

CASE STUDY

Organizational commitment and its impact on employees' individual interactions

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Received 20 October 2016; revised 4 December 2016; accepted 29 December 2016; available online 1 January 2017

ABSTRACT: Organizational commitment is one of the most widely researched topics in the field of organizational behavior. The main objective of this study was to investigate the impact of organizational commitment on individual interactions which was conducted in Municipality of Karaj. To achieve this objective, the data was collected using the Standard questionnaires applying descriptive statistics and inferential statistical methods within the population consisted of 400 employees of Karaj municipality. The present research is a descriptive and co relational study and is of applied type. The results indicated that there is a significant relationship between the dimensions of employees' individual interaction and organizational commitment in Karaj Municipality. Besides, correlation with other variables of individual engagement and commitment were not verified. At the end it is suggested to Karaj Municipality that regarding human force as human capital and before recruiting and employment and maintenance, make attempt to identify internal and personality features of them to design required plans in promotion of organization commitment and drive to more exploitation.

KEYWORDS: *Affective commitment; Normative commitment; Organizational commitment; Personal engagement*

INTRODUCTION

The process of interaction and communication involves in the dimension of human behavior that has long been noticed (Sarookhani, 1993), so, basically, much of human behavior was influenced by the presence of others and since human beings are social beings, they will be influenced by others that the most important effects of it is formed due to the presence of a person in the group to the understanding of ethics, beliefs, thoughts, values and feelings with each other and exchange their achievement. Communication can be defined as the exchange of an information, thought and emotion between individuals of groups, in other words, communication plays a fundamental role in balancing individual and organizational objectives (Ackfeldt and Wong, 2006; Bettencourt *et al.*, 2005; Bettencourt and Brown, 1997; 2003; Lages

and Piercy, 2012). Some studies indicated that an organization's communication efforts improve its reputation *only when* paired with its performance strategies (Grunig, 1993; Kim, 2014; 2016; Kim and Kim, 2015). It is therefore not enough to focus merely on organizations' action-based strategies, but also their communication-based strategies. (Grunig, 2009 ; Harrison *et al.*, 2010; Krishna and Kim, 2016; Kim *et al.*, 2013). Human resources in the organization can only be beneficial and effective with proper motivation, and morale and high commitment and satisfaction. Organizational Commitment has special place in human resource management and organizational behavior studies. This structure can be used to predict the future organizational behaviors such as leaving work, delay, hypothyroidism, and the absence of effective human resource, ultimately creating a significant impact on the productivity of human resources. Researchers have

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begun to examine the effect of values on organizational commitment (Cohen, 2007; Cohen and Keren, 2008; Kirkman and Shapiro, 2001; Pearson and Chong, 1997; Arzu Wasti, 2003).

One of the most challenging issues that organizations is unpredictability of the behavior of the employees which is the same as human capital of the organization. Therefore, new theories mainly refers to concepts of behavioral science and individual behavior, informal groups, have taken into consideration the relationship between the individual and aspects such as technology of the organization and the organizational environment. These theories have been effective in understanding of organizational behavior and have improved management practices of the leaders (Plowman, 2005; Dhanesh, 2014). As a result, lack of attention and adequate study on interactions and individual interactions of the employees in the organization and their organizational commitment. In turbulent environmental situations and competition of the organizations, especially in the area of urban management caused severe vulnerability of the organizations, dissatisfaction of the receivers of the services, capital reduction, creating irreparable damage, assigning to other sectors and even expelling the organization out of the life cycle.

The human forces committed to the organization besides reducing absences, delays and displacements, will lead to a dramatic increase in organizational performance will lead to High commitment by staff from the organization. Lack of commitment, And the low level of commitment, results in Negative individual, some of them Including results, turnover, absenteeism, unwillingness to stay in organization, Reduce customer confidence And loss of income (Delgoshaei *et al.*, 2009). According to the studies, staff behavior in the organization can influenced by attitudes, thus, managers are required to get aware of them. nevertheless, managers are interested in those type of attitudes which are related to work and organization among which individuals' interaction enjoys special position. According to the studies on this case, attitude and organizational commitment are considered the main subjects of researcher's interest. The perceived commitment by the employees towards the organization will create more expectation in employees. If they try, the organization will achieve its goal, thus they will be awarded. This will end up in fulfillment of organizational goal, individual's contentment increases and the

