

Effect of Organizational Promotion System on Organizational Commitment in Human Resource Performance

Mohammad Reza Mohammadi

Department of Economic and Accounting, Faculty of Sciences, Islamic Azad University,
Roodehen Branch, Tehran, Iran

*Corresponding Author E-mail: Mohammadi.tif@yahoo.com

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ABSTRACT

The present study investigates the effect and relationship between organizational promotion system and organizational commitment among the HRM staff of; thus, the main purpose of this paper is to determine the relation among the variables of employees' job satisfaction or organizational commitment as well as providing scientific suggestions for improving the employees' job satisfaction and as a result, increasing their organizational commitment. Hence, the present paper investigates the objectives such as relationship between the employees' job promotion and satisfaction and their organizational commitment in human resource management and relationship between the employees' satisfaction with salary and their organizational commitment.

Key words: Human Resource, Organizational Promotion, Organizational Commitment, job involvement, Performance.

Introduction

Human social life involves the formation of various organizations; on the other hand, it is not possible to manage organizations and achieve their goals without committed, qualified, experienced and motivated managers and employees. According to the experts, management is the process of effectively and efficiently applying human and material resources through planning, organization, directing, leadership and control in order to achieve the organization's goals. It is derived from this definition and other similar definitions that the increase of efficiency and effectiveness is of the important issues which are considered as the focus of

management actions. In many of these organizations, the process of utilizing manpower factor is not so desirable and the lack of this strategic factor has caused many problems to be arisen; therefore, in the present conditions, increasing job satisfaction and efficient use of human resources should be considered by all managers and decision makers involved organizations. In fact, it is required to establish and maintain an appropriate environment for management so that individuals work together in groups to achieve common objectives. Actually, managers cannot successfully achieve organizational goals unless they know to

what extent their employees are satisfied with their jobs and organization and committed to it as well as if there is relation between their job satisfaction and organizational commitment. Since the personnel of an organization are the most important resources of it, some management practices are implemented to effectively and efficiently take advantage of these sources; in other words, effective management causes the employees' job satisfaction to be converted into one of the most important tasks of management. The employees' organizational commitment is an important factor affecting employees' job satisfaction; hence, in this paper, it is attempted to investigate the relation between the employees' job satisfaction and their organizational commitment in Hepco Company.

Methodology

The data have been collected using library and field methods and to determine the relation of research design, the correlation method has been applied; also, the view of the research design is based on a descriptive study. Hence, the questionnaire has been used to collect data; in addition the reliability and validity of research have been determined through the SPSS software and Cronbach's alpha. Also, Spearman's rank correlation coefficient has been used to determine the scores of job satisfaction and organizational commitment while analyzing the questionnaire data.

The Research Importance

Knowing the employees' attitude is very important, because it affects their organizational behavior. The main purpose of organizational behavior is to understand, describe, and modify human behaviors, and then align them with

organizational goals to achieve optimal material and spiritual utilization of employees' potential and actual abilities (Rezayan, 1995). Job satisfaction and organizational commitment are widely applied in the scope of organizational behavior; in fact, the job satisfaction is defined as the employees' attitude towards their job while the organizational commitment is defined as their attitude towards their organization (Robbins, 1995). Actually, it is not possible to achieve maximum operational performance in any organization unless the individuals of that organization include high job satisfaction and organizational commitment. Therefore, the process of creating commitment to the organization helps to increase the consistency of staff with their organization and the competitiveness among the organizations; as a result, the society can benefit the higher productivity of organizations and products better quality.

The Research Objectives

The present paper investigates the employees' job satisfaction and organizational commitment in the population of Hepco Company; hence, the research studies the job satisfaction in sample units as well as identifies and analyzes its impact on the employees' organizational commitment. Although, there are many studies regarding job satisfaction and its relation with different variables such as job pressures, organizational atmosphere, performance, and so on, a few of them have assessed the organizational commitment and its relation with job satisfaction. Thus, the present paper has been focused on this issue and as a result, the main objective of the research is to study the job satisfaction and organizational status as well as their

relationship among the employees of Hepco Company.

The research hypotheses

According to the research theoretical framework, underlying issues, objectives, and analytical model, the following hypotheses have been provided:

The main hypothesis:

There is a relation between the employees' job satisfaction and their organizational commitment in Hepco Company.

