

## The Effect of Job Satisfaction, Organizational Commitment and Skilled Staff on Procurement of Goods, Oil and Gas Projects in South Oil Company

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Received: May 29, 2014  
Accepted: September 1, 2014

### ABSTRACT

The aim of this study was The effect of job satisfaction, organizational commitment and skilled staff on procurement of goods, oil and gas projects in South Oil Company. The present study, based on objective and based on the nature of the application, and how to collect data cross correlation. The population of this research, staff on procurement of goods, oil and gas projects in South Oil Company, which is the province of Khuzestan, a sample of 226 subjects were examined. The questioner was. The reliability of the questionnaire, the Cronbach's alpha, was approved by the 0/873 Data were collected using software SPSS21 and AMOS, were analyzed. Study findings showed that the proposed model is significantly positive effect on organizational commitment and job satisfaction. Also significant impact on dimensions of job satisfaction and organizational commitment (affective commitment, normative, continuous) was confirmed.

**KEYWORDS:** Job satisfaction, organizational commitment, South Oil Company, Structural equation model.

### INTRODUCTION

Organizational commitment, a critical attitude toward the job and organization that, over the past few years, the interest of many researchers in the fields of organizational behavior and psychology, especially social psychology (Rokninejad, 2007). This attitude during the past three decades has changed, perhaps the most significant change in the domain of multi-dimensional approach to the concept, so it is a one-dimensional approach (Rokninejad, 2007). Due to recent developments in the areas of business, such as downsizing and mergers of companies, in some of our experts have to say on it, and the effect of organizational commitment on other important variables, such as turnover in management, absences and reduced performance, and therefore it is not the case review (Saghrevani, 2009: 25). But some other scholars do not accept this view and suggest that organizational commitment has not lost its importance, and can still be considered (Farhangi, 2005: 76). Due to some disagreements about the effects of organizational commitment on employee behavior in organizations, and examine the issue of organizational commitment of skilled workers in the South Oil Company, the directors of the organization, it seems. Salajegheh (2001), the most important factors affecting the creation and preservation of various levels of organizational commitment, in the form of three variables, job satisfaction, and health factors associated with environmental factors, classification, and their relationship with organizational commitment, contract testing. His findings showed that the degree of job satisfaction, health maintenance factors, and environmental factors on the one hand, and the commitment of managers, on the other hand, there is a positive linear relationship. Between job satisfaction and organizational commitment, there is a significant relationship. Hence the importance of examining organizational commitment and its influencing factors in the relationship between job satisfaction and organizational commitment among skilled employees, the Company reviews all Oil rise south of elderly people.

### The research findings

Today, the workforce, as one of the most important organizational resources, remember that, in achieving the organization's productivity and, ultimately, the entire community has a pivotal role. Hence, knowledge of the concepts and constructs related to human resources are necessary (Chandan,

