



**Evaluating And Ranking Factors Influence On Organization Commitment Of  
Education Staffs Of Babol City Using Topsis Tednique**

*Revista Publicando, 5 No 14 . No. 1. 2018, 368-379. ISSN 1390-9304*

**Evaluating And Ranking Factors Influence On Organization Commitment Of  
Education Staffs Of Babol City Using Topsis Tednique**

**Rohieh Halimi<sup>1</sup>, Ali Sorayaei<sup>2</sup>**

**1. Department of management, Qaemshahr Branch, Islamic Azad University,  
Qaemshahr, Iran.**

**2. Department of management, Babol Branch, Islamic Azad University, Babol, Iran.**

**\*Email: a.sorayaei@gmail.com- rhalimi52@gmail.com**

**ABSTRACT**

The Purpase of this research is evaluating and ranking factors influence of organizational commitment of Babol's education staffs. Research method is descriptive survey, regard to research nature. Statistical community of research includes Babol's Education staffs with master and phd graguate degree with work experienced abore 5 years among them 288 persons were selected as randomy sampling method. Research hypothesis were evalvated using t-test. To rank factors influence on organizational commitment, according to opinions of 10 experts with PHD degree and work experience over 15 years, decision matrix of factors influence on organizational commitment han been created and data rank using topsis technique. Results show that all four factors influence on employee organization commitment have significant effect on organization commitment. Also effective factors were ranked based on their priority as: environmental factor, individual factor, organizational factor and job-related factor.

**Keyword:**

organizationl commitment, enviroomental factor, individual factor, organizational factor, job-related factor and topsis technique.



# Evaluating And Ranking Factors Influence On Organization Commitment Of Education Staffs Of Babol City Using Topsis Tednique

*Revista Publicando, 5 No 14 . No. 1. 2018, 368-379. ISSN 1390-9304*

## 1. INTRODUCTION

It is the purpose of any organization to achieve the highest level of efficiency as optimal as possible. According to friedman et al (2010). Education ir responsibe for supply human resouree in th society in term of social and cultural fields. With guidance and supervision planning. Movment of society toward industriralization has mase more perceptible the need to guide the management of human resources in various aspects of society.

Thus, it is appropriate to managers give more attention in the modern are to modern issues related to human resoarces and focuse on edurational systems (Telebpoor Emami, 2007)

Although, acheve pure educational aimes related to optimal using human resources, finance and respeptive equipments, but dynamics of education system depends on various factors such as having happy employees, enjoy the high commitment and loyalty toward organization and interest to their own work to step in a vibrant and healthg environment, through applying all their energies, for getting organization with greater efficieny, (sheikh et.al 2003).

Human resource is considered as the most imporfant capital in organizations. The more and suitable quality be the human resource, it is more possible the successness, survival and improrement in the organization. Thus it should be more tried to improve the quality of human resource. Only. Specialized training is not enovgh, and specialized training is not enovgh, and it is necessary to improve attitudes and adjustment of individual values. One of the most importna attitudes is organizational commitment Because it plays an important role in meent organization aims. Cmadani and zadedi 2006). Committed staffs try more to achieving coporate objectives. (pool & pool 2007).

For this reason. Present research aims to evaluate and rank factors and elements affecting on organizational commitment of education employees of Babol city.

### 1.1.Organizational commitment:

Organizational commitment is a word that is expressed in many definitions from various views. Although several concepts such as the willingness to responsibility, conscience and work ethic, have conceptual difference, but are used as equivalents of commitment.

(shokrzadeh 2002) He defined commitment as a linkig factor of individuals and their personal



## **Evaluating And Ranking Factors Influence On Organization Commitment Of Education Staffs Of Babol City Using Topsis Tednique**

*Revista Publicando, 5 No 14 . No. 1. 2018, 368-379. ISSN 1390-9304*

actions. Mamey when the obligation is realized that individuals have a sense of responsibility and attachment toward their behaviours and actions (Alhoseini 2001, p- 3/30).

So far, many researches has been conducted on commitment mwyer & Allen (1991) introduced a triple model of organization commitment, including.

A) Emotional commitment: it means emotional attachment of individual and a sence of belonging of individual toward organization. In this kind of commitment, a person remains in the organization because he has positive attitude and feeling to existential mission. Values and objective; and because meet the values and objectives that deeply believe them. Employees with high emotional commitment, have more commitment to their values and feel more responsibility toward fulfill organization objectives.

