

## The role of job commitment and job satisfaction in job performance using Kano and fuzzy MCDM models

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**Abstract:** Organizations are social systems that human resources are the most important factors for their efficiency and effectiveness. Human resource is an important and a valuable factor in any organization, and a fundamental pillar of organization. The main purpose of this study is to determine the role of job satisfaction and commitment on job performance of social security organization staff in Shiraz. This study is done in the first half of 2014 in Shiraz Social Security organization. The study consisted of employees of Shiraz social security insurance, including workers of "Social Security Administration" and "Shiraz insurance subsidiaries". Required Information gathered by the questionnaire that its validity was confirmed. Kano model was used to test the hierarchical correlation analysis of the hypotheses. Based on the results, Pearson correlation coefficient was significant between job satisfaction and job commitment at 99% that shows direct and strong correlation between two measures and means that job commitment will increase by an increment in job satisfaction. The hypothetical impact of job satisfaction and career commitment on job performance was approved and Kano model parameters are determined the factors that increase employee satisfaction.

**Key words:** *Job performance; Job satisfaction; Job commitment; Kano model; MCDM*

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### 1. Introduction

Valuable resource of any organization is its human resources that can assist it in achieving its goals. Specialist, loyal staff, consistent with organizational objectives and values and committeemen to maintain membership with strong incentives are basic and essential needs of any organization. Organizations require employees to work beyond their usual duties and activities. Loohtahz said that in recent literatures, general attitude of commitment is an important factor for understanding organizational behavior and it is a good predictor of willingness to remain in occupation. Commitment can have many positive consequences. Staffs with commitment and stability are more disciplined in their work, spend more time and do much work in organizations. Managers must retain employees Commitment with the organization and must be able to use employee participation in decision-making and providing an acceptable level of job security for them provides more commitment (Morhead, 2005).

The effectiveness of an organization requires an appropriate structure and qualified staff with the appropriate job. Human resources are the most important input and are one of the aspects of satisfaction. The attitudes and interests of employees to their jobs, tasks and concepts are the factors to determine the interest of employees, acceptance of

their jobs and the goals and values of the organization. Desire and satisfaction of staffs make their efforts in order to achieve organizational goals and a strong desire to maintain membership in the organization. Also job satisfaction increases adherence and commitment. Employee engagement does not mean loyalty to an organization. It is ongoing process through which staffs are interested in the job and the organization and expresses their success and happiness. Job satisfaction and the affective factors are the most important social issues that have been into account in kast two decades by researchers and psychologists of organizations ( Alniasik et al, 2012). The main objective of the present study was to investigate the effect of employees' job satisfaction and commitment on job performance in social security organization is Shiraz.

### 2. Research literature

#### 2.1. Job satisfaction

Job satisfaction is an important factor in life satisfaction and can affect, directly or indirectly, human behavior and relationships. It is better to help a person to choose a suitable job, to be ready to play the role and to continue his work satisfactorily. Classic attempt to define job satisfaction was conducted in 1935 by Robert Hapak. He says job satisfaction is a complex and multidimensional concept that have relationship with psychological, social and physical factors. Job satisfaction is not

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related to one factor and a certain combinations of various factors causes a person to work at a certain moment of time and have job satisfaction and to claim to have satisfaction and enjoyment. The person show his satisfaction in different ways by emphasizing various factors such as income, social values, and work environment in different times (Hoy and Miskel, 1992). Shirtzer believes that job satisfaction means loving the job- required tasks and the conditions under which the work is performed and received the reward for doing it and that the constitute activities, and conditions of an individual work, to what extent and in what way meet the requirements, which depends on the judgment of him. One must balance the positive and negative factors of his job. If positive factors overcome the negative, it is likely to be satisfied with the work. People are different in job satisfaction their work provides. Hersey and Blanchard argue that job satisfaction is a function of needs' adaptation and the organization's expectations. In the case the balance exists, the behavior meet the needs of the individual and organizational expectations i.e the effectiveness and satisfaction are achieved simultaneously. Victoria Vroom about job satisfaction says: an individual's subjective perception about his job and performing a kind of organizational behavior. The satisfaction of job occurs due to completely different effects. Haylin (1966) presented that the job satisfaction is an emotional event that an employee can get about his job. So the job satisfaction of employees is gained when an employee is satisfied by the nature of his work, they are opportunities to enhance the promotion and are also satisfied of their colleagues and supervisors.

