

Analysis of team working on Organizational Commitment in Safa Industrial Group in Iran

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Abstract: The purpose of this paper is to examine the effect of team working on effective commitment in Safa industrial group in Iran. It is very important for the organizations to have keen and determined committed employees as these employees will help organization reach its future goals. If the employees working for the organization are not committed then productivity falls down and the whole operations of the company are hindered. The organizational commitment is a mental mode that can show the level of individual's willingness, need and attitude to continuing of service in organization. The research adopts both qualitative and quantitative approaches through a survey with 1200 worker in this factory. Data were collected in a survey on a sample composed of 132 respondents chosen among employees working in different categories (workers and Supervisors). Finding showed that team working was positively related to the organizational commitment.

Key Words: team working, organizational commitment, Safa industrial group, Iran

I. Introduction

The organizational commitment is an attitude about personnel loyalty to organization and it is a process through which the members of organization show their interest in organization and its success and efficiency. Organizational Commitment is highly valuable. Studies have highlighted that commitment has a great impact on the successful performance of an organization. This is because a highly committed employee will identify with the goals and values of the organization, has a stronger desire to belong to the organization and is willing to display greater organizational citizenship behavior. The concept of organizational commitment has attracted considerable Attention over recent years and has become a central objective of human resource management (Organizational Commitment: A Longitudinal Study of Attitudinal and Behavioral Commitment among United Kingdom. Graduates, Henley Management College, 1994 by Helen Lydka).

Organizational commitment is important in the eyes of a company. It is important for organizations to keep talented individual who are engaged in their jobs and are productive workers. Organizational commitment involves the loyalty a worker feels towards the company he works for. Organizational commitment involves more than just company loyalty, it entails employee's intrinsically wanting to defend against criticism both internal and external (Business Daily Review, 2008). Organization commitment is related to job satisfaction in ways such as an employee's emotional reaction to their job. A worker may not be satisfied with his job but may still be satisfied with the company. Therefore, the individuals work commitment may be low but organizational commitment may be high (PSU Psych. 484 Commentary, 2011, Lesson 12, p).

Organizational Commitment Components

Organizational commitment is an employee's psychological attachment and sense of loyalty and allegiance to an organization. In many cases it can be connected to other aspects of the job such as job satisfaction which is a person's feelings about their job and organizational identification which is when a person feels a sense of closeness to the organization. There are three different components of organizational commitment which Meyer and Allen (1991) identified as: Affective commitment, Continuance commitment, and Normative Commitment

Affective Commitment

The most commonly studied type of commitment is Affective commitment, an employee's emotional attachment to and identification with the organization which is commonly seen in response to a supportive organizational climate in which the employee feels a sense of importance and high value to the company. Affective commitment can enhance job satisfaction because employees agree with the organization's objectives and principles and because employees feel they are treated fairly in terms of equity, and receive

organizational care, concern and support (Hawkins, 1998). Affective organizational commitment is defined as the emotional bond an employee has with the company they work for. The employee chooses to stay with the company because of this bond. When an employee is effectively committed to the organization, they feel a sense of belonging. This feeling of belonging and of identification increases their involvement in the work they do. Studies have shown that absenteeism and turnover are associated with affective commitment.

Continuance Commitment

It is an unfortunate fact that some employees stay with an organization because they feel they have to. Continuance commitment is when an employee feels that they are tied to the company as they weigh the cost of leaving an organization versus staying. It is becoming increasingly difficult to secure good paying jobs in addition to finding jobs with health benefits, retirement plans, etc., so employees must carefully weigh their options before deciding on making any changes to their employment status. Over the last few years as costs are increasing, companies have been cutting back on many of the costly benefits once offered to employees, leaving employees feeling stuck. Employees are subject to a range of all types of circumstances and situations, and benefits and pay are major considerations when accepting or changing positions. Continuance commitment studies two antecedents: investments and alternatives (Florkowski & Schuster, 1992). These studies often look at investments such as time, money, or effort. Florkowski and Schuster (1992) found a positive relationship between profit sharing and job satisfaction and commitment.

Normative Commitment

Finally, the component that has had the least amount of research attention is Normative Commitment which refers to how individual perceptions of what is morally right can have an effect on the reasoning behind staying with an organization (PSU Psych. 484 Commentary, 2011, Lesson 12, p. 5). Besides staying at a job because one wants to, or has to, an employee with a high normative commitment is apt to stay at a job because they feel they ought to (PSU Psych. 484 Commentary, 2011, Lesson 12, p. 5). Feelings of obligation to an organization or position, and perceptions of what actions are expected of them can cause an employee to stay in a position and with an organization in spite of more secure and lucrative opportunities elsewhere.

Team working

Teamwork is defined by Scarnati (2001, p. 5) "as a cooperative process that allows ordinary people to achieve extraordinary results". Harris & Harris (1996) also explain that a team has common goal or purpose where team members can develop effective, mutual relationships to achieve team goals. Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills. The literature consistently highlights that one of the essential elements of a team is its focus toward a common goal and a clear purpose (Fisher, Hunter, & Macrosson, 1997; Johnson & Johnson, 1995, 1999; Arker, 1990; Harris & Harris, 1996). Teams are integral part of many organizations and should be incorporated as part of the delivery of tertiary units. Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. Team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualized, competitive goals (Luca & Tarricone, 2001).