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1997: 13). One of the main concepts that, on the one hand and fundamental theoretical efforts of many, it has attracted, and the other at all levels of management and Human Resources organizations is important, Job satisfaction (Lowson & Shen, 1998: 95). Given the importance of job satisfaction, there are many reasons. Spector, sees the issue in terms of human dignity, and staff are reminded that the respectful treatment are (Spector, 1997: 332). The desirability of job satisfaction on individual behavior affects the behavior of the function influences. Productivity, absenteeism and turnover, withdrawal, delay in work, job burnout, physical and mental health, life satisfaction, organizational commitment, job satisfaction is influenced by (Robbins, 2002: 58; Adeyinka, 2007: 5; Spector, 1997: 335). Spector argues that job satisfaction is an attitude, not how people feel about the jobs in general, or about the different areas that show (Spector, 1997: 335). By definition Luthans satisfaction, job satisfaction perceptions of unexpected person, the job is seen (Luthans, 2002: 178). In fact, reactions and responses, requests agencies to provide employees, employees' positive or negative feelings toward their job (job satisfaction or dissatisfaction) to constitute. Thus, job satisfaction, represents the relationship between employee expectations, rewards that organizations provide (Williams et al, 2007: 7). Smith, Smith, Kendall & Hullin, five jobs who can represent features of job satisfaction, the state that include job satisfaction (territory of the tasks that a person finds interesting and provide opportunities for teaching and learning); satisfaction of the superiors (technical and managerial capabilities, and considerations of the interests of employees, their show), satisfaction with co-workers (technical qualifications and support partners of their show), promotion satisfaction (real opportunities progress), and satisfaction with salary (amount of salary, perceptual equality of rights and payments to employees), (Hoseinzadeh and Saemian, 2002). One of the important outcomes of job satisfaction, organizational commitment, as it is so, then job satisfaction, job attitudes is the second most important variable that has attracted the attention of many researchers, organizational commitment (Allen, 2007). Research evidence suggests that organizational commitment is a key factor, and a strong predictor of organizational behavior, organizational effectiveness, and on the other hand, has a significant role (Dee et al, 2006). According to Perry, if an organization wants to have clear mission, good strategies, organizational structures, efficient, and job design, to fully achieve its objective, workforce needs, and committed to the organization (Rezaian, 2007). Managers, their commitment level should increase. For organizational commitment, with consequences such as job satisfaction, attendance, behavior, social organization, learn, and a positive relationship between job performance and job negatively associated with leaving the (Farhangi, 2003: 18), and could be an important indicator, to influence the effectiveness of an organization's employees (Chow and Holden, 1997: 5). Organizational commitment, positive or negative attitude toward the organization (not jobs) that are working on it (Allen, 2007: 23). Moody, Mowdy, Porter & Steers, the organizational commitment, identification with an organization knows, which includes a strong belief in and acceptance of organizational goals and values, willingness to expend considerable effort for the organization, and a strong desire to remain in Registration Authority (Kaneshiro, 2008). So far, the main approach, attitude, behavior, norms and multi-dimensional, in the sense of the full extent of organizational commitment has been considered. But a new approach to organizational commitment, multi-dimensional approach. A multi-dimensional models, the general acceptance and organizational studies, has been used in recent decades, is a three-dimensional model of Allen and Meyer (Farhangi, 2003: 4). According to Allen and Meyer, organizational commitment, psychological state, expresses a desire, need, and respect in order to continue employment in the organization, and includes affective commitment, continuance commitment and normative commitment (Allen & Meyer, 1996: 191). "Emotional commitment" to the emotionally dependent person, the organization is "continuing commitment" to tend to remain in the organization because the costs of leaving the organization, or rewards from staying at it, and finally "normative commitment" sense of duty, to remain as a member of the organization, reflecting (Chang et al, 2007). Analysis of factors affecting the success of the organization, organizational commitment is an important variable. The most important variable, is influenced by several factors, organizations are able to understand the concept of organizational commitment, and understanding the factors affecting it, and to improve their employee engagement and therefore their performance improve. Mathew & Zajac factors influencing organizational commitment, including personality characteristics, individual characteristics, job characteristics, group relations and relations with the leaders of the organization, organizational characteristics and the role of Considered (Khanka, 2010: 9). Research evidence suggests that individual factors, job, organizational and cross-organizational commitment influence of job satisfaction on organizational commitment, contributed (Tezeng, 2002: 2). This study aimed to determine the relationship between job satisfaction and organizational commitment of skilled workers National South Oil Company is designed.

## RESEARCH METHODOLOGY

Study, the objective professionalism. How to implementation of qualitative research, the data type of cross-survey correlation. And inferential statistical analysis of SPSS21 and AMOS software was used.

### Hypothesis Research

The main hypothesis of job satisfaction, organizational commitment on skilled employees, has a significant positive impact.

The first sub-hypothesis: job satisfaction, normative commitment of skilled workers, the impact is positive and significant.

The second sub-hypothesis: job satisfaction on affective commitment of skilled workers, the impact is positive and significant.

The third sub-hypothesis: job satisfaction, based on the continuous commitment of skilled workers, the impact is positive and significant.

## RESULTS

In evaluating the proposed research model using structural equation modeling, the two-stage approach proposed by Anderson and Gerbing (1988) was followed. In this approach, the first step, confirmatory factor analysis (CFA), to evaluate measurement models, can be used. In confirmatory factor analysis, reliability and validity of the measurement model, the SEM examination of the screw. Secondly, by using SEM, reliability and proper fit of the model, according to the evaluation result data structure.

### Check the normality of the variables R

Initially, before the study hypotheses, the normality of the variables, the Kolmogoroph-Smirnov one-sample test, is investigated.

$H_0$ : Variable of normal distribution.

$H_1$ : Variables were not normally distributed.

**Table 4 5: Kolomogroph Smirnov one-sample test for variables**

Significant (p- value)	standard deviation	Average	Number	Variable
normal	0/546	0/753	226	Job Satisfaction
normal	0/705	0/693	226	Organizational Commitment
normal	0/054	1/556	226	Normative commitment
normal	0/068	0/872	226	Continuous commitment
normal	0/436	0/923	226	Affective commitment

According to the test by Kolomogroph - Smirnov one-sample, assuming normality of the variables is confirmed.

### The main research hypothesis

After review and approval of the proposed research model, to test the significance hypothesizes, two component index value is T (T-value) and P is used. According 0/05 significance level, the critical value of the ratio must be greater than or less than 0/96, 0/96, the parameter value between the two domains, the model is not considered important, the values of these two values indicates a lack of significantly different from the value calculated for the regression weights from zero at the 95% level.

**Table 2: Test results of the research hypotheses**

Results	P	The critical (C.R) ratio	S.E.	The standard estimate	set	Relationship	Hypothesis
Approval	***	5/303	0/055	0/521	Direct	job satisfaction, organizational commitment	1

Source: search results

The main hypothesis of the study: job satisfaction, organizational commitment on skilled workers is positive.

