RELATIONSHIP BETWEEN WORK ETHICS AND ORGANIZATIONAL SUPPORT WITH ORGANIZATIONAL COMMITMENT IN WORK PLACE

Saber Mostafa, *Parivash Nourbakhsh and Mahvash Noorbakhsh

College of Physical Education and Sport Sciences, Islamic Azad University- Karaj Branch, Alborz, Iran

*Author for Correspondence

ABSTRACT
The present study has been done with the aim of determining the relationship between employees’ work ethics, organizational support with organizational commitment in the offices of sport and youth, Kordestan province. The statistical population of the study consists of employees of youth and sports organization in Kordestan province, Iran. 130 people were randomly selected among these employees. In order to collect data, three questionnaires of organizational commitment (Allen and Meyer, 1990), work ethics (Bateman, 1993) and organizational support (Eisenberger et al., 1986) were used. The findings revealed a significant correlation of organizational commitment with work ethics and organizational support among female employees. However, among male employees, the correlation between organizational commitment and organizational support was significant. Multiple correlations showed that organizational support is a good predictor of organizational commitment in male and female employees. It is being suggested that managers in organizations enhance their employees’ perceived organizational support by appreciating their efforts and taking their well-being into consideration.

Keywords: Work Ethics, Organizational Support, Organizational Commitment

INTRODUCTION
Without human resources, the operation of activities is not possible within any institution or organization. In this regard, taking work ethics in organizations is of great importance. Various viewpoints have been put forward on the matter. Thinkers in the field of Marxism believe that the failure of human resources is caused by work forces’ alienation in industrialized nations since the job is an external matter for a worker and he/she is not satisfied through the job. They believe that the industrialization of nations has led to the replacement of secondary relationships with the primary ones and the reduction of job attachment as a result. Other thinkers have tried to investigate the influences of historical background, political structure, religion, and traditions on work ethics (Rizk, 2008).

Based on functionalists’ views, work is one of the major institutions within an economic system and if an economic system is considered as one of the four major sub-systems within the social system, work is influential within such social institutions as education. Another point that has to be taken into consideration is the change of prevalent viewpoints in the fields of sociology and economy. While Marx considered economy as the infrastructure and other areas as the superstructure, more recent theories point to cultural grounds as the factors influential in the fulfillment of economic development. Economists such as Hagen conclude that cultural characteristics are the major factors in the establishment of economic growth. He considers economic developments as originating from cultural ones ad argues that a major and infrastructural change in the culture of a society would lead in itself to the economic development (Hagen, 1963). On the other hand, the manner of management is very influential on the organization of production and work ethics. Work ethics can be considered as one of the major factors leading to successful performance in a competitive environment and lack of attention to it can cause significant problems for an organization. Since ethics are influential on the promotion of individuals’ inherent capacity, it is the major challenge that organizations faced with and can be explained as the contrast between social and organizational performance. Work ethics are cultural norms that grant moral and positive value to correct and appropriate performance of tasks within an organization and consider job in itself as having an inherent virtue (Soltani, 2010).
Research Article

In this regard, one of the problems in modern organizations is the scarcity of work ethics among employees and managers. With the increase in the number of organizations and the cases of immoral, illegal, and irresponsible acts in the workplace, the attention of managers and experts has been focused on work ethics and ethical management. Ethical management can be described as the identification and prioritization of values in order to guide behaviors within an organization. Ethical issues can be managed in workplaces thorough the establishment of an ethical management program. These programs help organizations to maintain their ethical performance even in upsetting conditions. Therefore, work ethics not only does improve efficiency and productivity within organizations, but also can enhance commitment there (Khosravi, 2012).

The application of appropriate methods can lead to increased motivation, work ethics, and productivity among individuals. The entrance to the modern and industrial world requires fundamental modifications in traditional management theories. The point to be considered is that the introduction of economic modifications without taking cultural consideration into account may lead to disastrous consequences. One of the major responsibilities of each social institution is the attainment of objectives that constitutes the existing reason for that institution. The attainment of organizational objectives requires the cooperation and collaboration of all factors that their systematic interaction with each other makes the existence of an organization meaningful. In this respect, the role of human resources within all level of organizations is much more significant than other factors and should be taken into account as an intelligent factor having material and non-material needs, individual aims, and group/organizational expectations. The perceived support from an organization is one topic that has been introduced newly into the field of organizational behavior and the human resource management. Support that employees perceive from an organization is a belief based on the point that to what extent their efforts are being appreciated by the organization and their welfare being taken into consideration. Perceived support from the organization is the result of a kind of relationship between employees and an organization. The basis of such a relationship is the kind of interactions that happen between employees and the organization (Park, 2012).