The sub-hypothesis

There is a relation between the employees' satisfaction with their salary and their organizational commitment.

The Application of Research Findings

After revealing the relationship between job satisfaction and organizational commitment, testing hypotheses, and identifying the impact of job satisfaction variables on organizational commitment and the correlation among them; the results of research can be applied by managers for making better decisions to improve the performance of human resources. On the other hand, the organization can modify the job satisfaction variables that need to be improved to increase its employees' job satisfaction and motivation. Correspondingly, the organization can understand the employees' attitude towards the organization through measuring its employees' organizational commitment; thus, it can increase its employees' organizational commitment through modifying the factors affecting it.

Organizational attitudes

The concept of attitude

Job attitudes or trends are of the most controversial aspects of organizational life. Actually, it is important to understand the trends as well as their forming and evolution, because they affect any aspect of organizational life. In other words, the attitudes affect the behaviors; much of behaviors in the workplace are affected by our feelings about things at work; therefore, understanding the impact of attitudes on employees' behaviors can help managers to efficiently act. In other words, attitudes are the comments expressed about individuals, things or events and reflect the individuals' feelings about something (Robbins, 1999).

The types of attitude

In an organization, the members have a lot of attitudes, but only a small number of these attitudes that are relevant to individuals' job or work, are paid attention. The most important attitudes in organizational behaviors are as follows:

- **Job satisfaction:** it is defined as individuals' general attitude regarding their jobs (Robbins, 1995).
- **Job involvement:** it is defined as the correspondence between individuals and their jobs and shows to what extent they are involved in doing their jobs (Saatchi, 1995). Also, job involvement indicates to what extent individuals believe that their jobs introduce them and their performance at workplace lead to their glory, reputation and credibility.
- **Organizational commitment:** it is defined as the status in which the organizational individuals believe that they are introduced by their organizational goals and strongly wish to keep the membership of that organization (Robbins, 1995).

Organizational commitment

Williamson and Anderson (1991) have defined the commitment as the severity and extent of the individual's participation in the organization, their sense of belonging to the organization and their jobs, and their sense of identity (Moshabaki, 1996).

"Commitment" lexically means the state or quality of being dedicated to a cause, activity, etc. or an engagement or obligation that restricts freedom of action. Today, despite of primary research, there is no disagreement about the organizational commitment; however, in the following, various definitions of commitment have been provided (Samers, 1995):

- Undertaking a charge or obligation to a belief
- Referring or pointing to a subject
- Undertaking to do something in the future
- The state, condition or requirement of emotional obligation to do something (Webster Dictionary)

Porter et al. (1974) as well as Koch and Steers (1978) have stated that the concept of commitment might show the reliable relation between the attitude and behavior, because it is assumed that approximately, the commitment is relevant to employees.

The importance of commitment

Recently, it is perceived that the general attitude governing the research literature is to consider the organizational commitment as an important factor for understanding and predicting the organizational behavior. Also, it can be used to properly predict the tendency to stay in jobs (Loutans, 1992). In fact, the

commitment and involvement are two close attitudes affecting the important behaviors such as displacement and absence; furthermore, the commitment and involvement include other positive outcomes as follows:

- The involved and committed employees are more disciplined at work and spend more time in the organization; consequently, they work more than the other staffs. Thus, the managers should increase and maintain the employees' commitment and involvement in different ways (Moorhead and Griffin, 1995).

The types of commitment

Hersey and Blanchard (1989) have stated that the effective managers run a complex set of obligations as follows:

- 1- Commitment to clients
- 2- Commitment to the organization
- 3- Self-commitment
- 4- Commitment to individuals and groups
- 5- Commitment to work

Job satisfaction

The literature of job satisfaction goes back to before the 1920s when the studies on job satisfaction were only limited to industrial management especially industrial engineering, but meanwhile Frederick Taylor's scientific management method studied the factors such as job security, motivation, desire, and external factors. In 1960, Patricia Smith Cain et al. developed a questionnaire containing items based on the job description list. In the questionnaire, there are 5 components affecting job satisfaction including salaries and benefits, the job nature, the opportunities of career progression,

inspection and supervision, and colleagues group.