society, organization and individuals will gain benefits. There are many reasons why an organization should increase its members' level of commitment. First, in general organizational commitment is a new concept, and it is different from dependence and job satisfaction (Greenberg and Baron, 2008). Secondly, researches have shown that organizational commitment is related with oncoming effects such as job satisfaction, presence, organizational behavior, social learning and job performance. The organizational commitment has a negative relationship with intention to quit the job (Cheng *et al.*, 2003). Therefore, the importance and necessity of thinking in recognizing the impact of personal interaction on organizational commitment is clear more than ever. Since the required condition for development in municipalities is acquaintance and exploitation of human resources, and on the other hand, in order to investigate the dimensions of organizational commitment with municipality management approaches, some factors must be mentioned. Thus, this essential question is asked that, is there a relationship between personal engagement of municipal staff of Karaj and organizational their commitment? This study has been carried out in Municipality of Karadj, Iran in 2016.

The term communes or interaction, rooted in the English language and can be translated to understanding and sharing of thought. The real concept of interaction with its Latin root, which is not composed of just an active sender and passive receiver but it also considers the receivers action which changes the way sender reacts is taken into consideration. Importantly it requires the active participation of all stakeholders in the communication process as well. Karl havlnd indicated that "communication means transferring stimuli from a person (communicator) to another (checking our answering machine) in order to make changes in his/ her behavior." Also, in the encyclopedia of social sciences considering movement and extrapolation of human relations and inductive movement of the societies it was mentioned that the process of communication consists of domains of human behavior that has been noticed by politicians, anthropologists, propagators, since long time ago (Sarookhani, 1993). Thus, based on these definitions and other authoritative definitions it can be said that relationship or communication is dynamic flow where the exchange of information occurs. It can be face to face or in front of each other which is called

direct or interpersonal communication. In this type of communication the receiver and sender are in contact with each other and because of that receiver and sender and exchange their roles constantly and each one act instead of the others.

Organizational commitment is considered as an emotional and mental dependence on the organization that based on that the fully devoted person, identifies himself with the organization, cooperates in the organization and participates in it *et al.* (1974) has defined organizational commitment as acceptance of the values of the organization and involvement in the organization. On the other hand, the third attitude of job attitudes is organizational commitment that refers to the human condition that organization staffs wishes to remain a member of that organization. So a high level of job dependency means that the person attributes a special job to him and introduces it as his signifier. In fact, the investigation showed that in order to predict and explain the behavior (much more than job satisfaction) organizational commitment is used and using organizational commitment the movement of staff absenteeism rate can be better predicted (Robbins, 2010). The three component model of organizational commitment has caused a lot of empirical research. In the three-dimensional model of Meyer and Allen (1991), organizational commitment is made of three affective, continuance and normative dimensions. Three components of this model are as follows.

Emotional commitment: indicator of the employees' emotional attachment to identify with the organization and engaging in corporate activities. This signifier indicate the emotional dependence of the Person in the organization and the person remain for this reason that he has positive attitude towards the goals and values of the organization. The person remains in the organization to accomplish the goals and values he believes in. Employees, who have high emotional commitment, are further committed to achieving the goals they avowed. Continuous Commitment (progressive): includes a commitment to continue the activities in the organization and not wanting to leave it due to the losses that person face in leaving the organization. Commitment to organization is due to the awareness of the losses one suffers in case of leaving the organization. This means that after measuring and calculating gains and losses the person finds out that he need to remain in the organization. In

many cases, staying in the organization is because a person does not want to go looking for new work. This type of commitment and staying in the organization is progressive commitment (continuous, compulsory, and residual). In other words, he remains because going to another organization is costly. Normative commitment: includes the moral obligation based on necessity to stay in the organization. The person remains in the organization because of the pressure of ethics and norms. Reflecting over what others think of him, he does not leave the organization. This group of employees does not have strong emotional ties to the organization. In this case, the employee feels that he must remain in the organization and his stay in the organization is a correct action (Luthans, 2008).

