managers imagine that when a person is employed in a local agency, he must accept all the conditions. Some managers insisted on the issue that employee's satisfaction can be increased by rewarding and encouraging to work. Perhaps they imagine they are their subordinates and that employees must accept their decrees. Although, these days because staffs suffer financial

---

\* **Corresponding Author:** Asadollah Khadivi, Department of Educational Administration, Tabriz branch, Islamic Azad University, Tabriz, Iran. Email: khadivi6422@yahoo.com

problems, they are mostly willing and focus on economical issues of working. And gradually staffs interested in activities want more independency in their jobs so that they can feel valuable. One of the motivational issues that today are developed largely in the West Industrial and Organizational Psychology is organizational commitment.

There are many definitions regarding organizational commitment. But the definition Porter et.al (1997) proposed is more comprehensible and includes all purposes, dimensions and organizational values and also willingness to more efforts and continuing membership in the organization. Therefore this definition is used: organizational commitment is relative amount of simulating with a certain organization or attachment to the organization which could be identified with three factors.

- Belief in organizational goals and values and accepting them
- Willingness to intense efforts in attaining organizational goals
- Strong tendency to continue membership in the organization (Moody, Astirz, Porter, 1992, p 120).

Among effective personality factors influencing stress control we can refer to endurance character as a personality style. Research in the domain of character, has sought to explain why some individuals despite causing severe stress conditions, can enjoy their life, maintain their health or even improve. Two psychologists named Salvatore and Susan Kubasa invented the concept of hard work person's through individuals 'attitude and meaning they give to life events .Hard working is a psychological concept that refers to a certain style or stability in response to life events which the person instead of pulling, has a sense of commitment and sense of helplessness, a sense of control and challenges problems rather than threat (Kubasa, 1979).

Kubasa (1982) researched people with health and happiness in life, despite many changes they have in life, introduced the concept of hard-working character. Results obtained from the research were that the hard-working people show of the high compatibility against psychological pressure. This feature protects them like a shield against various stressors. Some psychological researchers see hard working as a general scale for mental health. In other words, the amount of hard work can draw a person's overall mental health. The researchers tried several tried to find several positive features in connection with this important variable such as mental disorders, physical illness, academic performance, job performance and other important variables influencing life. Working hard in the beginning, were reviewed only in retrospective studies and the results were subject to multiple interpretations. However, prospective studies have recently discussed this concept as a suitable predictor of health, even in the face of stress-causing life events (Kubasa, Medicare and Kahen, 1982). Tenacity is a feature of the personality that qualified individuals to efficiently solve the challenges and stress. Tenacity is a set of personality characteristics that acts in the face of stressful life events, as a source of resistance, a protective shield (Kubasa, quoting in Haghghi; Atari; Rahimi and Soleimani-Nia, 1999, p. 789.) Knowledge is based of hard work on that having it the person finds more access to resources to respond to stressors (Asgari, 1381).

Hard work is one of the personality characteristics that can be considered as a factor in mental health promotion. Kubasa and Medicare (1982) defined hard work as a combination of beliefs about oneself and the world that protects a person against internal and external pressures. In fact, this feature triggers the appropriate processing conditions within the range and helps him put the events behind threatening with more success. Hard working is the ability to correctly assess the condition and to make desirable decisions about one (quoted in Jemhery, 1380). Kubasa's research results show that hard working people are less vulnerable against diseases due to stress-causing conditions (quoted in Ghorbani, 1995).

There Kubasa using theories focus on character, defined hard working as, the combination of beliefs about oneself and the world, including three components of commitment, control and combat efficiency. The person having high commitment (opposite of alienation) has, believes the value and meaning of who and what activities does, and on this basis is capable of doing everything, giving meaning and provoke his curiosity. These individuals are completely mixed with many aspects of their lives such as jobs, families, interpersonal relationships. Those strong in the control component (the opposite of failure) make life events and people predictable and believe that, they can affect what happens around them. These people in order to solve problems focus on their responsibility over others' actions or mistakes. Saving campaign (The opposite of danger or threat) also believes that this change and not stability and security are a natural aspect of life. People who are highly struggling believe in efficiency, positive or negative situations that fit this need, the opportunity to learn and to grow more as a threat to their safety and comfort. Such a belief has with it flexibility, and ability to tolerate ambiguous situations and uncomfortable events of lives (quoted in Ghorbani, 1995).