The concepts and definitions of job satisfaction

In 1918, the term of job satisfaction was proposed for the first time by Edward Thorndike in the journal of Applied Psychology as "the relation between job and satisfaction". Afterwards, the term became more common in the literature of management and organizational behavior; but semantically it has been widely transformed over time. In fact, it is not an easy job to provide a comprehensive definition of "satisfaction", because any definition should include all aspects involved in job satisfaction and exclude what is not related to it. In Weber dictionary, the word "satisfaction" has been defined as a pleasant and desirable feeling which is made as a result of achieving to a desired goal (Charkhkar, 1997). One of the first definitions of job satisfaction is owned by Herzberg et al. (1959). According to Herzberg, job satisfaction has two separate aspects; one of these aspects known as health factors includes environmental features and external aspects of the job such as supervision, salary, interpersonal relations, and the work situations. The second aspect known as motivating factors is actually related to tasks and content of the job and the internal aspects such as the importance of achievement, responsibility and growth. Therefore, Herzberg believes that the job satisfaction cannot be studied as opposite poles of a single bipolar continuum that there is a neutral point (neither satisfaction nor dissatisfaction) at its center (Homan, 2002). Actually, job satisfaction is a positive or pleasant emotional status which is resulted from job evaluation or individuals' experiences.

This positive emotional status is helpful for physical and mental health. In terms of organization, the high level of job satisfaction reflects a favorable organizational atmosphere leading to recruitment and survival of staff.

The job satisfaction models

Researchers have mainly provided two models for expressing job satisfaction including dispositional and situational explanation. In fact, the trend of job satisfaction is determined based on the needs, expectations, attitudes and values of staff. Socialization of individuals in different social groups is the source of their different wishes, expectations, values and desires. Each person presents a set of these characteristics at work; in other words, this set determines the person's job satisfaction.

Outcomes of job satisfaction

Job satisfaction is considered as an important variable for management and employees of organizations and because of the importance, this section describes the outcomes of job satisfaction.

1) Job satisfaction and performance

One of the major issues considered by the managers is the impact of job satisfaction on organizational performance. Job satisfaction is a cyclic rotation of performance, efforts, and satisfaction so that the better performance leads to higher economic, sociological, and psychological rewards and vice versa. If these rewards are fairly and equally allocated from the employees' perspective, the higher satisfaction will be created, and vice versa (Dawis, 1996). Thus, there is relation between job satisfaction and performance which depends on the type of the job, organizational position, and other

effective factors. Financial and economic conditions are of the factors affecting job satisfaction, so that the higher the financial receipts are, the more satisfaction and, consequently, the more performance will be. On the other hand, better performance leads to higher financial receipts and as a result, higher satisfaction (Zarei, 1998).

2) The job satisfaction and the absence from work

There is a negative relation between job satisfaction and the absence from work. The employees with low satisfaction levels try different ways to be absent from work or at least attend at work with frequent delays while the employees with high job satisfaction strongly try to do their tasks properly and achieve superior goals. In fact, the increase of absence from work breaks the normal flow of operations and increases the cost of hiring and training the human resources; hence, the levels of employees' absence attract the managers' attention (Zarei, 1998).

3) The job satisfaction and displacement

There is an inverse relation between job satisfaction and displacement; also, this relationship is stronger than the relation between job satisfaction and the absence from work. Actually, the rate of replacing staff shows the rate of employees who leave the job. The employees with higher satisfaction strongly intend to continue the work with employer, but the employees with lower satisfaction usually think of displacement and finding better jobs; therefore, they can easily leave their jobs and employer. The studies show that young employees with limited work experience feel less commitment to the organization and tend to find substitute jobs. Therefore, various factors might affect the rate of displacing individuals in the organization; for example, in a society

with unfavorable economic conditions, the rate of displacement might be low despite the employees' low satisfaction, because finding a new job and being hired in another organization is difficult. Anyhow, the increase of job satisfaction affects the reduction of displacement rate (Dawis, 1996).

4) The job satisfaction and mental health

The studies show that there is relation between the job satisfaction and mental health so that the job dissatisfaction can affect physical disease, because the job dissatisfaction leads to fatigue, exhaustion, energy loss, headaches, and so forth.

