

The Effect of Professional Commitment on Organizational Commitments Dimensions of Qavamin Bank Employees in Khorasan Razavi Province

Amin Zohdi*¹, Ali Maghool¹, Yousef Ramezani², Seyed Ebrahim Hosseini¹

¹ Department of Business Management, Neyshabur Branch, Islamic Azad University, Neyshabur, Iran

² Department of Management, Attar Institute of Higher Education, Iran

*Corresponding Author E-mail: Azetamad162@yahoo.com

Received: 13 May 2016, Revised: 26 June 2016, Accepted: 10 July 2016

ABSTRACT

Existence of committed and professional manpower in any organization will reduce absenteeism, delays and displacements; moreover, it will lead to a significant increase in organizational performance, employee mental vitality, achieving organizational and individual goals. Considering the importance of this issue in organizations, the aim of this study is to investigate the impact of professional commitment on organizational commitment dimensions of Qavamin bank employees in Khorasan Razavi province. In the present study, the required information was collected through a questionnaire. Statistical sample of study is Qavamin bank employees in the cities of Mashhad and Neyshabour that are selected randomly. The reliability of the questionnaire was assessed by Cronbach's alpha coefficient. In the present study, structural equations are used to examine the research hypotheses; furthermore, LISREL and SPSS software were used to analyze data. The results indicate that there is a positive relationship between professional commitment and organizational commitment.

Keywords: Organizational Commitment, Professional Commitment, Normative Commitment, Affective Commitment, Continuance Commitment.

Introduction

Organizational Commitment: Organizational commitment has been defined in several ways like other concepts of organizational behavior. The most common way to deal with organizational commitment is to consider it as an emotional attachment to the organization. According to this approach, a person who is strongly committed gets his identity

from organization and having participation in the organization (Saroghi, 1996). Porter et al (1974) has noted that organizational commitment is acceptance of organization values and involvement with the organization; moreover, its measurement criteria are motivation, desire to proceed and acceptance of organization values.

O'Reilly & Chatman (1986) has pointed out that organizational commitment is an emotional support with an organization goals and values for the sake of organization, apart from its instrumental values.

Organizational commitment is a positive or negative attitude of employees toward the entire of the organization (not jobs). In organizational commitment, individuals have a strong sense of loyalty towards the organization and identifying their organization through it (Estrone, 1997).

Myer and Allen Model

Allen and Myer (1991) have believed that commitment link person to the organization and this link reduces the probability of leaving the job by person. They offer three components for organizational commitment which are Affective commitment, Continuance commitment and normative commitment.

Affective commitment: it is associated with employee's emotional attachment to organization so that people can introduce themselves to their organization.

Continuance commitment: it refers to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment.

Normative commitment: reflect a feeling of obligation to continue employment. They feel that they ought to remain with the organization.

Allen and Myer (1991) purposed that definitions of organizational commitment are associated with three general categories of emotional attachment, perceived costs and a sense of duty.

Features of affective commitment are classified into four groups: Personal characteristics, job characteristics, structural characteristics and work experience. Many researches that have

done in the field of organizational commitment indicate that relationship between organizational commitment and job performance and organizational citizenship behavior is positive, but the relationship between organizational commitment, intent to leave the organization and absences and delays of staff is negative. So the nature of relationship with organizations in each of the three components of affective commitment, continuance commitment, and duty commitment is different. Employees with strong affective commitment remain in the organization because they want to remain in organization. Those with strong continuance commitment remain because they need to stay. Additionally, those who have a strong duty commitment stay because they feel it is their obligation to stay.