## **REVIEW OF LITERATURE**

Ghamari (2010) in his study titled "comparing hard work and the relationship between these variables and job satisfaction among university faculty members and teachers in Abhar. This study compared hard working and job satisfaction among teachers and education faculty members. One of the main objectives of this study was to

determine and compare with hard working and job satisfaction among faculty members and teachers. For measuring the scale of hard working and personal views Kubasa test and for measuring job satisfaction, Davis, and Lakusit test was used. The results showed that there is a relationship between hard working and job satisfaction in both groups (faculty members and teachers) and there is a significant positive correlation ( $P < 0.01$ ). There is no significant difference between job satisfaction among faculty members and teachers, there are significant differences between hard working feature between two of faculty members and teachers, the average of the two groups showed faculty members have high hard working rates ( $P < 0.05$ ). The results showed that there is a significant positive relationship between each of the components of hard working (commitment, control, challenge) and job satisfaction among faculty members. But there is no significant relationship between challenges and job satisfaction. In order to predict job satisfaction through components hard working, the stepwise regression analysis was used and the results showed that about 23 percent of the commitment component explains job satisfaction variance. Ahadi et al (2009) investigated hard working in medical residents of Scientific Research Center, Tehran University of Medical Sciences. The aim of this study was to determine residents' hard working in the specialized field of separation, age, sex, marital status and the relationship with academic success. This cross-sectional study on 194 residents, who were in second year courses in different medical specialty, in a purposeful manner. The results showed hard working mean score is in general  $09/11 \pm 91/63$  with the best score of 100 and minimum is 0. 6/24 percent was in the first quartile and 7/25 percent was in the fourth quartile. Residents of neurosurgery, psychiatric and emergency medicine had the highest score in hard working. Gender had a significant relationship with diligent control component ( $P = 0.009$ ). Therefore, men had higher scores on this component. There is a significant relationship between hard working and commitment components with the marital relationship control ( $P = 0/005$ ,  $P = 0/002$ ,  $P = 0/04$ ). Commitment and having children was also statistically significant ( $p=0.14$  /.) Given the important role in modulating stress hard working, training courses to promote it seems necessary. In this way residents can help adopt appropriate methods of coping so that, in addition to promoting mental health, job satisfaction and quality of patient care increases and the rate of mental health, physical and occupational burnout in them reduces.

Besharat (2009) in an investigation titled "the relationship between hard working and personal problems in undergraduate students at Tehran University in 1387 took a sampling of clusters  $\rightarrow$  in one phase. The present study investigated the relationship between hard working and its three components: control and challenge with personal problems and the six aspects including the boldly painted, obedience, devotion, and avoidance of responsibility. 273 Tehran University students (97 boys, 176 girls) participated in this study completing the scale of hard working and personal problems. Results showed that hard working and inter-personal problems in general has negative correlation with its components in the areas of firmness, coloring, responsibility intimacy. Statistical analysis results showed from three components of hard working, two components of control and challenge associated can predict changes associated with overall inter-personal problems. And inter-personal problems are related to changes in firmness, people painting, intimacy and responsibility predictable through defiance component. Hard working by making positive assessments, strengthen the sense of control and management conditions, increasing confidence, building dams against stress and positive relationships (Personal communication variables) are related to inter-personal problems.

Mohammadi Far (2009) in an investigation compares female athletes and non athletes' hard working feature in Urmia. The purpose of this study was to compare the students' hard working in secondary school in Urmia. Sample was divided to two groups of athletes (150) and non-athletes ( $n = 250$ ) using diagnostic interviews. The research instrument needed for hard working was Kubasa's questionnaire containing all psychometric properties. Results indicate that athletes have significantly higher scores than non-athletes working hard and were under the control of scale. Also no significant difference was shown between the two groups of athletes, and individual scores. We can conclude that athletes are harder working than non-athletes and physical activities and competitive sports have positive effects on personality variables or hard working people are more willing to attend sporting activities.

In a study, Oliver (1990) found that workers who are committed to strong participatory values have greater or less commitments sense than others. Everson (1990) in a research concluded that organizational commitment is the second important factor after organizational commitment of union members, in inducing attitudes about the organization. Workers who have higher organizational commitment support organizational goals and values more and tend to make significant efforts for their organization (Joseph, Darvish 1382).

In the study, Seller, Gray (2000) proved that by getting involved in making personnel decisions and understanding views on why they have taken this decision will also increase their organizational commitment .

