

## **RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF AGRICULTURAL EXTENSION EXPERTS OF GUILAN PROVINCE**

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### **ABSTRACT**

The main purpose of this study was to assess the relation between organizational commitment and job satisfaction of agricultural extension experts in Guilan Province. A sample of 183 of respondents was selected through simple random sampling technique and surveyed through standard questionnaire. Descriptive and inferential were used to analyze the data for drawing conclusion. The findings show that 36.1% of the surveyed sample claimed low job satisfaction. After grouping organizational commitment of agriculture extension experts, 36.1% of them were in low organizational commitment, 39.3% in moderate organizational commitment and 27.9% in the high organizational commitment group. Results show that there is direct and significant relation between the job satisfaction and organizational commitment at the 1% level. There is also direct and significant relation between job satisfaction and all aspects of organizational commitment.

**Key Words:** *Organizational Commitment, Job Satisfaction, Extension Expert, Iran*

### **INTRODUCTION**

In today's competitive world, human resource is the main and the most critical asset of every organization (Karimi Gughari *et al.*, 2011). The satisfied and highly motivated human resources play an important role to advance the policies and plans of any organization (Rajab Beigi *et al.*, 2006). This is very important for service organizations which desirable and good behaviors of their employees, lead to create an intimate relationship with customers (Dessler, 1998). Thus, considering job satisfaction category and members loyalty and commitment to the organization and better performance of assigned roles and also beyond-role duties of human resources, is one of the serious concerns for managers of organizations (Baqeri and Tavallaei, 2010). Job satisfaction is a criterion for mental health in organization and serves to human resources effectively (Sadeghian *et al.*, 2010). Job satisfaction, means human positive view toward his/her job which results of some factors such as workplace conditions, type of management and salary (Shafie Abadi, 2005). There is no doubt that job satisfaction for employees is very important. Managers, at least need to concern, their job satisfaction according to three reasons: 1) there are very evidences implying that dissatisfied employees resign more 2) it is proved that satisfied employees enjoy better health and live longer 3) job satisfaction is a phenomenon which goes beyond the board of the organization and the company and its effects would be seen in their private life and out of the organization (Robins, 1970). Job satisfaction contains different aspects which are considered as determinant factors in job commitment including professional dependence that impacts on employee satisfaction and interest of their job (Roohi *et al.*, 2011).

Williams (1986) recognized increased job satisfaction to be effective to develop organizational commitment. Employees' commitment to an organization is necessary for contemporary organizational success (Brown, 2003). Employees' commitment to organization generates intangible assets (Abolalaei, 2006). Organizational commitment is a force which links employee to actions according to one or more certain goal(s) of organization (Vitell, 2008). Employees with high commitment, maybe willing to try more in favor of the organization. Employees' strong interest in the organization allows better adaptive skills and more responsibility and response to changes in customers' demands and also leads to adaptation

### **Research Article**

to environmental urgencies and pressures (Ghamari, 2011). Lack of commitment or low level commitment, follow adverse consequences for them and the organization; desertion, high absences, reluctant to stay there, decreased customers' trust and revenue are some of the consequences (Delgoshaee *et al.*, 2008).

There is no exception here for agriculture and therefore we can say that agriculture plays critical role in national development (Rezaee and Rezvanfar, 2007). During recent decades, different views have been offered about the role of agriculture in economic development which accordingly agriculture evolved from inactive section in 1941 and 1951 decades to an active role in recent decades (Eftekhari, 2012). On the other hand, role of extension and education are critical and undeniable in agriculture development (Hejazi and Shams, 2005). Obviously, if the organization wants to fulfill its missions and tasks, it needs employees with some features including innovation, good human relations, having ethical and human commitment and interest in their jobs and to develop continuous services and efforts (Blannie and Radhakrishna, 1991). The main source of one successful extensional system is sufficient number of employees with job satisfaction and interested in it (LashgarAra and Moharrami, 2010).

Today's, the main problems of extension organizations of developing countries are lack of experts, no motivation and job satisfaction among employees and in most countries the agriculture sections did not define human resource management exactly (Babu *et al.*, 1997).

In Iran and abroad, different studies were performed by considering various variables in relation to job satisfaction and employees' organizational commitment which here we point some of them : results of researches performed by ParnelandKrandel represent significant relation between job satisfaction and organizational commitment, direct and significant relation between job satisfaction and organizational commitment and organizational citizenship behavior , and also direct and significant relation between organizational commitment and organizational citizenship behavior (Parnell and Crandall, 2003). Sikurska-Simmonz proved in research that job satisfaction, organizational culture and studying are strong predictors of organizational commitment and totally determine 58% of organizational commitment variance. High level of organizational commitment follows with employees' desirable perceptions of organizational culture and high job satisfaction (Sikurska-Simmonz, 2005).

Wang *et al.*, (2007) after assessing predictors of organizational commitment and job satisfaction and also the intermediary role of organizational subcultures concluded that there is a significant relation between leadership style and commitment. Job satisfaction also impacts on organizational commitment and acts as an intermediary factor.