MATERIALS AND METHODS

Models of organizational commitment

The main models of organizational commitment are Gould panel models, Mayer and Schoorman model, Angel and Perry's model, Meyer and Allen,s model, MacKenzie, Oreilly and Chatman model. Also, theory holders have raised their views in this field which Hersey and Blanchard, Baruch, pristine and Blyngs and Rychrz can be named. It is obvious that to select an appropriate model for studying organizational commitment, we require understanding of the related models and opinions. In this study, through studying types of models, opinions and comparative study of them and the study of models have been investigated in Iranian organizations.

Conceptual model of the research

This research seeks to understand the impact of personal interaction on the organizational commitment of people in the organization. Hence initially emphasizes the personal interaction in a wide level. It is obvious that the staff member organizations are in different groups and personal interaction play a significant role at the level of the groups. According to the proposed model and concepts and background of foreign and domestic studies despite the fact that this subject is not up to dated subject but due to the complexity of human behavior of the staff in different time periods in municipality organization of Karaj , have always received especial place and identification of dimensions of personal interactions and the aware of its effect on the degree of organizational commitment, will result in improvement of management

programs and organizational behavior. We found out this important that more attention should be devoted to the models. Thus, among the patterns and models and theories William Schultz's theory in the study was selected as a model in subject of mutual relations.

Allen and Meyer's organizational commitment has more positive views towards organization and personality issues than other models of organizational commitment (Allen and Meyer, 1996). Regarding The difference between attitude commitment and behavior the researchers interpreted that commitment as an emotional state, is at least consists of three separable, and divided components that refers to type of need and necessity to continue in an organization. In fact, most of the researches which have been done on organizational commitment, often dealt with three general subjects. Emotional dependence on the organization, supposed costs raised out of quitting the organization, necessity and assignment to remain in organization which refer to emotional commitment, continuous commitment and normative commitment. The common point of all three viewpoints is that commitment is an emotional state that: a) determine the relationship between the staff and the organization and b) implies to the continuation or leaving of the organization. Thus, the conceptual model of the study is illustrated in Fig. 1.

The study is descriptive, the research methodology is co-relational and from the dimension of goal it is functional that through field study it was carried out with the aim of investigating the relationship between personal commitment organizational commitment.

Population of the study included all employees of the Central Municipality of Karaj with total number of 400 persons. Sampling of this research, according to the characteristics of the population was chosen without placement that each employee was considered as a unit. To determine the required sample size and sample size estimation Jersey Morgan table was used this method that sample size was 196 people. Variables of the study include Independent variables of personal interaction variables that include the participation of others, their participation, the other controlling, controlled by others, love others and others love to me, dependent variables, organizational commitment, affective commitment, continuous commitment and normative commitment. Also, gender, age, education level and work experience as were considered moderating variables.

Information gathering tools

According to the aims of the study the best way to gather information was considered to be questionnaire that after various studies and interview with individuals and theory holders two questionnaire was determined for the study.

a) William Schultz's Mutual individual relationship questionnaire -FIBRO-B: This questionnaire consisted of 54 questions that has 6 subcomponents, 6 individual interactions as Table 1.

b) Organizational Commitment Questionnaire: The questionnaire consisted of 24 questions; each question based on a 7-point scale was coded on the Table 2.

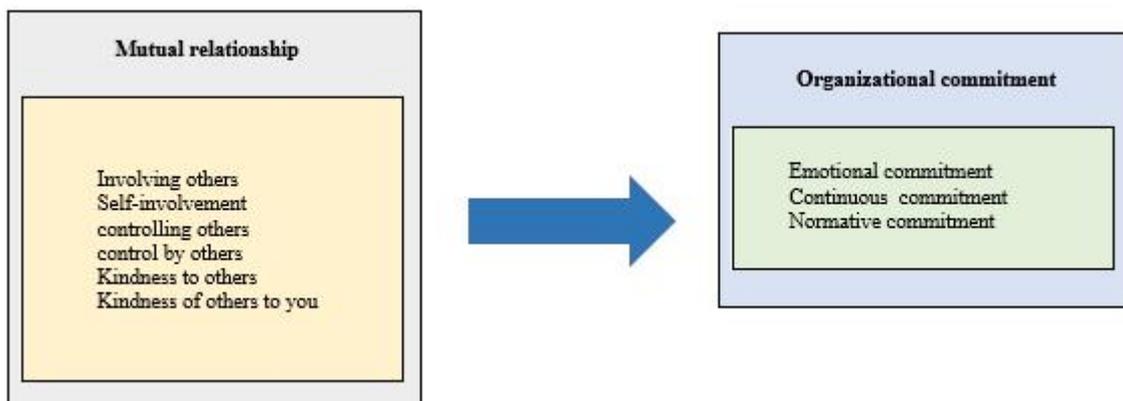


Fig. 1: Conceptual model of the Research

Table1: Questions factors

Row	Factors
1	involving others
2	Self-involvement
3	Controlling others
4	Controlling by others
5	Kindness to others
6	Others kindness to me