B) Continous Commitment: Commitment ot organization because of awareness of costs of leaving the organization. For this reason, the person besed on analysis of cost-benefit results, decide to stay.

C) Normative commitment: Indivjduel stay in the organization due to normal pressures and morals.

A Person never leave the organization because of other judgment about his action. There is many reasons why organizations must enhance organizational commitment of their members. Firsitly. It is a relatively new concel't which in general. Is different from dependence and occupational satisfaction secondly, researches have shown that organizational commitment are related with consequences such as job satisfaction. Attendance, performance and turnover. In a theoretical model of mody et al in 1982 s, expressed four sets of preconditions of organizational commitment which represent the effective factors result in organizational commitment, including

A) Personal characteristic cage, sex, education, work experience)

B) Characteristics associated with job, role ombiguity and job strain. Some roles are more complex than others. Some members of group only plays on role and others have multiple roles. Those who play complex roles usually have higher base. But these complex roles can impose enomerous psychological pressure on people, in particular when behaviours tha must be conducted in that role, are not well defined, or are in conflict with each other, pressures



## **Evaluating And Ranking Factors Influence On Organization Commitment Of Education Staffs Of Babol City Using Topsis Tednique**

*Revista Publicando, 5 No 14 . No. 1. 2018, 368-379. ISSN 1390-9304*

due to role ombiguity and rold conflict effect on organizational commitment of individual and group

D) Structural features; Studies on organizational size, supervision scope, forus and job dependnre show that there is not significant relationship between any of there variables and organizational commntment.

Results of other studies showed. That size of organization and its monitoring scope don's relate to commitment, but recognition. Job continuity and focuse are related with commitment that is pmployees who experienced less focuse, more job continuity and more recognition. Showed greater commitment In addition, it hab been evalvated the influence of variables such as ownership and participation in decision-making as positive effects.

E) Work experiences: work experiences which oreur during the working life of individual in the organization are known as the one of the major forces in the socialization process or employee impressionability and influence on employees psychological dependence on the organization Having importance feeling of individual to organization have positive impact on organizational commitment. (moodey, porter, steers 1982). A Research was conducted to investigate factors influencing on enhance organizationcommitment. Results showed that three factors affect on organizational rommitment: personal, organizational and non-organizational csteers porter 1983)

Results of another research show that leader reward bechaviour, leader punishment. Behaviour, job characteristic, concentration, peed to be successful, alternative job outside the organization, job, tension, job satisfaction, age, work experience, career tenure, work alternatives and job stress, negatively related to commitment: and other variables showed a positive correlation (Batmn & Astrasz 1984).

In another study, factors influencing on organizational ommitment is classified in three general categories (curry, wakefield tprice, 1986): variable related to environmental specificity (job opportunity and family responsibility), individual property (work experience, education, turpover history, work involvement and cooperation) and perception (including opportunitis) to promote, organization size, instrumental communications and organizational structure, and...)



## Evaluating And Ranking Factors Influence On Organization Commitment Of Education Staffs Of Babol City Using Topsis Tednique

*Revista Publicando, 5 No 14 . No. 1. 2018, 368-379. ISSN 1390-9304*

In addition, research finding show that equitable distribution of income, and respitivive jobs, have the most positive and negative impact, respectively, on organizational commitment (cry & wakefield xprice, 1986). Conceptual model