In Iran also different researches (Rezaee, 2000; Shiee, 2003; Amin Bidokhti and SalehPoor, 2007; Forutan, 2007; Kamali *et al.*, 2010; Nahrir *et al.*, 2010; Heidari Tafreshi and DaryaBegian, 2011; Sedaghati Fard and Khalij Asadi, 2011; Ghamari, 2011) assessed the relationship between managers, librarians, nurses, employees and scientific Board members, then reported direct and significant relation between these two variables.

Related subjects with job satisfaction and organizational commitment however, were analyzed among employees in different types of organizations, but few numbers of these researches were conducted in agriculture extension organizations. Due to shortage of performing research in this field and also special importance of services of extension experts; this research was performed aimed to assess the relation between organizational commitment and job satisfaction of agriculture extension experts in Guilan province. The results can prepare good information to make a decision for managers and other sympathetic officials and leads to adopt suitable methods for effectiveness of extension service and agriculture education of the country.

### **Purpose and Objectives**

The main purpose of this study was to assess the relation between organizational commitment and job satisfaction of agricultural extension experts in Guilan Province. Therefore, the following objectives are considered:

Assessing the respondents ' individual characteristics ;

## **Research Article**

Determining level of job satisfaction and experts' organizational commitment;  
Comparing experts' job satisfaction in this study based on their individual characteristics.

## **MATERIALS AND METHODS**

The main paradigm of this research was a quantitative paradigm. Current research is applied research in terms of goal. This research also is a descriptive-correlation research in terms of the degree to control variables and is a field research in term of how to gather data. Target population included all Agricultural Extension Experts of Guilan Province in 2012. The 183 of them were selected by random sample using the table for determining the sample from given population developed by Bartlett et al., (2001). The researchers verified the list before distribution of the survey to control for frame and selection threats to external validity.

Assessing job satisfaction of extension employees was performed by Linz Standard Questionnaire (2003). This questionnaire contains 13 statements as a Likert five point scale (5=strongly agree through 1=strongly disagree). Porter *et al.*, (1974) questionnaire was used in the organizational commitment section. These questionnaires contain 15 statements with Likert five point scale from strongly agree (5) through strongly disagree (1) which measures the extent of organizational commitment under three aspects including emotional commitment, continuous commitment and normative commitment. Question number 3, 7, 9, 11, 12 and 15 of this questionnaire was graded in reverse. Face and content validity of research tools were approved by agriculture education and extension experts of the Agricultural Organizations (*Jihad-e-Keshavarzi*) of Guilan Province. Questionnaire reliability was calculated using pilot study and calculating Cronbach's Alpha coefficient and the reliability was 0.85 for job satisfaction questionnaire and 0.74, 0.76, 0.72 and 0.70 for general, effective, continuous and normative organizational commitment respectively. So, according to the results, we can be sure of reliability of research tools. Data collected were analyzed using the Statistical Package for the social sciences (SPSS, 18). Appropriate descriptive statistics such as mean scores and standard deviations were used to analyze the data generated. Inferential statistics such as t-test, F-test and Pearson correlation coefficient were used to analysis data.

## **RESULTS**

Results about gender show that the men constitute the majority of respondents in this research (87.4%). The age mean of experts in this research equals 39.8 years and most of them (41%) are in the 41-50 age group. Assessments showed that average of work experience of respondents equals 21.42 years and most of them enjoy working experience less than 10 years (31.1%). One hundred and twenty four of respondents (67.8%) in terms of literacy level enjoy bachelor education level.

The level of Education of 84.7% of respondents was agriculture. 64.5% of experts in this research, also formally employed. In terms of being native, 72.7% of them were local experts there. Along with the second goal of research and according to data results of table 1, the mean of experts' job satisfaction equals 6.32 and the SD equals 0.76.

According to table 1, 36.1% of the surveyed sample claimed low job satisfaction. Moderate and high groups contain 28.4% and 35% of experts respectively which shows that this sample enjoy low job satisfaction.

Organizational commitment of agriculture extension experts was measured using 15 statements in ordinal scale and the mean was 4.54 and the SD was 0.47. After grouping organizational commitment of agriculture extension experts, 36.1% of them were in low organizational commitment, 39.3% in moderate organizational commitment and 27.9% in the high organizational commitment group (table 2).

# Research Article

**Table 1: Frequency distribution of respondents based on Job satisfaction**

Grouping	Frequency	Percent	Cumulative Percent
Low Job satisfaction (less than 5.94)	66	36.1	36.1
Moderate Job satisfaction (5.94- 6.70)	52	28.4	64.8
High Job satisfaction (Upper than 6.70)	64	35	100
Total	183	100	

Mean: 6.32, SD: 0.76

**Table 2: Frequency distribution of respondents based on Organizational Commitment**

Grouping	Frequency	Percent	Cumulative Percent
Low Organizational Commitment (less than 5.94)	60	32.8	32.8
Moderate Organizational Commitment (5.94- 6.70)	72	39.3	72.1
High Organizational Commitment (Upper than 6.70)	51	27.9	100
Total	183	100	

Mean: 4.54, SD: 0.47

Then we used F-test and t-test in order to compare experts' job satisfaction based on individual characteristics. The results of t-test show that there is no significant difference between male and female respondents in terms of job satisfaction. The course also didn't cause any significant difference in their job satisfaction. But, the difference between job satisfaction of native and non-native experts were at the significant at 0.01 level.