Table 2: Coding questions based on 7 options of Likert scale

Strongly disagree	Agree	Slightly agree	Neutral	Slightly disagree	Disagree	Strongly agree
7	6	5	4	3	2	1

Table 3: Cronbach's alpha coefficients of the variables

Row	Questions' heading	Alpha
1	Individual interactions	0/7625
1-1	Involving others	0/8043
1-2	Self-involvement	0/7632
1-3	Controlling others	0/7236
1-4	Control by others	0/7519
1-5	Kindness to others	0/7801
1-6	Others' kindness to me	0/7160
2	Organizational commitment	0/7281
2-1	Affective commitment	0/8029
2-2	Continuous commitment	0/8103
2-3	Normative commitment	0/7965

Validity and reliability

Due to the fact that questionnaires were standard; hence its reliability is confirmed. in order to evaluate the reliability and validity Cronbach's alpha has been used that according to the estimated coefficient of alpha has been confirmed for the internal validity of the questions (Table 3).

RESULTS AND DISCUSSION

Hypothesis testing

The main hypothesis: There is a relationship between personal interactions with organizational commitment. Modified Determining factor (modified) has been equivalent to 0/176. Therefore the size of it is

at an acceptable level. On the other hand, Darin Watson estimations is equivalent to 1/876, this statistic is a number between zero to four, the medium is number 2 And its surroundings represent full independence of residuals and regression is applicable, And as it tends towards zero and 4 it means the concept of independence of residuals And inappropriateness of regression model. But because in our analysis, this is around 2, therefore the final model was perfect and the residuals are independent.

As seen from the Table 4, observed rate of $f(5/714)$ is significant ($p < 0/000$), which means the regression model exists for the variables are as defined above, but

it is necessary to refer to the table of coefficients to explain the variables.

As it was seen in Table 5, among the dimensions of personal interaction, the dimension of involving others in the affairs, and kindness to others and others' kindness to me was meaningful and other dimensions did not indicated significant relationship with organizational commitment.

Therefore, it can be commented that among the sample size, the dimension of involving others in work, loving others, and kindness to me affect organizational commitment. The results of the study, is consistent with the study by Nekoeimoghadam and Pirmoradi (2008) on the investigating the relationship between personality characteristics and organizational conflicts (interpersonal) in Kerman public organizations.

Therefore, the individual and personal differences among humans, leads to conflict in the joint activities and reduces organizational commitment. In their study, Delgoshaei et al. (2009) concluded that improvement in organizational environment can lead to increase in organizational commitment and can constantly lead to preserving abilities and competitive advantages. It can also be stated that according to the results, personal interaction will have significant with organization environment (intimacy, joy, considerate, and trust).

Thus, according to the study results, it can be deduced that improvement in personal interaction and organizational commitment can be established in enhancing organizational climate. Amirizadeh and Ostovar and Amirzadeh (2008) believe that people who have commitment to his/her jobs, in comparison with those of low job commitments, experience more occupational success. People with high commitment; insist on perusing the goal of their job even in case of encountering with problems and obstacles. People, who have commitment to their job, more likely tend to invest on their jobs. Therefore, the results of the present study and the results of the study by Hamidian and his colleagues, referring to the fact that lack of trust or less trust in personal relationship can weaken the social basis of the development (Hamidian et al., 2007), this can in interpreted that in Karaj Municipality organization, as the level of individual interaction increases, job commitment will be increased, and in the complex world, Karaj municipality organization will have higher productivity and it will take grand steps towards the development. Randall and Cote believe that employees who have high job involvement, their organizational identity increases, resulting in increased organizational commitment (Abtahi and Molaayee, 2006).