Thus, job satisfaction is an individual phenomenon. Luthanz Fred knows job satisfaction as a positive or pleasant emotional state of occupation or business that the evaluation is the result of evaluation of one's profession or trade. He added that job satisfaction is a result of their perceptions of what they think is important and it is well prepared. Fisher and Hanna (1939) considered job satisfaction as a psychological factor and know it an emotional adjustment to job and employment conditions. If the job provides desired enjoy to a person in this state he is satisfied with his job. Conversely, if someone does not get job satisfaction and good pleasure, in this case, the person will start job reproaches and wants to change it. Kate Davis and Newstrom know job satisfaction as a set of consistent or inconsistent, i.e. pleasant and unpleasant feelings that employees the feeling see their work. When employees join the organization, they will bring a set of demands, needs, desires and past experiences with them and job satisfaction addresses the alignment of human expectations and rewards that the work provided for him. Flamm and Arnold (1998) knew job satisfaction a set of positive attitudes of people towards job knowledge. They believe that when a person is said to be highly satisfied with their jobs, in fact, the overall purpose is that he loves his job highly and has ensured himself through job requirements. As a

result, he will have positive feelings toward the job. Chester Barnard believes that job satisfaction keeps the cooperation of the individual and the organization. Special joys that infuriate the people to continue their efforts to help the organizations are the benefits of responsible individuals. The benefits must be abundant and motivate. Gorden believes that job satisfaction is an emotional reaction to one understands of his job, to ensure job values or to allow him to meet and satisfy them. In addition, job satisfaction depends on the agreement of these values and personal needs.

Ginsberg and colleagues refer to job satisfaction and considered two types of various viewpoints of job satisfaction: Inner satisfaction that come from two sources , the first to feel the joy that is just coming back from work and employment. The second is the pleasure of observing the progress or through some social responsibilities that gives a rise to human abilities and personal tastes. External satisfaction relates to working conditions which is always changing and evolving. Internal factors include characteristics of individual states and are more stable compared to external factors that make up work and employment conditions. The inner satisfaction is more stable than external satisfaction. Generally satisfied is the outcome of the interaction between internal and external satisfaction whose job satisfaction can also be defined as follows: Job satisfaction is a positive feeling of a person about his job and is due to factors such as work environment, organizational systems, job relationships, and cultural factors. Thus job satisfaction is a mental emotion, which is also influenced by social factors.

## 2.2. Job commitment

One of the hidden, but affective factors in staffs' job behavior is their commitment to the organization and their job. Commitment of human resources in the public or private sector is important. Recognition and retention of human resources is not just their keeping in the organization, but simply to keep them connected to establish a correlation between the individual and organization. However, those who stay in the organization for many years due to force, not only do not help the organization, but arise burden on the organization. So it is necessary to focus on increment of the commitment of employees to meet their needs in the workplace (Delgoshaei et al., 2008).

"Commitment is an essential that restricts freedom (Oxford Dictionary, 1969)." The word commitment means to work upon, take, hold and close the covenant".

## 2.3. Job commitment

It is a continuous process through which staff concerned about job and organization as well as their interest, success and happiness. Commitment thought is as a major theme in the writings of management. This idea is one of the fundamental