Professional commitment

Wallace (1995) has considered three dimensions for professional commitment that are affective, continuous and normative commitment .she stated that professional commitment is a sense of career identity, the need for continuity of service in a job and high sense of responsibility towards it. On the other hand, Job commitment shows a kind of cognitive state and a sense of psychological identification with one's job. Job commitment is a belief about person job and depends on some jobs that a person can meet his current needs. Persons who are deeply involved in the job will consider the job as an important part of their personal identity. Additionally, people with high professional association dedicate most of their interests to their jobs. So organizational commitment and professional commitment are two distinct concepts which numerous studies have

shown that these two types of commitment have different predictions and results (Leong *et al.*, 2003). There are different views about the relationship between professional commitment and organizational commitment that can be divided into two general categories. First theory emphasizes that there is a conflict between these two types of commitment and believes that Organizational commitment will decrease if professional commitment increases or vice versa (Kallerberg & berg, 1987; Aranya & Ferris, 1984; Brierley, 1998; El-Rajabi, 2004). On the other hand, in second theory emphasizes that there is no conflict between professional commitment and organizational commitment (Leong *et al.*, 2003; Baugh & Roberts, 1994; Wang & Armstrong, 2004). In fact, the true content are presented by both categories because there are several factors involved in existence of conflict or not that some of these factors are evident in the various studies. Several studies have demonstrated that these two types of commitment have a positive relationship when organizations reward their employees for their professional behaviors (Wallace, 1993; Lachman, 1986). A number of other studies have suggested that if corporate values are incompatible with principles of professional ethics, organizational commitment and professional commitment are also inconsistent with each other (Alexander, 1981; Aranya & Ferris, 1984; Brierley & Turley, 1995). When organizational-professional conflict comes into existence, employees reduce their organizational commitment and process toward professional commitment (El-Rajabi, 2007). Aranya & Ferris (1984) expressed this issue another way. they found during their research that organizational-professional conflict is lower in

professional organizations and employees of these organizations not only have higher levels of organizational commitment and professional commitment but also the relationship between these two types of commitment is direct in organizations.

This is because authorities set goals for the organization that are consistent with the career goals; hence, employees would feel that organization values them and support their independence, so staff can simultaneously be committed to their organization and to their career (El-Rajabi, 2007).

Previous Empirical Studies

A study with the aim of investigating organizational commitment among employees of educational institutions in Australia was done by Joiner & Bakalis (2006). The results indicated that personal characteristics (gender, marital status, family responsibilities and education), job-related characteristics (supervisor support, co-worker support, role clarity and resource availability) and job involvement characteristics (tenure, second job and post-graduate study at the employing university) all affect organizational commitment.

The effect of organizational commitment to employees (OCE) on organizational performance was studied by Vicente Roca-Puig *et al.* (2007). The results indicated that there is a significant and positive relationship between organizational commitment and organizational performance.

Impact of work satisfaction and organizational commitment on withdrawal behaviors was studied by Falkenburg and Schyns (2007). The results showed that work satisfaction and organizational commitment affect withdrawal behaviors negatively.

Impact of leadership behavior on organizational commitment and organizational performance was examined by Steyrer et al. (2008). The results showed that desirable leadership behavior has a positive effect on subordinates' OC so that subordinates' organizational commitment, leads to improve organizational performance.

The role of organizational commitment in the success of organizational change was reviewed by Parish et al. (2008). The results showed that Factors such as employee-manager relationship quality, job motivation and role autonomy has a great impact on employee commitment to change. The findings also showed that employees' affective commitment improves performance.

A study to evaluate the impact of organizational factors on organizational commitment was done by Akroydet al. (2009). The findings showed that there is a significant and positive relationship between Organizational support, affective commitment and continuance commitment.

Research Hypotheses

H1: Professional commitment of employees has a positive impact on organizational commitment.

H2: Professional commitment of employees has a positive impact on normative commitment

H3: Professional commitment of employees has a positive impact on Continuance commitment

H4: Professional commitment of employees has a positive impact on Affective commitment

Method of data analysis

Kolmogorov – Smirnov was used in order to investigate normality of the data. The results of this test are as following:

Table 1. Results of normality test

Sig.	Test Statistic	Variables
0.08	1.508	Professional commitment
0.064	1.903	Affective commitment
0.26	1.757	Normative commitment
0.072	1.794	Continuance commitment

As we can see from the above table, the significant values of all the variables are more than 0.05; therefore, assumption of normality of the data is accepted. So the likelihood ratio method can be used in structural equations modeling. This study is based on a questionnaire with 33 manifest variables (questions of questionnaire) in form of an independent variable (professional commitment) and three dependent variables (normative commitment, continuance commitment, affective commitment) which measurement equations are determined by using factor analysis. Confirmatory factor analysis results are shown in the following table (2).