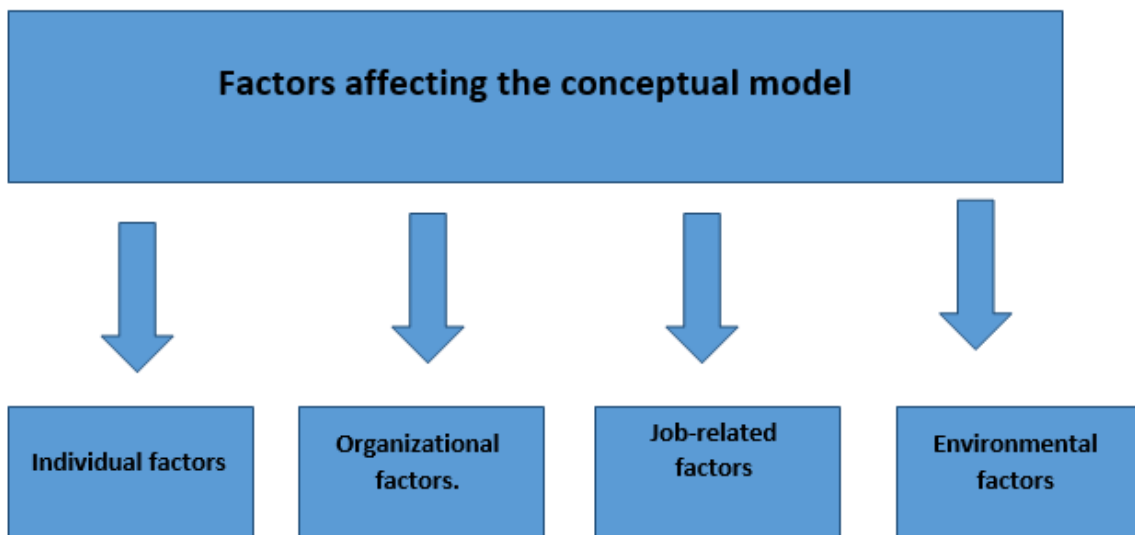
Factors affecting on conceptuar model

Individual factors

Organizational factors

Jobrelated factors

Enviromention factors



**Fig1. Conceptual model (Frieman et al, 2010)**

### 1.2.Resarcho Purposs

#### The main objective

Evaluating and ronking the factors affecting on organizational commitment among education employees of Babol oty.

#### Secondary objective

- 1) Detemine the effect of organizational factor on organizational commitment and ranking its options
- 2) Determine the effect of job-related factor on organizational commitment and ranking its options.



## Evaluating And Ranking Factors Influence On Organization Commitment Of Education Staffs Of Babol City Using Topsis Tednique

*Revista Publicando, 5 No 14 . No. 1. 2018, 368-379. ISSN 1390-9304*

3) Determine the effect of environmental factors on organizational commitment and ranking its option

4) Determine the effect of personal factor on organizational commitment and ranking its options

### 2. RESEARCH METHOD:

The method of present research, based on objective, is of practical research type and it is known as descriptive-survey method, in terms of how data are collected. Information required to this research is as library from and field study.

The validity and reliability of study has been evaluated through professors and experts of human resource management and personnel and also other professionals. Also to determine the reliability of questionnaire, Cronbach-alpha test is applied using SPSS software and its coefficient obtained as 0.8. This value shows the reliability of questionnaire.

#### 2.1. Method of data analysis

For statistical analysis, single-sample t-test used to examine test assumptions which are calculated as follows: the impact of each factor is not significant on the organizational commitment H:  $M < 3$

The impact of each factor is significant on the organizational commitment H1:  $M > 3$

To test the hypothesis. The following statistics are used.

$$s = \sqrt{\frac{\sum_{i=1}^n (x_i - \bar{x})^2}{n-1}} \quad t = \frac{\bar{x} - X}{\underline{s}}$$

#### 2.2. Topsis technique:

Huang Yion was the recommender of Topsis technique in 1981. This model is one of the best multiple attribute decision-making methods, and is used in many cases. In this method, an option is evaluated using an index. Topsis technique is based on the notion that selected option should have minimum distance from the positive ideal solution (best possible case) and the maximum distance from negative ideal solution (worst possible case). It is assumed that utility of any index uniformly is increasing or decreasing. The solution of method requires 6 steps: (Momeni 2014).

1) Quantifying and non-scaling the decision matrix (N): To non-scaling Norm method is



used.

$$r_{ij} = \frac{\overline{a_{ij}}}{\sum_{i=1}^m \overline{a_{ij}}}$$

2) obtain weighted non-scaled matrix (v) we multiply non- scaled matrix (N) by diagonal matrix of weights (WXN): namely  $V = NXWXN$

$$V=N \times Wn \times n$$

3) Determine a positive ideal solution and a negative ideal solution, they are defined as follow:

[v = the best value vector of each index] = positive ideal solution

[v = the worse value vector of each index] = negative ideal solution (vj)

(Best values) for positive index are the largest quantities and for negative index are the smallest quantities (worse value) for positive index are the smallest value and for negative index are the largest quantities.

4) obtain the distance of each option from positive and negative ideals.