Rice (1989) in his study titled "the relationship between organizational commitment and their teachers in school decision-making autonomy and job satisfaction, concluded that there is a relationship between the degree of independence of decision making with organizational commitment and teachers who have less commitment feel that they have less decision-making autonomy in comparison with their managers and less job satisfaction (Rice, Pedro, 1989)." Grayson's research (2001) at the University of Alberta in Canada has indicated that the more employees are

able to express their views to managers, their organizational commitment will be that much more (Garrison, Randy, 2001). Shaqly, Raihana (1999) indicated that there is a relationship between use of participative management from the perspective of organizational commitment of teachers and their schools .

Marathi (2004) in a study entitled (the relation between patterns' decision making and organizational commitment in schools Shirvan) after analyzing the results, found that:

- There is a relationship between patterns of decision making and organizational commitment of teachers.
- There is a relationship between authoritative decision-making patterns and organizational commitment of teachers.
- There is a relationship between participatory decision-making patterns with the organizational commitment of teachers.
- There is a relationship between organizational commitment of teachers and their gender. In such a way that organizational concept of women are more than men.

The research on organizational commitment among teachers working in schools in Japan indicates that positive and common value of group towards teachers causes more commitment to school (Leung Mating Chung, 2004). Fernj and Koch (1948) in famous studies in the textiles and garments factory, showed that employee participation in decision making and attitude can also be effective in reducing their resistance against change. Research also indicates the fact that employees with high organizational commitment may have less commitment, and ultimately better performance and finally commitment may be a good indicator to show the effectiveness of an organization (Aschayn, 1970).

Hambrik(1988) believes that cultural values reflected in the strategy of elected directors and managers are effective in shaping the organizational perspective.

Girt Hart Sterd research on the differences and diversity of cultures and values about its specific social context, indicated that plurality means firm social framework and noticing interests of the group when faced with a difficult factor for loyalty and commitment to their target group (Robbins translated by the Arabs, 1997, p 38).

In an article about the different factors Perkin and Harold (1983) concluded performance of teachers and teachers' motivation and interest has a significant relationship between teacher's sense of commitment and their success which means those professionals with an interest in teacher selection and a sense of commitment and motivation towards their work are more successful than others.

Aspitin noted that employees with high organizational commitment may have better performance than those with less commitment and dedication is finally a good indicator to show efficacy and effectiveness of an organization. Becker's research indicated that raising commitment is one of the goals and values of management. It was shown in other studies that decision making is involved. And that you may have people participate in decision making rarely stand against the organization. This situation can be said in such a low resistance, and sometimes disappears and there is a commitment to them and even the type of decision making may have a better quality.

## METHOD

### Hypotheses

- 1 - There is a relationship between strong desire for continued membership in the organization and hard working.
- 2 - There is a relationship between the desire to achieve organizational goals and hard working
- 3 - There is a relationship between belief and acceptance of their values and hard working.
- 4 - There is a difference between hard working male and female administrator.
- 5 - There is a difference between hard working administrators in three different school levels.
- 6 - There are differences between the organizational commitment of female managers and male managers.
- 7 - There are differences among organizational commitment in three different school levels.

The method of this research is correlation .The population consists of all school district administrators in Bostanabad which training is based on statistics obtained from the relevant unit of 117 people. We determine sample size according to Cochran formula and sample size of 104 was chosen. The population is composed of elementary, secondary and high school and three groups were chosen according to their size in the sample survey. Stratified random sampling was used to select subjects from a relative used. Data were obtained, via two questionnaires, of organizational commitment and hard working. Professional commitment was measured using Meyer et al.'s questionnaire and hardworking was measured using Kubasa's questionnaire. The hypotheses are analyzed by using Pearson correlation and analysis of variance tests

## FINDINGS

- 1 - There is a significant relationship between strong desire for continued membership in the organization and their hard working .

To test the above hypothesis Pearson correlation test is used .The results of this test is given in the table 1, the data contained in table shows the correlation between the above-digit rate equivalent to R=318/0 and the resulting credit equivalent to is P=001/0 Therefore considering the amount of data obtained is less than the acceptable maximum level of authentication and the hypothesis is verified (p=05/0).Pearson correlation test related to the relationship between a strong desire for continued membership in the organization and managers' hard working:

TABLE 1  
Relationship between strong desire for continued membership in the organization and their hard working.