According to the above table (table 2), it can be seen that the t-statistic value is more than 1.96 in all cases, so it can be concluded that selected questions provide appropriate structural equation modeling to measure the dimensions of the research model. The model fitting parameters that are shown in the following table also confirm these results.

In which:

X :Professional commitment

Y1 :Affective commitment

Y2: commitment continuous

Y3 :Normative commitment

Table 2. Results of the confirmatory factor analysis of variables

standardized factor loading	The standard error	T-statistics	Factor loading	question number	variables
0.17	0.06	2.01	1.31	1	
0.71	0.088	10.91	0.99	2	
0.66	0.088	9.58	0.85	3	
0.52	0.17	6.94	1.19	4	Affective commitment
0.78	0.16	12.87	2.05	5	
0.37	0.19	4.61	0.9	6	
0.47	0.067	6.06	0.41	7	
0.49	0.18	6.32	1.17	8	
0.55	0.52	7.99	1.33	9	
0.54	0.14	5.14	0.72	10	
0.44	0.12	4.13	0.48	11	
0.66	0.28	5.81	1.46	12	
0.84	0.089	6.63	0.59	13	Continuance commitment
0.53	0.15	5.05	0.74	14	
0.56	0.11	5.23	0.58	15	
0.83	0.17	6.67	1.12	16	
0.73	0.14	7.46	1.07	17	
0.32	0.21	3.74	0.77	18	
45	0.19	5.25	1	19	
0.72	0.12	8.65	1	20	
0.31	0.13	3.65	0.47	21	
0.50	0.15	5.96	0.91	22	Normative commitment
0.97	0.16	10.4	1.7	23	
0.31	0.19	16.3	0.33	24	
0.62	0.13	8.04	1.08	25	
0.89	0.13	13.38	1.72	26	
0.96	0.11	15.34	1.66	27	
0.72	0.13	9.94	1.31	28	Professional commitment
0.31	0.11	2.47	0.47	29	
0.7	0.10	3.83	0.83	30	
0.4	0.17	2.88	0.49	31	
0.57	0.10	7.23	0.75	32	
0.3	0.20	7.17	0.34	33	

Table 3: fitness indices

Result	Value	Name of test
acceptable	1033.46	χ^2
acceptable	492	df
Be accepted with caution	0.084	RMR
acceptable	0.96	GFI
acceptable	0.9	AGFI
acceptable	0.094	RMSEA
acceptable	0.85	NFI
acceptable	0.91	CFI