According to organizational researchers, the relationship between employees and managers is not just based on such resources as money, services, and information but includes personal and emotional resources like approval, respect, and support. Over the time, the amount of support that an organization shows makes an employee to feel obliged to compensate for that. In fact, employees who perceive a high rate of support from the organization are more likely to make up for that support with their positive viewpoint and voluntary work behavior. Managers’ supportive behaviors and also the atmosphere within the organization may contribute to the establishment of perceived sense of support from the organization in such a way that based on that, employees perform tasks as active members of the organization and feel satisfied and content. Some others attempt to get opportunities in order to do their role well by learning required skills and the ones that they like. Employees who experience higher rates of perceived organizational support have the feeling as to act according to the appropriate norms and viewpoints in the organizations in order to benefit the organization and attract more support from it (Eisenberger et al., 1997).

Since the efficiency of human resources is not always predictable based on economic calculations and various other factors originating from human beings’ needs related to social dimensions, respect, an self-approval are influential in this regard, therefore organizational commitment as one of the major requirements within an organization has gained a high status in research studies and is originated in an individual utmost belief in the organization, acceptance of its objectives, and attempting to attain those objectives more than anything else. As a result of these two factors, a kind of emotional and affective dependence establishes in the individual that makes him/her willing to stay within an organization. In today’s competitive world and the trend for the organizations to become private, the role of employees’ participation and their being trained as loyal people is of utmost importance and paying attention to employees within the offices of sport and youth gain a double importance. Among the factors influential on the success and development of sport organizations such as the offices of sport and youth is the
amount of commitment that employees show towards the future and maintenance of organizations. Now, if an organization is faced with extensive, important, and sensitive tasks due to its nature, the importance of human resources gain much more prominence and therefore organizations can attain their objectives through the acknowledgement of the rate of commitment within their employees and modifying factors that influence it (Poursoltani et al., 2011).

Organizational commitment is a concept that determines the depth of interest a person has in an organization and indicates to what extent an employee has adjusted his/her own objectives with that of the organization, considers being a member of that organization valuable, and is willing to take steps to attain its objectives (Bahrami et al., 2011). According to Allen and Meyer, organizational commitment is not a one-dimensional concept, but has three dimensions or acts. These dimensions include affective, continuous, and task commitment that each one lead to the attachment of an employee to the organization (Abedi et al., 2011). Organizational commitment is an approach on employees’ loyalty toward an organization and a continuous process through which, employees show their interest in an organization and its permanent productivity. In this regard, Geernberg and Baron (2000) believe that lack of investigation on employees’ organizational commitment may lead to the enormous costs related to employees’ turnover, the training of new personnel, and the operationalization of meticulous and complex control and mentoring mechanisms (Bahrami et al., 2011). Therefore, managers and officials within organizations should attempt to increase the level of their employees’ organizational commitment since that is among the major factors influential in the development and progress of an organization. Research studies done in the field reveal that there is a meaningful relation between organizational commitment and work ethics and also between organizational commitment and organizational support. Jianwu (2014) and Bilgin and Demirer (2012) have concluded that there is a meaningful correlation between organizational support and employees’ organizational commitment. The findings in studies done by Pettijohn and Charles (2008), Okpara and Wynn (2008), and Yousef (2001) indicate the existence of a meaningful correlation between organizational commitment and employees’ work ethics. Finally, considering the importance of organizational commitment and its relation with work ethics and organizational support in the progress of sport, the present study attempts to find answers to questions such as “To what extent there is a relation between work ethics and organizational support on one hand and organizational commitment on the other hand?”, “What kind of relation exists between these variables?” or “Which one of the independent variables of work ethics and organizational commitment can predict organizational commitment among employees?”. Finding answers to these questions may attract managers’ attention towards the importance of these organizational behavior variables.

MATERIALS AND METHODS
The research method is descriptive and correlational. The statistical population of the study consists of employees of youth and sports organization in Kordestan province, Iran. 130 people were randomly selected from among these employees, 82 were male and the rest were female. Three questionnaires were used to measure the variables.