Credit Equivalent	Correlation coefficient	SD	Mean	Variable Description
0/001	0/318	4/9 3/8	24/4 48/5	desire for continued membership

2- There is a significant relationship between manager's desire for intense effort and hard work in attaining organizational goals.

To test the above hypothesis the Pearson correlation test was used. The results of this test is given in the table 2, so data contained in table 2 shows the correlation between the above-digit rate is R=% 174 and the resulting credit equivalent is p=078/0, therefore considering that the amount of credit to confirm the hypothesis is larger than acceptable maximum level (p=05/0) we can conclude that second hypothesis is not confirmed and there is no significant relationship between manager's desire for intense effort and hard work in attaining organizational.

TABLE 2  
Between manager's desire for intense effort and hard work in attaining organizational goals.

Credit Amount	Correlation Coefficient	SD	Mean	Variable Description
/078	0/174	5/7 3/8	26/4 48/5	Efforts in attaining organizational goals Hard working

3 – There is a significant relationship between belief and accept the values of organization and hard working.

To test the above hypothesis Pearson correlation test is used. The results of this test is given in the table 3, the data contained in the table shows the degree of correlation between these variables are equivalent with R=132/0 and the resulting credit equivalent to P = 181/0. Therefore considering that the amount of credit to confirm the hypothesis is larger than acceptable maximum level (p=05/0), we can conclude that third hypothesis is not confirmed and there is no significant relationship the organization and accepting their values and belief in hard working.

TABLE3  
Pearson correlation tests related to the relationship between belief and accepting organizational values and hard working of administrators.

Credit	Correlation Coefficient	SD	Mean	Variable Description
0/181	0/132	4/5 3/8	28/2 48/5	Believing in organizational values Hard working

4 There is a difference between male and female's hard working.

To test the above hypothesis T test is used for two independent groups. The results of this test is given in the table 4, the data contained in table shows T=0/576variables and credit p=0/566 the resulting credit equivalent to P = 181/0. Therefore considering that the amount of credit to confirm the hypothesis is larger than acceptable maximum level (p=05/0), we can conclude that forth hypothesis is not confirmed and there is no relationship between male and female's hard working

TABLE4  
The result of T test two groups of male and

Credit Level	t	SD	Mean	Variable Description
0/566	0/576	3/5 4/2	48/2 48/7	Men Women

5- Managers hard working is different in three levels.

To test the hypothesis variance analysis is used. The results of this test is given in the table 4, the data contained in the table shows F=5/267 and credit=0/566 the resulting credit equivalent to P = 00/7. Therefore considering that the amount of credit to confirm the hypothesis is smaller than acceptable maximum level (p=05/0),

we can conclude that fifth hypothesis is confirmed and there is a difference between managers hard working is different in three levels.

TABLE4

The result of ANOVA test of difference between working hard in three different levels.

Credit Level	f	Square Mean	Sum of Square	Changes Source
0/007	5/267	74/6	149/3	Inter group
		14/1	1290/3	Intra group
			1439/6	Total

Tukey post hoc test was used to examine differences in location. The data indicate that the mean of the groups marked (\*) groups are significantly different.

TABLE5

The result of Tukey post hoc test

High school	Secondary school	Primary school	Description
	*		Primary school
		*	Secondary school
			High school

Post hoc test results showed no difference between primary and secondary managers in hard working.

6- There are differences between male and female managers' organizational commitment.

To test the above hypothesis T test is used. The results of this test is given in the table 6, the data contained in the table shows T=521 and credit=0/604 the resulting credit equivalent to P = 00/7. Therefore considering that the amount of credit to confirm the hypothesis is larger than acceptable maximum level (p=05/0), we can conclude that sixth hypothesis is not confirmed and there is no difference between male and female managers' organizational commitment.

TABLE6

The result T test for the difference between organizational commitment of male and female managers

Credit Level	t	SD	Mean	Variable Description
0/604	0/521	11/1	78/6	men
		9/1	79/7	women

7 - Organizational commitment is different among managers in three different school levels.

To test the above hypothesis variance analysis is used. The results of this test is given in the table 7, the data contained in the table shows F=11/461 and credit p=0/001 the resulting credit equivalent to P = 00/7. Therefore considering that the amount of credit to confirm the hypothesis which is smaller than acceptable maximum level (p=05/0), we can conclude that fifth hypothesis is confirmed and there is a difference among managers' organizational commitment in three different levels.