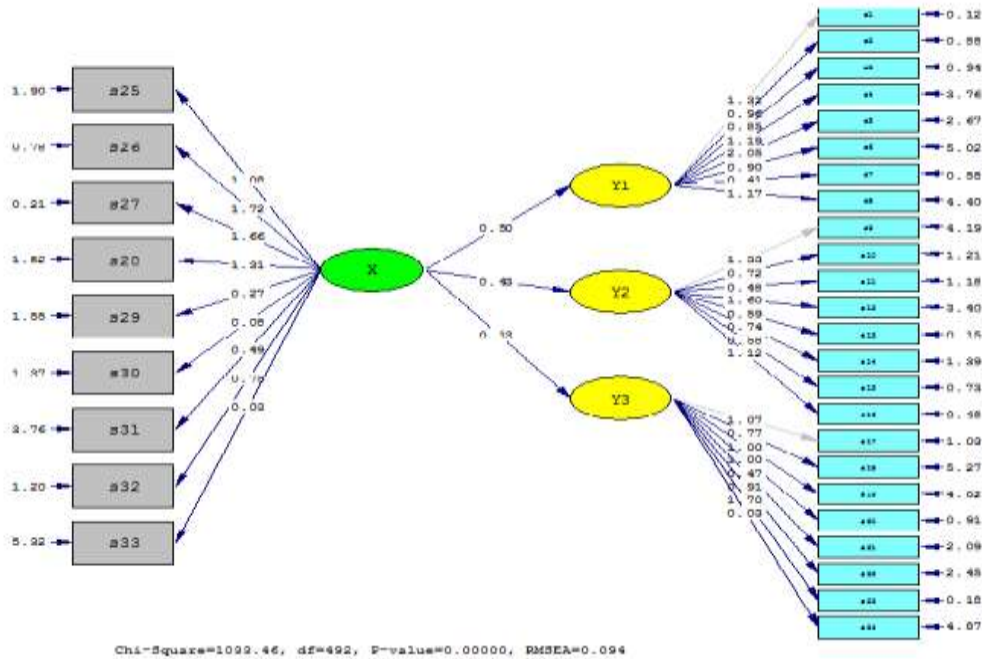


Figure 1. Factor graphs and Path coefficients of model

The research hypotheses

In this section, the research hypotheses are examined by using the structural model in structural equations.

First Hypothesis: Professional commitment of employees has a positive impact on organizational commitment. The following figure shows the structural equation model to explain the first hypothesis of the study.

Finding and Results

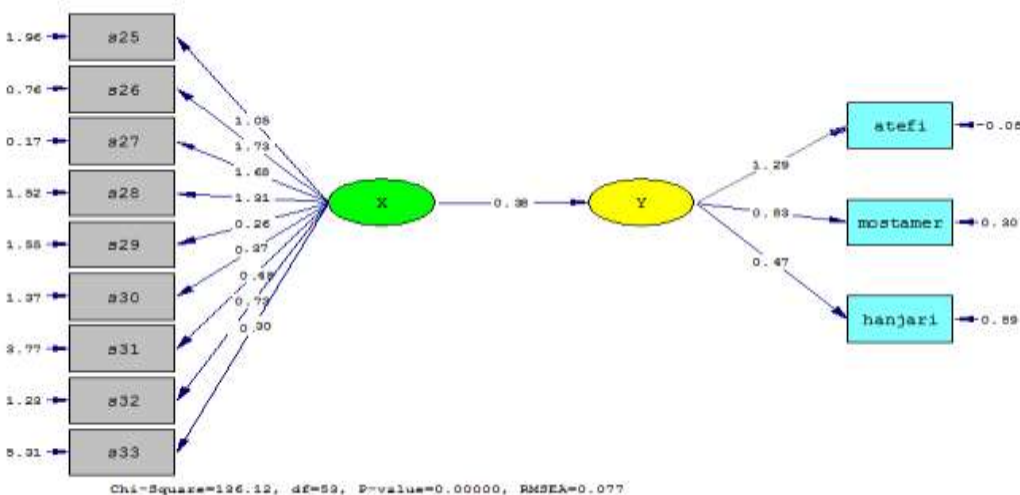


Figure 2. The structural equation model to explain the main hypotheses

In which:

X :Professional commitment

Y :Organizational commitment

Table 4. Results of factor analysis

standardized factor loading	The standard error	T-statistics	Factor loading	question Number	Variables
0.33	0.13	6.85	1.29	Affective commitment	Organizational commitment
0.84	0.078	10.67	0.83	continuance commitment	
0.44	0.087	5.39	0.47	Normative commitment	Professional commitment
0.60	0.13	7.80	1.05	25	
0.89	0.11	13.46	1.73	26	
0.97	0.13	15.55	1.68	27	
0.73	0.11	9.96	1.31	28	
0.31	0.10	2.42	0.26	29	
0.36	0.1	2.69	0.37	30	
0.4	0.17	2.85	0.48	31	
0.55	0.1	6.99	0.73	32	
0.48	0.2	2.02	0.30	33	

Table 5. Fitting indices

Result	Value	Name of test
acceptable	136.12	χ^2
acceptable	52	df
acceptable	0.019	RMR
acceptable	0.97	GFI
acceptable	0.93	AGFI
acceptable	0.077	RMSEA
acceptable	0.82	NFI
acceptable	0.92	CFI

The above table results indicate that all structures indicators are sufficient important to measure their structures because t-statistic value is more than 1.96.