values of the organization that can rely on and employees can be evaluated in criteria for commitment. In many years, commitment in theories and research has been defined in a different ways and it is difficult to combine the results of research. Today it is considered as a kind of commitment, the research clearly indicate which commitment is mentioned, and have been identified the indicators (Siasi, 1995). Most researches have been tested organizational behavior for organizational commitment. But in recent years, research on organizational commitment that show dedication to the job has been increased (Gimnian, 2004). The numerous studies have been conducted in the area of commitment in sport organizations that show the importance of this issue (Hamidi and Keshtidar, 2002). However, the study of factors affecting the staff's commitment in sport organizations can help to improve the performance of employees (Talebpour and Emami, 2006). Job commitment shows a cognitive and psychological sense of identity to a career. Job commitment, is a belief about one's job and depends to value a business can meet the current needs of the individual. Persons who are deeply involved in the job, considered the job as an important part of their personal identity. Also those with dependence to the job, devoted more interest to their jobs (Hackett et al., 2001). Also the more a person enjoy his work growth or perform dignity and business reputation, the more his job commitment. Job commitment has dimensions or variables that are determinant and effective in employee engagement. One of these is satisfaction related to joy and job satisfaction of organization dependence with spiritual and logical relationship and love of the goals and mission of the organization and includes adherence to the job values that are highly desirable for individuals and the expectations that others have of his job and ultimately job participation with enthusiasm to meet the demands of those who expect him. But it is the proper role to increase employee engagement and behavior consistent with the expectations of one of the factors. So that it is well for person to know it at first to cope with it to do well (Rabamy and Shahnoshy, 2001).

#### 2.4. Job performance

The most critical issue in organizational is job performance and it is one of the variables that has been taken much attention in many developed countries. Psychologists know job as occupational product of human behavior. They believe that the motivations and needs of the people have impact on the economic development. It is believed that the performance of a hybrid structure that is identifiable based on the employees' personnel failed through a series of specific criteria. Staff training has a widespread sense and does not only mean apprenticeship, internship or practical training in a particular field. But its scope is so broad that start the vocational simple learning and finishes perfect surrounded of a very complex science, technology,

experience in supervision and management in government agencies and industrial and also the way of treating against human, economic, social and environment cultural problems. Thus training is necessary to change the attitudes and personal belief in positive dimension and adaptation of the organization to be able to perform the functions and duties. Consequently, training should contained required job skills and achievement to this, requires efforts before, during and after training. Various definitions have been offered the job function, but what are common in all these definitions are the way tasks and responsibilities are assigned. Some have called it as manpower productivity. But it should be noted that the conceptual understanding is beyond the data and outputs. The performance is a set of behaviors that shows people relation with jobs (Morhead and Griffin, 1995). Another definition is the result of the tasks that the organization gives to human resources (Kasiko, 1989). In a fairly comprehensive definition, the performance is the efficiency and effectiveness in the duties and in some personal data such as accident potential, the delay in the work, absenteeism and slow work. The efficiency is defined as the ratio of output obtained from the sources. The effectiveness is the achievement of predetermined objectives. On the other hand, factors such as absenteeism, slow work, creating delays and accidents can take appropriate measures to assess performance. Robbins (1998) believes that the performance is at the individual, group and organizational level and factors affecting individual performance are: the ability, learning, personality, perception, motivation. Organizational-level factors affecting performance are: organizational structure, organizational environment, policies, organizational procedures and corporate culture. Factors affecting the performance of the group are: communication, leadership, power, politics, conflict and group behavior (Robbins, 1998). Hersey and Goldsmith, designed a seven-factor model with ACHIEVE agent to assist managers in determining the cause of performance problems and planning strategies to change and solve these problems. They had two main goals in mind for developing this model for human performance analysis: to determine the main factors affecting individual-individual reactions of staff and to develop the factor to the managers to be used and memorized.

The first step to develop a «ACHIEVE» model is the abundance of the factors that affect the performance of management. Atkinson's research shows that the interaction is a motivation and ability. In simple terms, is somewhat inferior to the desire and skills to perform the task completely. Peter and Lawler developed the ideas by adding the notion of knowledge or understanding in this work and also noted that even if the subjects have a tendency or skills to do the job, the desire and skills will be effective when they have a correct understanding of what to do and how to do it well. «AVHIEVE» Model is used two factors in the equation of management performance. The first factor is feedback, the

subjects should be aware of not only what to do, but need to know how to act based on what is most common. Feedback contains every day training and formal evaluation of the performance. Another factor is management. These days, in this situation, managers should be able to make decisions that impact on people's jobs and work together with the evidence and justification. In developed countries like America, legally valid staffs are necessary.

Managers in the performance analysis must continually check out the accredited personnel activities such as job analysis, job application, assessment, training, promotion and dismissal. A general problem that is depicted in the management process is that many managers have the potential to inform their subordinates in the type of problems. However, the directors do not have the required effectiveness to determine the cause of the problems. In other words, many managers are strong in identifying issues, but they are weak in problem analysis or diagnosis. To have maximum effectiveness in evaluating and resolving performance issues, managers need to determine the cause of their problems.