Results showed that the standard regression coefficient is equal to 0/521 Since the amount of  $0/05 > 0/000 = P$ , the first hypothesis is confirmed, ie, job satisfaction, organizational commitment on skilled employees, has a significant positive impact.

### Check Hypothesis sub-study

As mentioned, the first step is to verify that the model fitting is checked, then the model parameters, are given in the table below.

**Table 3: Fitting parameters for the model R**

Acceptable fit	The model modified	The model initial	Clipping	Index	Classification of indicators
Nearly a	0/863	0/843	GFI	Goodness of fit index	Absolute fit indices
Nearly a	0/829	0/807	AGFI	Adjusted goodness of fit index	
TLI>90%	0/896	0/871	TLI	Tucker-Lewis fit index	Comparative fit indexes
NFI>90%	0/836	0/812	NFI	Norm fit index	
CFI>90%	0/909	0/885	CFI	Comparative fit index	
IFI>90%	0/910	0/886	IFI	Incremental fit index	
More than 50%	0/731	0/724	PNFI	Thrifty norm fit index	The fit indices frugal
More than 50%	0/795	0/789	PCFI	Comparative fit indexes frugal	
Less than 8%	0/067	0/075	RMSEA	Root mean square error	

According to the table, some of the fitted parameters, are the lower the acceptable limits itself, in study after study proposed reforms were announced, it was found that, with few variables are correlated, the statistical error square, is considerably reduced, and the other fit indices also improved FIND NICHE Only. Table above, the fit of the model, after correction shows. The modified version of a square, with degrees of freedom equal to 2, which is desirable, and gaping is acceptable. Model parameters, and comparing them to an acceptable level, poor show. In other words, the data on the variables, goodness of fit of the proposed model, the study shows.

Sub Hypothesis results with regression coefficient  $r$  and trivial values of parameters in the following table is presented.

**Table 4: Test results Hypothesis R**

Results	P	The critical ratio (C.R)	S.E.	The standard estimate	set	Relationship	Hypothesis
approval	0.00	4.35	0.064	0.344	directly	job satisfaction, normative commitment	1
approval	0.00	5.259	0.057	0.414	directly	job satisfaction on affective commitment	2
approval	0.01	2.585	0.062	0.219	directly	job satisfaction, commitment drunk	3

The first sub-hypothesis: job satisfaction, normative commitment of skilled workers is positive.

Results showed that the standard regression coefficient, is equal to 0/344. Since the amount of  $0/05 > 0/000 = P$ , the first hypothesis is confirmed, ie, job satisfaction, normative commitment to the skilled workers, the impact is positive and significant.

The second sub-hypothesis: job satisfaction on affective commitment, skilled workers is positive.

Results showed that the standard regression coefficient, is equal to 0/414 Since the amount of  $0/05 > 0/000 = P$ , the first hypothesis is confirmed, the job satisfaction on affective commitment of skilled workers, the impact is positive and significant.

The third sub-hypothesis: job satisfaction, based on the continuous commitment of skilled workers is positive.

Results showed that the standard regression coefficient, is equal to 0/219 Because, the  $0/05 > 0/010 = P$ , the first hypothesis is confirmed, ie, job satisfaction, on the continuous commitment of skilled workers, the impact is positive and significant.

## Conclusion

Main hypothesis: the value of p, at 95%, is less than 0.05. Thus, job satisfaction, organizational commitment on skilled workers, might have a direct and positive impact. That is, the job satisfaction is more (less), the commitment of skilled staff, the better (worse) will be. The findings of this research, the results of studies Nahrir et al (2010), Tafreshi and Daryabeigian (2011), Shakerinia and Nabavi (2010) and Wang and Stovd and Locke (2007), is consistent.

The first sub-hypothesis: the value of p, at 95%, is less than 0/05 Thus, job satisfaction, normative commitment of skilled employees, have a direct and positive impact. That is, the job satisfaction is more (less) than the normative commitment of skilled workers are better (worse) will be. The findings of this research, the results of studies Nahrir et al (2010), Tafreshi and Daryabeigian (2011), Shakerinia and Nabavi (2010) and Wang and Stovd and Locke (2007), is consistent.

The second sub-hypothesis: the value of p, at 95 percent, is less than 0.05. Thus, job satisfaction, organizational commitment on skilled employees, have a direct and positive impact. That is, the job satisfaction is more (less) than the normative commitment of skilled workers are better (worse) will be. The findings of this research, the results of studies Nahrir et al (2010), Tafreshi and Daryabeigian (2011), Shakerinia and Nabavi (2010) and Wang and Stovd and Locke (2007), is consistent.

The third sub-hypothesis: the value of p, at 95 percent, is less than 0.05. Thus, job satisfaction, affective commitment of skilled employees, have a direct and positive impact. That is, the job satisfaction is more (less), the emotional dedication of skilled workers are better (worse) will be. The findings of this research, the results of studies Nahrir et al (2010), Tafreshi and Daryabeigian (2011), Shakerinia and Nabavi (2010) and Wang and Stovd and Locke (2007), is consistent.

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