Table 6. Path coefficients and T-statistics for hypothesis 1

result	T-statistics	Path coefficient
H ₀ Rejected	6	0.38

As it is shown in the above table, all fitting indices have the acceptable value;

therefore, validity of the model is confirmed.

According to the above table, since the amount of path coefficient between professional commitment of employees and organizational commitment is 0.38; furthermore, value of t-statistic is more than 4.80, so there is a meaningful and direct relationship between professional commitment of employees and organizational commitment.

Second Hypothesis: Professional commitment has a positive impact on normative commitment.

Table 7. Path coefficients and T-statistics for hypothesis 2

Result	T-statistics	Path coefficient
H ₀ Rejected	2.46	0.13

According to the above table, since the amount of path coefficient between professional commitment of employees and normative commitment is 0.13; furthermore, value of t-statistic is more than 1.96, so there is a meaningful and direct relationship between professional commitment of employees and o normative commitment.

Third Hypothesis: Professional commitment has a positive impact on continuance commitment:

Table 8. Path coefficients and T-statistics for hypothesis 3

Result	T-statistics	Path coefficient
H ₀ Rejected	4.12	0.43

According to the above table, since the amount of path coefficient between professional commitment of employees and normative commitment is 0.43; furthermore, value of t-statistic is more than 1.96, so there is a meaningful and direct relationship between professional commitment of employees and o continuance commitment.

Forth Hypothesis: Professional commitment has a positive impact on affective commitment:

Table 9. Path coefficients and T-statistics for hypothesis 4

Result	T-statistics	Path coefficient
H ₀ Rejected	6	0.5

According to the above table, since the amount of path coefficient between professional commitment of employees and normative commitment is 0.5; furthermore, value of t-statistic is more than 1.96, so there is a meaningful and direct relationship between professional commitment of employees and affective commitment.

Conclusion

Professional commitment has a positive impact on employees' organizational commitment and its dimensions. This result agrees with the researches of Leong & et al (2003), Baugh & Roberts (1994) and Wang & Armstrong (2004). In order that the organization can achieve better results, both professional commitment and organization commitment are required and some level of both commitments to their employees should be created by organization through providing the appropriate conditions. For example, several studies have been reported that Employees having high job satisfaction and performance will have high level of organizational commitment and professional commitment (Baugh& Roberts, 1994; Clark & Larkin, 1992; Brierley & Turley, 1995). Baugh & Roberts (1994) state that simultaneous existence of high levels of professional and organizational commitment can be pleasant and act as a balancing mechanism against each other. For instance, high professional commitment can modify some of the inefficiencies of organizational commitment; moreover, high professional commitment is not effective without organizational commitment because tasks may be done with high quality, but they are not in line with organizational needs. Additionally, interaction between professional and organizational commitment lead to higher job satisfaction and job

performance. Based on findings of this study, we can conclude that professional and organizational commitment as an important attitude toward work can have favorable or unfavorable impact on employees. Accordingly, providing favorable conditions for increasing organizational and professional commitment that are achievable via its subsets can increase attachment of people to their jobs while the lack of attention to this issue will weaken the organization and takes it away from its main goals. For this reason, it is recommended to administrators that have been investigated in this research which in order to improve the quality level of organizational and professional commitment of their employees, they should use appropriate management practices. There is a positive relationship between professional and organizational commitment, So it is recommended to administrators that have been investigated in this research that the organization's policies should support individuals career so that if the organization has plan to change procedures, they should pay enough attention that existing coordination between the two types of commitment does not disappear and organization can benefit from the advantages of both types of commitment among their employees.