**Organizational Commitment:** Allen and Meyer (1990) questionnaire was used for measuring organizational commitment. This questionnaire includes 24 questions that were assessed by five-point Likert scales with options fully agree, agree, no opinion, disagree and strongly disagree respectively with scores of 5, 4, 3, 2, 1. In this study reliability by using Cronbach's alpha was obtained 0.85 and significant at 0.05 alpha level.

**Organizational Support:** To measure organizational support, Eisenberger (1986) questionnaire was used, which contained 16 questions that were assessed by seven-point Likert scales, with options fully agree through strongly disagree with scores of 7 through 1. In this study reliability by using Cronbach's alpha was obtained 0.87 and significant at 0.05 alpha level.

**Work Ethics:** In order to evaluate work ethics, Bateman (1993) questionnaire was used which includes of 8 questions that were assessed by 5 options based on 5-point Likert scales, with options fully agree, agree,
RESULTS AND DISCUSSION

Results

Table 1 shows descriptive statistics related to male and female employees with regard to age.

Table 1: Descriptive statistics of the age of employees

<table>
<thead>
<tr>
<th>Variable</th>
<th>Sex</th>
<th>Mean</th>
<th>SD</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>Female</td>
<td>36.44</td>
<td>6.6</td>
<td>26</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>39.43</td>
<td>6.3</td>
<td>26</td>
<td>50</td>
</tr>
</tbody>
</table>

According to table 1, mean and standard deviation for female and male employees are 36.44 ± 6.3 and 39.43 ± 6.3, respectively.

Table 2 shows the results of Pearson correlation for the investigation on the meaningfulness of the relationship between work ethics and organizational support on the one hand and organizational commitment on the other hand among female employees. According to the information presented in the table, all coefficients are meaningful.

Table 2: Findings of Pearson correlation among female employees

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work ethics</td>
<td>0.42*</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Organizational support</td>
<td>0.55**</td>
<td>0.34*</td>
<td>1</td>
</tr>
</tbody>
</table>

*= significance at 0.05, **= significance at 0.01

Table 3 shows the results of Pearson correlation for the investigation on the meaningfulness of the relationship between work ethics and organizational support on one hand and organizational commitment on the other hand among male employees. Based on the information presented in this table, correlation between organizational support and organizational commitment is significant.

Table 3: Findings of Pearson correlation for male employees

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work ethics</td>
<td>0.19</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Organizational support</td>
<td>0.47**</td>
<td>0.03*</td>
<td>1</td>
</tr>
</tbody>
</table>

*= significance at 0.05

In order to investigate the multiple correlations between research variables, multiple regression analysis has been applied. As can be seen from table 4, the coefficient for multiple correlation between organizational support and organizational commitment among female employees is 0.55. In addition, the coefficient of determination (i.e. the percentage of variance in a dependent variable that is predicted by the use of independent variable) equals 30 percent. Therefore, organizational support can predict female employees’ organizational commitment at 30 percent. The findings of regression analysis by the use of step-by-step method show that in the linear combination of organizational support and work ethics with organizational commitment in female employees, organizational support has the highest degree of simple correlation coefficient with organizational commitment and is introduced into the regression model. The coefficient of regression for organizational support is β= 0.55, t= 3.7, and level of significance is at 0.001. © Copyright 2014 | Centre for Info Bio Technology (CIBTech)}
(that is lower than 0.05) and is meaningful. The constant value in the model was determined as 2.17. Therefore, considering the regression coefficient of organizational support and the constant value, the regression model for female employees is determined as the following:

\[ y = 2.17 + 0.55 \times (\text{organizational support}) \]

**Table 4: The findings of multiple regression analysis using step-by-step approach among female employees**

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
<th>R</th>
<th>R2</th>
<th>F</th>
<th>Coefficients regression</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>Organizational support</td>
<td>0.55</td>
<td>0.30</td>
<td>14.3</td>
<td>( \beta = 0.55 )</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>t = 3.7</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.001</td>
</tr>
</tbody>
</table>

In order to investigate the multiple relations between research variables, multiple regression analysis has been done. As can be seen from table 5, the coefficient of multiple correlation between organizational support and organizational commitment among male employees is 0.47 and the coefficient of determination (i.e. the percentage of variance in a dependent variable that is predicted by the use of independent variable) equals 22 percent. Therefore, organizational support can predict male employees’ organizational commitment at 22 percent.