Hersey and Goldsmith determined seven variables related to effective performance of management, among others, and have chosen: motivation, ability, comprehension, organizational support, environmental adaptation, feedback and validation. One of the ways is that the managers combine these factors so that they can be remembered and used. One of the ways remembering makes it easy to learn is the use of an abbreviation of the first letters of a word (Hersey and Blanchard, 1992). Director can use «ACHIEVE» model about the impact of current and potential performance of subordinates in particular evaluation of task. The directors shall take the necessary step of unique problems. Factors affecting the staff performance are those in consistent with «ACHIEVE» model. These factors include the ability (knowledge and skills), clarity (or the perception of the image), assists (organizational support), motivation (motivation or desire), evaluation (training and performance feedback), validity (valid exercise of the rights of workers) and the environment (environmental suitability) (Hersey and Blanchard, 1996). ACHIEVE model has seven factors affecting performance include the following:

### **2.5. Ability**

It is said to knowledge, experience and skills to perform a particular task subordinates in ACHIEVE model (Hersey and Blanchard (1996). It is the ability or willingness of work, or knowledge and skills to work Robbins (1997). The basic components of ability are working knowledge of the job (formal and informal training to facilitate the successful completion of the project) as well as the talent of the work (Rezayian, 1994).

### **2.6. Resolution (perceived or imagined role)**

It is the understanding and acceptance of the way it is done, the place and the method to do it. For a complete understanding of the problem of subjects, major goals and objectives, how to achieve these goals and objectives and priorities should be quite explicit (goals, at what time are most important) (Hersey and Blanchard, 1996).

### **2.7. Assistance (organizational support)**

It is to support or assist the employee to perform the job successfully. Some auxiliary factors include: adequate funding, equipment, and facilities for doing good work, support from other organizational units, availability of qualitative product and finally having enough manpower (Hersey and Blanchard, 1996).

### **2.8. Motivation (motivation or willingness of employees)**

It is the motivation of subordinates or motivation to complete special work assignments with analyze upon success (Hersey and Blanchard, 1996). Motivation is more to complete tasks that have internal or external rewards. If the subjects have different motivations, the first step is to investigate the use of rewards and punishments (Haghighi, 2001).

### **2.9. Assessment (training and feedback of performance)**

It relates to the daily performance and review of casual feedback. Suitable feedback process allows subordinates to be informed of how and when they should perform the task (Haghighi, 2001). The purpose of this type of feedback is to provide informal daily practice and formal periodical visits (Rezayian, 1994).

### **2.10. Credit (staff salaries)**

This term refers to the appropriateness and legal decision of the Director of Human Resources. The employees' decisions must be accompanied by evidence based on activity policy (Haghighi, 2001).

### **2.11. Environment (environmental suitability)**

The environmental factors are external factors that affect the performance even with the power, clarity, support and motivation. Environmental factors include: competition, government regulations, logistics, etc. (Haghighi, 2001).

## **3. Research questions**

First question: what is the correlation between job satisfaction and commitment of the employees' social security organization in Shiraz?

The second question: how is the relationship between job satisfaction and job commitment and job performance in social security?

Third question: what is job satisfaction and commitment of the employees' social security organization in Shiraz?