Euclidean distance of each option from positive ideal (+dj) and negative ideal (-dj) is calculated based on following formula:

$$d_j^+ = \sqrt{\sum_{j=1}^n (V_{ij} - V_j^+)^2}, \quad i = 1, 2, \dots, m$$

$$d_j^- = \sqrt{\sum_{j=1}^n (V_{ij} - V_j^-)^2}, \quad i = 1, 2, \dots, m$$

5) Determine the relative closeness (cl\*) of an option to ideal solution

$$CL_i = \frac{\overline{d_i^-}}{\overline{d_i^-} + \overline{d_i^+}}$$



## Evaluating And Ranking Factors Influence On Organization Commitment Of

### Education Staffs Of Babol City Using Topsis Tednique

*Revista Publicando, 5 No 14 . No. 1. 2018, 368-379. ISSN 1390-9304*

6) Ranking options: each option with greater cl is better (momeni, 2014)

### 3. RESEARCH FINDING:

#### 3.1.t-test

Test of research hypothesis is obtained as follow:

**Table 1: Result obtained from t-test of organizational commitment factors**

Factors	t-value	Mean difference	Apaoe or reject the hypothesis
Organizational	77/929	3/85	confirm
Work-related	74/625	3/5	confirm
Environmental	244/394	4/70	confirm
individual	122/398	4/27	confirm

According to above table, t-valve is obtained, and regarding that significance level of test in less than. Then H1 is confirmed, that is factors (organizational, work-related, environmental and individual) have significant influence on increase organizational commitment of education emp loyees

To ranking the factors, topsis technique is used as below

**Table 2: Decision matrix of factors affecting on organizational commitment**

Experts Factors	X1	X2	X3	X3	X4	X5	X6	X7	X8	X9	X10
<b>Organizational</b>	3.67	4	4.44	4.44	4.44	4.67	4.67	4.67	4.82	4.82	3.67
<b>Job-related</b>	3.45	3.64	4	4	4	4.18	4.18	4.18	5	5	3.45
<b>Environmental</b>	4.75	4.88	4.88	4.88	4.88	5	5	5	5	5	4.75
<b>Individval</b>	4	4.29	4.71	4.71	4.71	4.86	4.86	4.86	5	5	4
<b>weight</b>	1	1	1	1	1	1	1	1	1	1	1





**Evaluating And Ranking Factors Influence On Organization Commitment Of  
Education Staffs Of Babol City Using Topsis Tednique**

*Revista Publicando, 5 No 14 . No. 1. 2018, 368-379. ISSN 1390-9304*

**Table 3: non-scaled matrix with norm method**

Experts Factors	X1	X2	X3	X3	X4	X5	X6	X7	X8	X9	X10
<b>Organizational</b>	0.459	0.473	0.491	0.491	0.491	0.498	0.498	0.489	0.486	0.486	0.459
<b>Job-related</b>	0.431	0.431	0.443	0.443	0.443	0.446	0.446	0.446	0.504	0.504	0.431
<b>Environmental</b>	0.594	0.577	0.54	0.54	0.54	0.553	0.553	0.553	0.504	0.504	0.594
<b>Individval</b>	0.5	0.521	0.521	0.521	0.521	0.518	0.518	0.518	0.504	0.504	0.5
<b>weight</b>	0.459	0.473	0.491	0.491	0.491	0.498	0.498	0.489	0.486	0.486	0.459

**Table 4: Weighted non- scaled matrix of data**

Experts Factors	X1	X2	X3	X3	X4	X5	X6	X7	X8	X9	X10
<b>Organizational</b>	0.486	0.486	0.498	0.498	0.498	0.491	0.491	0.491	0.473	0.459	0.486
<b>Job-related</b>	0.504	0.504	0.446	0.446	0.446	0.443	0.443	0.443	0.431	0.431	0.504
<b>Environmental</b>	0.504	0.504	0.533	0.533	0.533	0.54	0.54	0.54	0.577	0.594	0.504
<b>Individval</b>	0.504	0.504	0.518	0.518	0.518	0.521	0.521	0.521	0.507	0.5	0.504
<b>weight</b>	1	1	1	1	1	1	1	1	1	1	1

**Table 5: Data negative and positive ideals**

Experts Factors	X1	X2	X3	X3	X4	X5	X6	X7	X8	X9	X10
<b>Organizational</b>	0.594	0.577	0.54	0.54	0.54	0.533	0.533	0.533	0.504	0.504	0.594
<b>Job-related</b>	0.431	0.431	0.443	0.443	0.443	0.446	0.446	0.446	0.486	0.486	0.431
<b>Environmental</b>	0.594	0.577	0.54	0.54	0.54	0.533	0.533	0.533	0.504	0.504	0.594
<b>Individval</b>	0.431	0.431	0.443	0.443	0.443	0.446	0.446	0.446	0.486	0.486	0.431
<b>weight</b>	0.594	0.577	0.54	0.54	0.54	0.533	0.533	0.533	0.504	0.504	0.594