5) The outcomes of job dissatisfaction

Job satisfaction causes an increase in individuals' productivity, organizational commitment, mood, and life satisfaction as well as it ensures their physical and mental health and helps them to learn the new skills of job quickly. On the other hand, the job dissatisfaction causes the employees' morale to be reduced; as a result, it causes the performance to be reduced too. Actually, the managers should constantly supervise signs of low morale and job dissatisfaction and take necessary actions. Some indices of dissatisfaction are as Anxiety , Absence from work , delays , Leaving the job, Union activity, Early retirement

The job satisfaction aspects

Totally, three important aspects have been identified regarding the job satisfaction. The aspects are as follows:

- 1- The job satisfaction is an emotional response to job status or conditions.
- 2- Job satisfaction is often determined based on meeting the needs and fulfilling the expectations.

3- Job satisfaction is derived from a number of interrelated attitudes.

Thus, it is concluded that the job satisfaction and dissatisfaction are not two ends of a continuum; also, despite what is thought that the satisfaction or dissatisfaction are resulted from high or low salary, there are many other factors (such as needs, interests, motivations and attitudes, personality on the one hand and job characteristics, such as organizational atmosphere and culture and management on the other hand) affecting the job satisfaction; however, the salary influence the job satisfaction. If these factors support each other, it will cause individuals to feel

satisfied with their job and to be commitment to their organization.

Assessing the relationship between job satisfaction and organizational commitment (the case study)

The population of this research includes the employees of Hepco Company in summer 2004. In fact, the number of employees is 1798 people of which 1112, 90, and 596 people has been hired officially, conventionally, and contractually, respectively.

The employees have been classified into 7 groups indicated in table 1:

Table 1. Classification of the study population in terms of education

Education level	The number of population			Total
	Officially hired	Conventionally hired	Contractually hired	
Primary school	260	10	35	305
Middle school	140	5	46	191
High school	80	5	60	145
Diploma	332	8	308	648
Associate degree	80	25	105	210
Bachelor	175	30	30	235
Master's degree	45	7	12	64
Total	1112	90	596	1798

The statistical methods

In this study, data were analyzed using descriptive and non-parametric statistics. Descriptive methods used in the study include relative and absolute frequencies; also, it has been benefited from histograms as well as bar and circle diagrams to characterize the structure of population and in the field of inferential statistics, Spearman's rank correlation coefficient has been used to test hypotheses and analyze some of the research goals. Spearman's rank correlation coefficient which is used in nonparametric statistics is

applied for the data that are measured on an interval, relative, nominal or rank scale.

The hypotheses test

The analysis of data using statistical tests regarding each hypothesis

In this study, Spearman's rank correlation coefficient has been used to show the relation between variables. Spearman's rank correlation coefficient is shown as r_{sp} and it varies between +1 and -1 ($-1 \leq r_{sp} \leq +1$).

If the value of Spearman's ranks correlation coefficient approaches to -1, it implies the inverse linear relationship between the variables and in the case of approaching to +1, it indicates a high linear correlation and the direct relationship between the variables. If Spearman's rank correlation coefficient is equal to zero, it means that there is no linear correlation or in other words, the variables are uncorrelated. Spearman's rank correlation coefficient which is used in nonparametric statistics is applied for the data that are measured on an interval, relative, nominal or rank scale. In other words, it shows the correlation between two variables. In this study, the SPSS software has been used to calculate Spearman's rank correlation coefficient.

Correlation analysis of the first hypothesis

The first hypothesis:

Table 2. The correlation between the organizational promotion system and organizational commitment

	TOTAL6	TOTAL7
TOTAL6 Spearman's rank correlation coefficient	1000	-0.396
Significance level	0.000	0
The number of people	243	243
TOTAL7 Spearman's rank correlation coefficient	-0.396	1000
Significance level	0	0.000
The number of people	243	243

TOTAL6: the total organizational commitment scores for each sample

TOTAL7: the total job satisfaction scores for each sample

In above hypothesis, TOTAL7 indicates the total scores obtained by each respondent through answering 62 questions of the questionnaire. The minimum and maximum scores for each sample are 62 and 248, respectively.

There is a relation between the employees' job satisfaction and their organizational commitment in Hepco Company.

Statistical assumptions:

$$H_0: r_{sp} = 0$$

$$H_1: r_{sp} \neq 0$$

H_0 : There is no relation between the employees' job satisfaction and their organizational commitment in Hepco Company.

H_1 : There is a relation between the employees' job satisfaction and organizational commitment in Hepco Company.