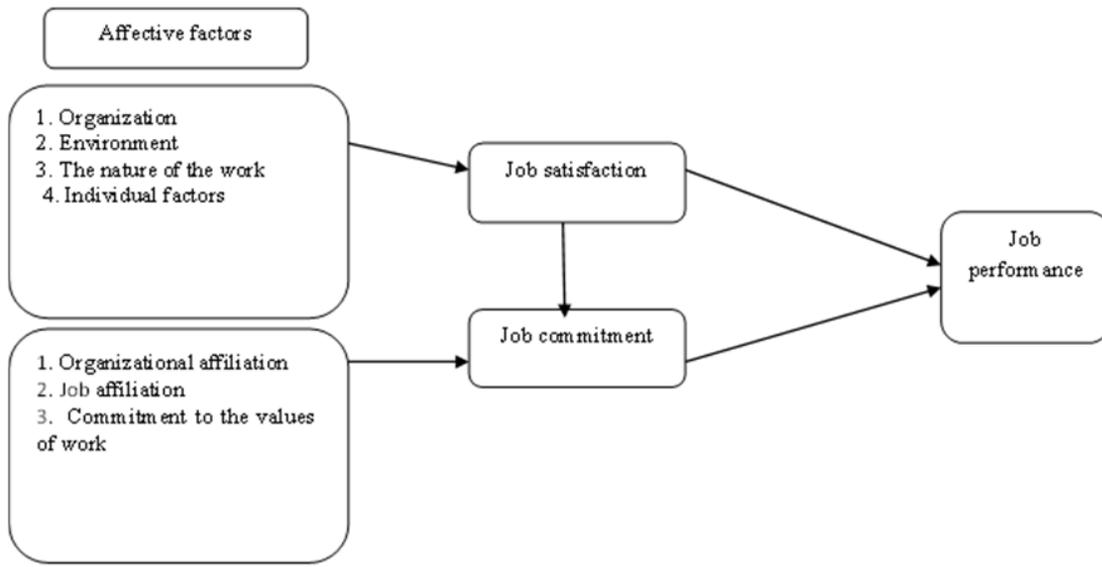


Fig. 1: Conceptual Model

**3.1. Research method**

Present study is descriptive survey research and evaluates staff attitudes or beliefs about the studied phenomena. In terms of the relationship between variables, present study is a correlation and field study is environmental. The study consisted of employees of social security insurance in Shiraz, including workers of "Social Security Administration" and "Shiraz insurance subsidiaries" and consists of 340 personnel. Sampling method and approximate volume of sample is 181 members, determined according to Morgan and Cochran formula. Regression method is used to analyze the data. Pearson correlation in inferential level, regression and Friedman analysis, and SPSS software were used. In the second stage fuzzy MCDM methods by the Excel and Expert choice software are used for factor ranking.

Tests:

First Q: What is the correlation between job satisfaction and commitment of the employees' social security organization in Shiraz?

**Table 1:** Pearson correlation test results

| Job commitment |                                 |                  |
|----------------|---------------------------------|------------------|
| 0.783**        | Pearson correlation coefficient | Job satisfaction |
| 0.000          | Significant level               |                  |
| 182            | number                          |                  |

Based on the test results, Pearson correlation coefficient between job satisfaction and job commitment is 0.783 and is significant at the 99% level (sig = 0.000 < 0.01) which indicates a strong correlation between the two indices. That means job satisfaction will increase job commitment.

Second Q: How is the relationship between job satisfaction and job commitment and job performance in social security?

**Table 2:** summarized regression model

| Standard division | R <sup>2</sup> reduced | R Square | R                  |   |
|-------------------|------------------------|----------|--------------------|---|
| 0.46655           | 0.522                  | 0.527    | 0.726 <sup>a</sup> | 1 |

**Table 3:** analysis of variance

| Significant level | F      | Mean square | Degrees of freedom | The sum of squares | model      |
|-------------------|--------|-------------|--------------------|--------------------|------------|
| .000 <sup>a</sup> | 99.817 | 21.727      | 2                  | 43.454             | regression |
|                   |        | 218         | 179                | 38.963             | remained   |
|                   |        |             | 181                | 82.417             | all        |

According to the estimate results of a regression model, the value of F-statistics and analysis of variance show a significant level in the model.

Adjusted R-squared values given in table are a summary of the estimated model which is able to predict 52% of the variation. In Table 4, the estimated coefficients that the job satisfaction

coefficient value and t are equal to 0.185 to 2.106, respectively (sig = 0.37 < 0.05), the coefficient is significant at the 95% and commitment to the job is 0.569 which is based on the statistic t (7.032) and the significant level of employee engagement index. As a result, significant regression equation can be written as follows:

$$y = 0.808 + 0.185x_1 + 0.569x_2$$

Where y is job performance, x1 is job satisfaction and x2 is job commitment. With a 10 percent increase in employee job satisfaction index,

performance increase to 1.8% and with a 10 percent increase in employee engagement index, performance increase to 6.5%.