References

- Akroyd, D., Legg, J., Jackowski, M.B., Adams, R.D. (2009). The impact of selected organizational variables and managerial leadership on radiation therapists' organizational commitment, *Radiography*, 15(2), 113-12.
- Alexander, K.O. (1981). "Scientists, engineers and the organization of work". *American Journal of Economics and Sociology*, 40(1), 51-66.
- Allen N.J, Meyer J.P. (1991), A three-component conceptualization of organizational commitment. *Journal of Human Resource Management Review*, 1: 61-89.
- Aranya, N., & Ferris, K.R. (1984). "A reexamination of accountants' organizational-professional conflict". *The Accounting Review*, LIX, 1-15.
- Baugh, S.G., & Roberts, R.M. (1994). "Professional and organizational commitment among engineers: Conflicting or complementing"? *IEEE Transactions on Engineering Management*, 41, 108-115.
- Brierley, J.A., & Turley, S. (1995). "The organizational turnover intention intentions of chartered accountants: a test of a casual model". *Accounting and Business Review*, 2, 27-54.
- Brierley, J.A. (1998). "Accounting' organizational- professional conflict: A meta-analysis". *The Journal of psychology*, 132, 291-300.
- Clark, C.E., & Larkin, L.M. (1992). "Internal auditors: Job satisfaction and professional commitment". *Internal Auditing*, 9-17.
- El-Rajabi, M.T.A. (2007). "Organizational-professional conflict and cultural differences among auditors in emerging markets". *Managerial Auditing Journal*, 22(5), 458-502.
- El-Rajabi, M.T.A. (2004). "The relationship between professional commitment, organizational commitment and conflict: a study applied on auditor and accountants in Jordan". *Arab Journal of Administrative Sciences*, 11(1), 3-65.
- Estrone, H. (1997). *Organizational Commitment*, *Journal of Management in Education*(in Iran), No 17, pp. 74-73.
- Falkenburg, k., Schyns, B. (2007). Work satisfaction, organizational commitment and

withdrawal behaviours. *Management Research News* Vol. 30 No. 10, 708-723.

Joiner, Therese. A. and Bakalis, Steve (2006). The antecedents of organizational commitment: the case of Australian casual academics, *International Journal of Educational Management*, 20(6), 439-452

Kallerberg, A., & berg, I. (1987). "Work and industry: Structures, markets and processes". New York: Plenum.

Lachman, R., & Aranya, N. (1986). "Job attitudes and turnover intention among professionals in different work setting". *Organization Studies*, 1,279-293.

Leong, L., Huang, S.Y. & Hsu, J. (2003). "An empirical study on professional commitment, organizational commitment and job involvement in Canadian accounting firm". *Journal of American Academy of Business*, 2(2), 360-370.

Parish, J.T., Cadwallader, S., Busch, P. (2008). Want to, need to, ought to: employee commitment to organizational change. *Journal of Organizational Change Management*, 21 (1), 32-52.

Porter, L.W., Steers, R.M (2004). Side- bet theory and the three component model of organizational commitment". *Journal of Vocational Behavior*, 65, 157-177.

Saroghi, A. (1996). Organizational commitment and its relationship with leaving

the service, *Journal of Public Administration (in Iran)*, No. 35, pp. 73-65.

Steyrer, J., Schiffinger, M., Lang, R. (2008). Organizational commitment—A missing link between leadership behavior and organizational performance? *Scandinavian Journal of Management*, 24(4), 364-374

Vicente R.P.V., Inmaculada B., Ana B.E., Carlos B.L. (2007). Organizational commitment to employees and organizational performance. *Personnel Review*, 36(6), 867-886.

O'Reilly, C., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on pro-social behavior. *Journal of Applied Psychology*, 71, 492-499.

Wang, X., & Armstrong, A. (2004). "An empirical study of PM professional's commitment to their profession and employing organization". *International Journal of Project Management*, 22, 377-386.

Wallace, J.E. (1995). "Organizational and professional commitment in professional and nonprofessional organizations". *Administrative Science Quarterly*, 40, 228-255.

Wallace, J.E. (1993). "Professional and organizational commitment: Compatible or incompatible"? *Journal of Vocational Behavior*, 42, 333-349.

How to cite this article: Amin Zohdi, Ali Maghool, Yousef Ramezani, Seyed Ebrahim Hosseini, The Effect of Professional Commitment on Organizational Commitments Dimensions of Qavamin Bank Employees in Khorasan Razavi Province. *International Journal of Advanced Studies in Humanities and Social Science*, 2016, 5(3), 214-223. http://www.ijashssjournal.com/article_83822.html