As it mentioned, the SPSS software used to test the hypothesis that the obtained results have been shown in table 2:

In the questionnaire, there are 4 choices including very low (score 1), low (score 2), high (score 3), and very high (score 4). Therefore, the calculations of scores are as follows:

$$62*1=62$$

$$62*2=124$$

$$62*3=186$$

$$62*4=248$$

Thus: $62 \leq TOTAL7 \leq 248$

It should be noted that TOTAL7 shows the total scores obtained from job satisfaction variables of each sample. The variables include salaries and benefits, the job nature, the opportunities of career progression, inspection and supervision, and colleagues group. In other words, TOTAL7 is obtained from the total of TOTAL1, TOTAL2, TOTAL3, TOTAL4, and TOTAL5.

In above hypothesis, TOTAL6 indicates the total scores obtained by each respondent through answering 18 questions of the questionnaire. The minimum and

maximum scores for each sample are 18 and 72, respectively.

In the questionnaire, there are 4 choices including "completely agree" (score 1), "agree" (score 2), "disagree" (score 3), and "completely disagree" (score 4). Therefore, the calculations of scores are as follows:

$$18*1=18$$

$$18*2=36$$

$$18*3=54$$

$$18*4=72$$

Thus: $18 \leq TOTAL6 \leq 72$

Table 3 shows the total organizational commitment scores for each sample

Table 3. The organizational commitment scores of each sample

	Commitment 1	Commitment 2	Commitment 3	Commitment 4	*	*	*	Commit .6	Commit .7	Commit .8	TOTAL 6
1	3	2	1	2				4	1	2	41
2	2	1	2	2				2	2	2	39
3	2	1	1	2				3	1	1	38
4	2	1	1	2				3	1	1	37
5	2	2	2	2				3	2	2	43
6	1	1	1	1				1	1	1	25
7	1	1	1	1				2	1	1	29
8	2	2	1	3				2	1	1	33
*											
*											
*											
23	1	1	1	2				1	1	1	26
7											
23	2	2	2	2				2	2	2	39
8											
23	2	1	1	2				2	1	1	29
9											
24	2	1	1	3				1	1	1	27
0											
24	2	1	1	2				2	1	1	34
1											
24	1	1	1	2				2	1	1	31
2											
24	1	2	1	2				3	1	2	37
3											

According to table 2 and Spearman's rank correlation coefficient ($r_{sp} = -0.396$), there is an inverse relation between the variables of job satisfaction and organizational commitment. Also, the minimum significance level of these two variables (Sig. (2-tailed)=0) indicates their being significant at the 95% confidence level; therefore, it is not acceptable that the value of calculated correlation coefficient is equal to zero. Hence, the null hypothesis (H_0) is rejected and H_1 is accepted; in other words, there is significant relation between two variables of job satisfaction and organizational commitment. Thus, the inverse relation between two variables of job satisfaction and organizational commitment is confirmed according to the minimum significance level.

Correlation analysis of the second hypothesis

Table 4. The correlation between the organizational promotion with their salaries and organizational commitment

	TOTAL1	TOTAL6
TOTAL1 Spearman's rank correlation coefficient	1000	-0.376
Significance level	0.000	0
The number of people	243	243
TOTAL6 Spearman's rank correlation coefficient	-0.376	1000
Significance level	0	0.000
The number of people	243	243

TOTAL1: the total scores of satisfaction with salaries for each sample

TOTAL6: the total organizational commitment scores for each sample

In above hypothesis, TOTAL1 indicates the total scores obtained by each respondent through answering 7 questions of the questionnaire. The minimum and

The second hypothesis:

There is a relation between the employees' satisfaction with their salaries and their organizational commitment in Hepco Company.

Statistical assumptions:

$$H_0: r_{sp} = 0$$

$$H_1: r_{sp} \neq 0$$

H_0 : There is no relation between the employees' satisfaction with their salaries and their organizational commitment in Hepco Company.

H_1 : There is a relation between the employees' satisfaction with their salaries and their organizational commitment in Hepco Company

As it mentioned, the SPSS software used to test the hypothesis that the obtained results have been shown in table 4:

maximum scores for each sample are 7 and 28, respectively.

In the questionnaire, there are 4 choices including very low (score 1), low (score 2), high (score 3), and very high (score 4). Therefore, the calculations of scores are as follows:

$$7*1=7$$

$$7*2=14$$

$$7*3=21$$

$$7*4=28$$

Thus: $7 \leq TOTAL1 \leq 28$

In above hypothesis, TOTAL6 indicates the total scores obtained by each respondent through answering 18 questions of the questionnaire. The minimum and maximum scores for each sample are 18 and 72, respectively.