TABLE7

The result of ANOVA test of difference between working hard in three different levels.

Credit Level	f	Square Mean	Sum of Square	Changes Source
0/001	11/461	919/180	1838/36	Inter group
		80/201	7298/278	Intra group
			9136/638	Total

Tukey post hoc test was used to examine differences in location. The data indicate that organizational commitment of the groups marked (\*) are significantly different.

TABLE8

The result of Tukey post hoc test was used to examine differences in location.

High school	Secondary school	Primary school	Description
*			Primary school
*			Secondary school
	*	*	High school

Post hoc test results showed there is a significant difference between organizational commitment of groups marked (\*)

**Conclusion**

- There is a significant relationship between strong desire for continued membership in the organization (management) and their hard work.

- There is no significant relationship between the desire for intense effort and hard work in achieving the goals of organizations.
- There is no significant relationship between belief and acceptance of the values of organization and hard work.
- There is a difference between male and female managers 'hard work.
- Hard working is different among managers in three different school levels.
- There is no difference between the organizational commitment of female and male managers.
- There is a difference between organizational commitments among managers in three different school levels.

## REFERENCES

- Asghari M (2001 ) "Relationship between attachment style and hard work with drug preparation . Master's thesis, AllamehTabatabai University, Faculty of Educational Science and Psychology"
- Attari,Haghighi,Rahimi,Soleymaniniya (1999 ) "Tenacity and its relationship with mental healthcomponentinmaleundergraduateuniversitystudents. Journalof Educational Sciences and Psychology martyrChamran University, No.3, 4, pp.18-1) "
- Besharat Mohamadali (2009) "Relationship between hard working and personal problems, Journal of Psychological Studies , Volume5 (4)Faculty of Educational Sciences and Psychology , University Alzahra' "
- Bradfield , A. H. & Crockett ,W.H. (1964), "Employee Attitudes and Employee Performance," Psychological Bulletin, September PP. 396-428; V.H. Vroom, Work and Motivation, New York: Wiley.
- Desler Ghari (1992 ) "Management principles , (David Madani, Translator). C-3, Tehran: Publications advance "
- GhomriMohamad (2001 ) "Hardinessandthe relationship between these variables and job satisfaction among university faculty members and teachers 'education Abhar "
- Ghorbani (1995 ) "Twotypesof behavioral patterns associated with hard work, risk of coronarydisease(type 2), MS Thesis, tarbiyatmodares university "
- Jumhuri f (2001) "Relationship between hard working and a tendency to depression and anxiety among women and men of Tehran University , Psychology PhD thesis, University of AllamehTabatabai "
- Kabanooff, B (1986). "Pontiac in flwential influence structures as sources of interpersonal conflict", Organazational Behavior and human Decision processes, 36.
- Kobasa, S.C. (1979), Stressful life events, personality and health, Journal of personality and Social psychology, 37, 1-11.
- Kobasa, S.C. Maddi. S.R, (1982).personality and constitution as mediators in the stress illnessrelation ship, Jurnal of health and Social behavior, 22(4), 368-378.
- Kobasa, S. C, Maddi, S.R & Kahn S. (1982). Hardiness and health: A prospective study. J. of personality and Social psychology, 42: 68-76.
- Merati Mahdi (2004 ) "Relationship between managers' decision making patterns
- Moday. R.T. Porter. L. w, Steers RM. (1982) "Employee Organization Linkages : The psychology of commitment", New York Academic press.
- Mohamadi far MohamadAli,Mohamadi far Maryam (2009) "Hardto compare athletesandnon-athlete students, -NewJournalofIndustrialPsychology"
- Pondy, Louis (1967). "Organizational conflict : Concepts and Models", Administrative Science Quarterly.
- Porter, L. W, Lawler, E. E., Hacman , I R. (1974). "Behavior in Organizations ". New York: McGraw- Hill.
- Rahim, Afzalur. (1985). "A Strategy for Managing Conflict in Complex Organizatoon", Human Relations, 38, no.
- Robbins Stephen (1997) "Fundamentals of organizational behavior, (SM Ali Parsayyan and Arabs, translators).Tehran: Cultural Research Bureau "
- Stoner, James A. F., & Charles (1986). Vankel. Management , Prentice – Hall.
- Shagholi Reyhane (1999 ) "The relationship between participative management from the perspective of organizational commitment of teachers and schools "