**Table 4:** estimated coefficients

| Significant level | T statistics | Standardized coefficients | Non-Standardized coefficients |      |                       |
|-------------------|--------------|---------------------------|-------------------------------|------|-----------------------|
|                   |              | Beta                      | Std. Error                    | B    | model                 |
| .000              | 3.744        |                           | .216                          | .808 | Constant coefficients |
| .037              | 2.106        | .174                      | .088                          | .185 | Job satisfaction      |
| .000              | 7.032        | .582                      | .081                          | .569 | Job commitment        |

Third Q: What is job satisfaction and commitment of the employees' social security organization in Shiraz?

According to the mean results of job satisfaction and job commitment, value of the t-statistic and sig index, there is a significant difference out of the criterion that shows job satisfaction and organizational commitment shown are in good condition by the comments of the samples.

**Table 5:** Mean and standard deviation of job satisfaction and organizational commitment

| Standard division | mean |                  |
|-------------------|------|------------------|
| 0.638             | 3.82 | job satisfaction |
| -0.689            | 3.78 | job commitment   |

**Table 6:** Results of the one-sample t-test (criterion mean = 3)

| Mean difference | Sig. (2-tailed) | Freedom degree | statistics t |                  |
|-----------------|-----------------|----------------|--------------|------------------|
| 0.82389         | 0.000           | 181            | 17.502       | job satisfaction |
| 0.78132         | 0.000           | 181            | 15.289       | job commitment   |

**4. Conclusion**

Based on the results, and according to the results of Kano method, necessary conditions such as salary and benefits according to the work, the office staff salaries and benefits compared to other, welfare distribution among staff, career advancement based on merit and ability, belief and administration emphasis on creating equal opportunities for advancement, feel and spirit of collaboration with other staff, satisfaction from interacting with integrity and trust and obtaining the required information from the employees and the management decisions, the proportion of physical space and the lighting, decoration and office equipment, environmental suitability and appropriateness of heating and cooling environment were proved. Mobini and Afshar (1998) in their study showed a significant relationship between participation of employees in decision-making and performance. Also pleasure to see the results of work for employees, updated abilities and talents, use of staff involvement and consultation in decision-making and empathy between managers and employees must be created in order to increase the job satisfaction of employees in the organization. occupational commitment in one hand causes the employees settle their organizational tasks and duties with enthusiasm, motivation and a higher propensity and increase job commitment and readiness to cooperate increases better accomplishment of tasks and further missions (Mitchell, 2008).

According to the results, job performance is a function of job satisfaction and job commitment that meaningful relationship between them shows that job satisfaction and commitment should increase to make performance increment. To increase employee engagement, Chalabi (1385) states that social, cultural and organizational factor affect personality of the staff system and has impact on commitment increment in every four dimensions (relational, organizational, professional and public). He has shown that increasing unity and social cohesion, increment of the sense of equality and justice, enhanced social status, enhanced public participation, development of friendly relations and the integrity of the organization, equal distribution of resources and increment of participation in the organization will increase the occupational commitment of personnel in an organization (Chalabi, 2006). Based on the results of Pearson correlation coefficient, a correlation between job satisfaction and career commitment approved a strong correlation between these two measures and it means that increment in job satisfaction increases job commitment. Rezai (2000) in a study of job satisfaction and career commitment among staff of health Oil Industry, found the same result that showed less job satisfaction an no job commitment between staffs and increment in job satisfaction, the interest of staff to their job and organization and also to the goals and values which increases job commitment and continuity of personnel service in the organization. Job satisfaction and commitment in Shiraz SSO was higher than mean after analyzing job satisfaction and commitment results and there is a significant difference between them that shows a

suitable situation of these indexes in the organization.

### 5. Offers and suggestions

According to what has been mentioned it is suggested:

1. Kano method indicators are necessary to be provided based on employees and it should be in priority that according to results the most important ones are salaries and benefits in comparison with the work.
2. Managers create gratified condition of the result observing to increase the level of job satisfaction which can be done through rewarding committed staffs.
3. As involvement of staff in difficulties and consulting them in the decision making process increase employees' satisfaction, the requirements for active participation of employees in organizational decision making should be given.

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