In the questionnaire, there are 4 choices including "completely agree" (score 1), "agree" (score 2), "disagree" (score 3), and "completely disagree" (score 4). Therefore, the calculations of scores are as follows:

$$18*1=18$$

$$18*2=36$$

$$18*3=54$$

$$18*4=72$$

Thus: $18 \leq TOTAL6 \leq 72$

According to table 4 and Spearman's rank correlation coefficient ($r_{sp} = -0.376$), there is an inverse relation between the variables of satisfaction with salaries and organizational commitment. Also, the minimum significance level of these two variables (Sig. (2-tailed=0)) indicates their being significant at the 95% confidence level; therefore, it is not acceptable that the value of calculated correlation coefficient is equal to zero. Hence, the null hypothesis (H_0) is rejected and H_1 is accepted; in other words, the inverse relation between two variables of satisfaction with salaries and organizational commitment is confirmed. Thus, it cannot be claimed that at the 95% confidence level, the increase of employees' salaries in Hepco Company leads to the increase of their organizational commitment. Table 5 shows the total scores of satisfaction with salaries for each sample.

Table 5. the scores of satisfaction with salaries for each sample

	Salary 1	Salary 2	Salary 3	Salary 4	Salary 5	Salary 6	Salary 7	TOTAL1
1	2	1	2	2	1	2	2	19
2	2	2	3	2	2	2	2	17
3	2	1	2	2	2	1	2	18
4	2	2	3	2	2	1	2	15
5	2	2	1	2	2	1	1	16
6	2	2	2	1	1	1	1	22
7	1	2	2	1	2	2	2	15
8	2	2	2	2	2	2	2	24
237	2	2	2	2	2	2	2	26
238	2	2	1	1	1	2	2	18
239	1	1	1	2	2	1	1	17
240	2	3	3	3	3	3	3	18
241	2	3	3	2	2	2	2	21
242	1	1	2	2	1	1	2	14
243	2	1	1	1	2	1	1	21

Conclusions

Here, the results obtained from the analysis of hypotheses are discussed and

according to the findings, the field results of the study are summarized. Finally, some recommendations are provided for

managers and supervisors of Hepco Company. It is expected that the results of this research can be effectively used to increase the employees' job satisfaction and improve their organizational commitment in Hepco Company.

The Research Findings

The results of the first hypothesis

According to the first hypothesis:

There is a relation between the employees' job satisfaction and their organizational commitment.

The results obtained from analyzing the research findings confirm the first hypothesis. These results show that there is a significant but inverse relation between the variables of the first hypothesis.

The results of the second hypothesis

According to the second hypothesis:

There is a relation between the employees' satisfaction with their salaries and their organizational commitment.

The results obtained from analyzing the research findings confirm the second hypothesis. These results show that there is a significant but inverse relation between the variables of the second hypothesis.

According to the collected data, the reasons of employees' dissatisfaction with their salaries and benefits are as follows:

- 1- Insufficiency of salaries and benefits for usual expenses of life
- 2- The salaries and benefits are unfair compared with the colleagues' salaries and benefits.
- 3- The salaries and benefits are inappropriate compared to the similar position in other companies.

- 4- The salaries and benefits are inappropriate compared to the hardness of the work.
- 5- The salaries and benefits are inappropriate compared to the individuals' expertise and skills.
- 6- The salaries and benefits are inappropriate compared to the individuals' work efficiency.
- 7- The salaries and benefits are inappropriate compared to the individuals' responsibilities.

Suggestions

Although the research subject was assessed through theoretical studies, collected data, and the field results, it is expected that the research findings are used to improve the practice of management in the organization. According to the credibility and value of Hepco Company and its role in human health, the company requires strong management to promote its organizational goals. It is obvious that human resources play a vital role in achieving the organizational goals. The demands and expectations of management in any big company such as Hepco are to maintain the employees committed to the organization so that they are satisfied with their daily job, believe in importance and mission of their work, and do their best to offer what they can sincerely do for the organization. To successfully achieve these goals, it is needed to identify manpower requirements and apply the practices generating interest in employees so that they are encouraged to work and do not have tendency to other jobs for meeting their financial needs.

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