We used F-test for comparing experts' job satisfaction based on age, work record, literacy level and employment type and the results shows that there is no significant difference between their job satisfactions based on these variables (table 3).

**Table 3: Result of compare means test based on individual, employment and educational variables**

Dependent Variable	Grouping Variable	t	F	Sig.
Job Satisfaction	Gender	0.838	-	0.403
	Course	-0.563	-	0.574
	Native status	4.404**	-	0.000
	Age	-	1.291	0.279
	Service record	-	1.007	0.368
	Literacy level	-	0.105	0.957
	Employment type	-	0.608	0.611

\*\*  $p \leq 0.01$

**Table 4: Relationship between Job Satisfaction and Organizational Commitment of Agricultural Extension Experts**

Variable	r	Sig.
Affective commitment	0.571**	0.000
Continuance commitment	0.048**	0.004
Normative commitment	0.228**	0.002
Organizational Commitment	0.498**	0.000

\*\*  $p \leq 0.01$

## **Research Article**

Then we used Pearson correlation coefficient in order to assess the relation between job satisfaction and organizational commitment. Results show that there is direct and significant relation between their job satisfaction and organizational commitment at the 1% level. There is also direct and significant relation between job satisfaction and all aspects of organizational commitment (table 4).

## **DISCUSSION**

Today, philosophers and scholars aware and underscore the importance and the role of human resources as a development factor (Roohi *et al.*, 2011) and recognized that the constant life of the organization depends on good usage of these resources (Poorghaz *et al.*, 2010). Among this, identifying degree of job satisfaction and organizational commitment can help managers to advance and improve human resource usage. By considering above cases and according to the important role the extension experts play at an intermediate between farmers' society and research section for organization success, this study was performed aimed to assess the relation between job satisfaction and organizational commitment of extension experts in Guilan province.

The results of the research show that the surveyed sample has a low job satisfaction.

This result is in contrary to research results performed by Hejazi and Shams (2005), Rajab Beigi *et al.*, (2006) and Shiri *et al.*, (2012). Most of surveyed extension experts enjoy moderate organizational commitment. This result is along with the research of Goghari *et al.*, (2011) and is in contrary to Zanjani Zade *et al.*, (2009) findings. Having satisfied and motivated employees are one of the effective factors in organizational success. Satisfied employees can produce high efficiency and conduct, according to their excellent effort. Satisfied employees also have more loyalty to the organization. Employees' job satisfaction and being responsible are some of the important factors in their positive attitude toward their jobs. It seems that some factors such as age, literacy, gender, work record, job level and others as modifier variables can impact on job satisfaction (Sedaghati Fard and Khalij Asadi, 2011). In this research and after comparing expert' job satisfaction it was found that there is no significant difference between degree of respondents' job satisfaction based on gender, the course, literacy level, age and employment type. These findings are consistent with part of findings by Lashgar Ara and Moharrami (2010) and Sedaghati Fard and Khalij Asadi (2011). But, the difference between job satisfaction of native and non-native experts were at the significant at the 0.01 level so that local experts reported higher job satisfaction. These findings aren't consistent with findings by Lashgar Ara and Moharrami (2010).

The results of the Pearson correlation test showed that there is the direct and significant relation between job satisfaction and organizational commitment at the 0.01 level; this means that whatever degree of an employee job satisfaction is being higher so his/her organizational commitment would be higher and also the converse is also true.

This result also is consistent with findings by Sikurska-Simmonz (2005), Wang *et al.*, (2007), Majidi (1997), Bakhtiari (1998), Rezaee (2000), Shojae far (2000), Talibpoor (2001), Shiee (2003), Aminbidokhti and salihpoor (2007), Forutan (2007), Heidari tafreshi and Darya Belgian (2011), Sedaghati fard and Khalij Asadi (2011), Ghamari (2011). As you see, all above researches confirm the relation between job satisfaction and organizational commitment. Then, trying to increase employees' job satisfaction can be a valuable strategy for improving organizational commitment. More responsible employees will commit to the values and goals of the organization more and will play their role more action and less act to leave the organization and searching new jobs. Thus, it would be necessary that managers try to increase their employees' organizational commitment after they recognize job satisfaction and its effective factors completely. Some of the main factors to create job satisfaction includes salary, the social prestige, possibility of job improvement, how to manage workplace, nondiscrimination and extent of employee's awareness of his/her job.

Some strategies here are suggested according to low level of job satisfaction and moderate level of organizational commitment in current research in order to increase job satisfaction and organizational commitment of agriculture extension experts in Guilan province:

## **Research Article**

More consideration to the satisfaction level improvement and an expert sense of belonging to an organization;  
 Sharing expertise in plans and decision makings in the organization as possible;  
 Improving salary level of employees and preparing more welfare facilities for them  
 Increasing experts 'spirit by proper evaluation and appropriate encouragement.

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**Research Article**

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