The results of regression analysis done by the use of step-by-step method show that in the linear combination of organizational support and work ethics with organizational commitment among male employees, organizational support has the highest coefficient of simple correlation with organizational commitment and enters the regression model. Regression coefficient for organizational support equals \( 0.47 / (\beta = 0.47) \), the value for the statistic of meaningfulness of regression coefficient equals 4.1, and the level of significance is at 0.001 (that is lower than 0.05) and is meaningful. In the model, the constant value was obtained as 2.17. Therefore, by considering the regression coefficient of organizational support and the constant value, the regression equation for male employees can be shown as follows:

\[ y' = 2.17 + 0.47 \times (\text{organizational support}) \]

**Table 5: The findings of multivariable regression by the use of step-by-step approach among male employees**

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>Independent variable</th>
<th>R</th>
<th>R2</th>
<th>F</th>
<th>Coefficients regression</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>Organizational support</td>
<td>0.47</td>
<td>0.22</td>
<td>17.9</td>
<td>( \beta = 0.47 )</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>t = 4.1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.001</td>
</tr>
</tbody>
</table>

**Discussion**

Based on descriptive statistics, it was found that the age range among female and male employees are 36.44 ± 6.3 and 39.43 ± 6.3, respectively. After investigating the research hypotheses it was found that there is a meaningful correlation between organizational commitment and work ethics on one hand and organizational support on the other among female employees. Such a meaningful correlation was only meaningful with respect to the relation between organizational commitment and organizational support among male employees.

Golparvar et al., (2010) investigated the relation between organizational support and organizational commitment among coaches and found that there is a meaningful correlation between the two variables. Rezayi et al., (2012) revealed that there is a meaningful correlation between organizational commitment on one hand and organizational support and management support on the other. The results of testing this hypothesis confirmed the findings of the study done by Yousef (2001). Yousef argued that there is a
meaningful correlation between work ethics and organizational commitment. In addition, the findings of the study do not confirm Black’s (1999) study in which he argued that work ethics have a special correlation with organizational commitment among male employees.

Multiple regressions indicated that there exists a meaningful correlation. In the linear combination of organizational support and work ethics on one hand and organizational commitment on the other among female employees, organizational support was found to have the highest coefficient of simple correlation with organizational commitment. In addition, the results of regression analysis revealed that in the linear combination of organizational support and work ethics on one hand and organizational commitment on the other among male employees, organizational support has the highest coefficient of simple correlation with organizational commitment. Studies by Khosravi and Rezayi (2011) and Doayi and Borjalilou (2010) showed that there is a meaningful correlation between perceived organizational support and employees’ organizational commitment. In addition, work ethics was found to be effective in the study done by Kaviyan (2005). Moeinifar (2000) concluded that there is a correlation between the structure of an organization and organizational commitment in an organizational level. In Bilgin and Demirer’s (2012) study, the relation between organizational support and its impact on employees’ work ethics was investigated. They concluded that there is a meaningful correlation between organizational support and employees’ commitment. Furthermore, the study by Okpara (2008) showed a meaningful correlation between organizational work ethics and organizational commitment. One of the conclusions that were obtained through Randall’s (1991) study was that there is a meaningful correlation between work ethics and organizational commitment. One of the limitations in the study was related to the collection of questionnaires from some employees (especially those with higher official ranks) that caused the study to take a longer time than expected. Considering the findings it can be suggested to managers within organization that the establishment of training sessions or workshops to make their employees familiar with concepts such as work ethics or material and non-material bonuses to improve work ethics are some ways to enhance organizational commitment. Among the most important factors that can enhance organizational commitment within an organization is organizational support. Since support creates a feeling of emotional or psychological safety among the employees (meaning that they are being perceived and noticed), it is of great importance in the enhancement of organizational commitment. It is being suggested to the organization that they can improve their employees’ perceived level of support through the provision of essential services to them.

REFERENCES


Research Article


Rezayi D and Anari S (2012). An investigation on the relation of organizational and administrative support with organizational commitment among the official and military forces of police; A case study on police forces in the city of Isfahan. Strategic Studies of Security and Social Order 1 59-72.