Types of Team

Four types of teams can be identified in organizations today (1) work teams, (2) parallel teams, (3) project teams, and (4) management teams. Each of these types fits our general definition of a team. Other sources slightly different typologies (Katzenbach & Smith, 1993; Mohrman et al., 1995; Sandstrom et al., 1990), but their categories overlap with ours. For example, Sandstrom et al. (1990) differentiate between advice and involvement teams, production and service teams, project and development teams, and action and negotiation teams. Of the categories in our typology, work teams correspond to their production and service teams, parallel teams to their advice and involvement teams, and project teams correspond to their project and development teams. We include a category for management teams and they include a category for action and negotiation teams. (Journal of management, vol. 23 no. 3, 1997)

Problem description

The most of problems in a wide range and most of private and government firms is rooted in the non-efficiency of management procedures and lack of efficiency and effective systems, not in the short age of resources and investment. So is the time ripe for the hierarchy of managers, especially employees decides to replace the efficient and effective ways to procedures that their non-efficiency has been proven. Aragón-

Sanchez, Barba-Aragón, and Sanz-Valle (2003) found companies that make higher investment in their employees 'training are more likely to achieve better results in profitability than are those that make lower investment. Similarly, the research findings of García (2005) in Spanish firms demonstrated that training-oriented policy for human capital development considerably influences the satisfaction of workers, clients, and owners/shareholders and finally organizational productivity.

Research Question and Research Hypotheses

The researcher sought to answer the following research question:

What are the relationships among team working and organizational commitment? Then for the above research question was explained using the following research: There is a positive co – relation between team working and organizational commitment.

Purpose of the Study

The purpose of the quantitative co relational study was to determine if a relationship existed between the perceived team working and the level of organizational commitment experienced in worker of Safa industrial group. The independent variable, team working, using the Multifactor questionnaire the Organizational Commitment Questionnaire determined the dependent variable, the organizational commitment of the Worker of Safa Industrial Group. The study's sample included 200 person of worker in factory. The worker Were located at various locations throughout the factory. The quantitative Study, using a co relational approach, identified team working factors affecting retention of Commitment of worker in Safa industrial group.

Research Design & Research Instrument

Sample Design:

It is an exploratory research design. The sample population comprises of employees working in Safa Industrial group. Total 132 employees responded to the questionnaire, which would be further used for the analysis. The sampling would be representative sampling, where all the employees at corporate researcher, are considered on a probability basis, and from which information was obtained and statistical inferences were made about the entire population within Safa Industries group.

Survey Questionnaire:

The questionnaire was designed using 5-point Likert scale. The tool was used to measure the level of agreement employees had with respect to 60 questionnaire items, which represented potential factors such as Openness, Confrontation, Trust, Authenticity, Pro action, Autonomy, Collaboration and Experimentation that influence employee's perception about the culture of the organization. The survey was also designed to measure the level of agreement the employees had with respect to, which represented potential factors such as interesting their job, Goal setting; Communication, Transparency, and Developmental focus that influence employee's perception about management of the organization.

Data Collection

• **Primary Data:** The primary data was collected through a structured Questionnaire.

Data Analysis & Findings

No. of Items	Reliability
6	.873

From description of above table it is found that reliability between six items (statements) is 0.873 which means work Team work and Organizational Commitment are reliable to each other and highly correlated to each other

CORRELATIONS

	N	Correlation
Team working & commitment	123	.758

REGRESSION BETWEEN TEAM WORKING AND COMMITMENT

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.758 ^a	.574	.571	2.69266

a. Predictors (Constant) Commitment.

In the above given table Commitment is constant and Team working is a dependent variable. For these variables and multiple correlation coefficients is the linear correlation between the Team working and commitment. It is large value indicates strong relationship and according to it, team working and commitment have $r = 0.758$ and $r^2 = 0.574$.

On the average, if team working changes, one unit commitment is expected to change by .574 units. That is if we change team working then it affects the commitment of the company

ANOVA ON TEAM WORKING AND COMMITMENT

Model	Sum of Square	Df	Mean Square	F
Regression	1183.399	2	1183.3999	163.218
Residual	877.300	121	7.250	
Total	5164.065	123		

- b. Predictors: (Constant) Commitment
- c. Dependent Variable: Team working

The computed F value is compared with the critical value of F at a 0.05 level of significance and it is found that computed value of F is less than tabulated value. So null hypothesis 3: “There is a positive correlation between team work and organizational commitment” is accepted.

II. Conclusion

with regard to the prior factors of team commitment, the results demonstrated that perceived team support, teamwork behavior, and trust would significantly influence team commitment, which supports the findings of Bishop et al. (2005), Costa (2003), Park et al. (2005), and Powell et al. (2006). Teamwork behavior in this study included coordination, cooperation, and information sharing. If individuals can participate in the work of a team, by having the opportunity to express their thoughts, and develop and fulfill their potential, they would tend to identify with, and depend on, the team. Trust, in this study, includes affective-based and cognitive-based trust. In other words, when individuals trust their colleagues within a team, they would be more comfortable, as the other members of the team would fill the roles of psychological comfort and models. Thus, an individual would be more willing to remain and work in a team long-term.

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