**Evaluating And Ranking Factors Influence On Organization Commitment Of  
Education Staffs Of Babol City Using Topsis Tednique**

*Revista Publicando, 5 No 14 . No. 1. 2018, 368-379. ISSN 1390-9304*

**Table 6: Distance from negative and positive ideals**

	<b>d1</b>	<b>d2</b>	<b>d3</b>
<b>+d</b>	0.124	0	0.315
<b>-d</b>	0.214	0.316	0.026

Finally, relative closeness of options. Is as follow:

$$C11 = 0/399 \quad c12 = 0/075 \quad c12 = 1 \quad c14 = 0/632$$

Accroding to cls values, in ranking factors, they ranked based on their priority and importance as environmental, individual, organizational and work-related factors: and they obtained first to fourth rank, respectively.

**4. DISRUSSION AND CONLUSION:**

Education is omong organization that has a particular sensitivity in all commontities. This sensitivity is for this reason that its internal operations being publically exposed and judged. Thus the presence of staffs with high organizational commitment is necessary for such system because a human force committed to organization at objective and value is ready to activity beyond his defined duties related to its work and become on important factor in organizational effectiveress. White providng a field to achieve the ultimate goals of organization.

Present study seek to identify factors effect on organizational commitment of Babol's Education employee research firdings show that there is four factors that have significant effect on organizational commitment of Babol's Education empolyees: that is: organizational, work-related. Environmental-physical and individual factors their ronking in order id environmental, individual, organizational and work-relates factors findings of present research are copsistent previous research and studies Among the factors and rariables that have been examined in previous studies and are similar with present results and findings include occupational interest and ottachment in take poor Emami (2010) studies, conflict and man ambiguity of role in moray, porter & steers (1992), Job satisfaction in Hashemi studies (1996), and Batman and steers (1984), staffs and managers relationships in oren et al (2007) studies, Ackoryd et.al (2009) and parrish, kdva lard and Basch (2008) studies. Social sevice



## **Evaluating And Ranking Factors Influence On Organization Commitment Of Education Staffs Of Babol City Using Topsis Tednique**

*Revista Publicando, 5 No 14 . No. 1. 2018, 368-379. ISSN 1390-9304*

(as library and sport and recreational Hall) in Hashemi (1997) studies, work environment and conditions in baron and Grinberg studies (1990), education level in studies of cerdy, wake field and price (1986); and demographic variables such as years of service and age at moody research. And results of Backlys yoyner (2006) indicate the effectiveness of individual and work-related factors on organizational commitment that is consistent with finding of this research. Also effectiveness of organizational commitment of improvement of work environment condition and desisability of organizational climate, finding of mc muray, scooter & Ross studies (2004) and management behavior and action of employees affairs, finding of powell (2004) studies and positive image of organization, finding of lee and loam reseach (2008) align with results of present research.

### **REFERENCES**

- Talebpour, and Imam Mahdi, F., (2006). The relationship between organizational commitment and job involvement comparison between male sport teachers and schools in seven districts of Mashhad. *Journal of Sports Sciences*, 12: 15-32
- Farid, Darius, Bordbar, G. Mansour, Hussein. (2009). Identifying and ranking the factors affecting organizational commitment of Yazd education using MADM techniques. *Quarterly Educational innovation, the eighth year*. 31, Ss182-
- Madani, Hussein and Zahedan, MJ. (2005). Prioritize the factors affecting organizational commitment (Case Study at dawn and gas refinery companies through Bidboland). *Iranian Journal of Sociology*, Vol. VI, No. 1: S3-33.



**Evaluating And Ranking Factors Influence On Organization Commitment Of  
Education Staffs Of Babol City Using Topsis Tednique**

*Revista Publicando, 5 No 14 . No. 1. 2018, 368-379. ISSN 1390-9304*

- Sheikh, Mahmoud; Bagher Zadeh, Fazlolah .; Zyvaryar, Farzad, Gholam Alizadeh, Reza, Ismaili, Hassan and Fazel, J. (2002) Evaluation of Physical Education and Health Education Department staff commitment. *Move Quarterly*, Issue 5, Pages 21: 26
- Pool, S., Pool, B. (2007). A management development model: Measuring organizational commitment and its impact on job satisfaction among executives in a learning organization. *Journal of Management Development*, 26 (4), 353-369
- Meyer J.P., Allen J.N. (2000), “ A three component conceptualization of organizational commitment”, *Human Resource Management Review*, 1, 61-89.