Table 4: Summary of regression model, analysis of variance and regression statistical characteristics of individual interaction and organizational commitment

Model	Sum of squares	Df.	Average of squares	F	Sig.	R	R ²
Regression	6345/398	6	1057/566	5/714	0/000	0/42	0/176
The remaining	29615/309	160	185/096				
Sum	35960/707	166					

Table 5: Results of regression coefficients, organizational commitment and personal interactions

Index of Independent variables	Beta	Beta sd	Standard beta	T	Sig.
Fixed amount	95/053	8/873		10/713	0/000
Involving others	-6/791	1/305	-0/463	-5/203	0/000
Self-involvement	0/67	2/117	0/029	0/317	0/752
Controlling others	-0/387	2/668	-0/014	-0/145	0/885
Control by others	2/375	1/551	0/145	1/531	0/128
Kindness to others	10/224	2/633	0/331	3/883	0/000
Others' kindness to me	-4/397	2/234	-0/169	-1/968	0/05

CONCLUSION

The results this study rejects the results of study by Saki *et al.* (2013), stating lack of meaningful relationship between commitment and age on the other hand, Myer and Allen claim that older employees due to higher job satisfaction achieve more attitude commitments. Also, a direct relationship between job experience and dimensions of organizational commitment was perceived. Thus that, the rate of organizational commitment, emotional commitment, continuous commitment, and normative commitment among staff with more job experience, is more than new employees. The results of this hypothesis confirms, the study conducted by Allen and Mayer (1996) who believed that there is a positive and significant relationship between work experience, organizational commitment. According to previous studies there is a significant relationship between emotional commitment, and management experience and emotional commitment and job experience, it means that high job and management experiences of the managers results in increase in emotional and normative commitment of them to their organization, and the managers devote more value to commitments to values and norms of the organization. Furthermore, the results of this study showed that the higher the level of education, the lower comes the affective commitment and normative commitment. The results of this hypothesis, confirms the results of the study conducted by Allen and Meyer who believed that there is a reverse and significant relationship between education and organizational commitment. In their study, Saki *et al.* (2013) have concluded that educational degree has negative effects in prediction of organizational commitment.

RECOMMENDATION

1) According to the results of testing the main hypothesis that showed a significant relationship personal engagement and organizational commitment, it can be said that, commitment is not only related to persons job, but it is related to the beliefs of the individual. Commitment does not only exist in work place, but it is inside the person. The psychological and personal characteristics applying for a job have a direct relationship with the position and job in employment of workplace, the optimal utilization of these resources in an organization, especially human resources, is the common facet of scholars opinion and survival of an institute is dependent on appropriate utilization of the

resources. They believe that a great work environment increases the staff productivity and it will have direct relationship with organizational commitment. Thus it is suggested to the Karaj municipality organization that view human forces as human resources and before employment consider their inner and personality characteristics till it becomes possible to plan to move towards enlighten of the productivity.

2) Regarding the fact that "involving others in affairs" has significant relationship with emotional commitment and normative commitment, it can be said that, cooperation with other causes that all burdens of an organization not to fall upon the shoulders of a few, all members based on their mental and physical capability contribute in efforts towards the organizational goals, and take organizational goals as their own goals. Therefore, it is suggested to senior municipal managers to encourage people to cooperative activities and embrace team work, based on differences in organizational posts, commensurate with their age and years of work.

Also according to the results, there is significant relationship between age, organizational commitment, and its dimensions, and also between job experience and organizational commitment. It can be stated that organizational commitment of the older and more experienced people is more than young and unexperienced people. Thus, it is suggested that senior municipal managers, deal with the employment of people in the positions based on these differences.

Also, according to the results, there is a reverse and significant relationship between level of education and organizational commitment, emotional commitment and normative commitment. And due to the fact that the lowest rate of organizational commitment is for the individuals with MA and BA degrees, thus, is required to devote special attention towards individuals with MA degree in the first step and individuals with BA degree in the second step. In this case, employment and use of individuals in positions compatible with the major and degree and expertise can resolve great part of the problems regarding their commitment towards the organization.

ACKNOWLEDGEMENT

Authors would like to take this opportunity to express our profound gratitude and deep regard to all those who provided us the possibility to accomplish this paper. Authors are also exceptionally thankful to the editorial office and the committee members of IJMCUM for their accommodating comments during the review process.

CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest regarding the publication of this manuscript.

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