

## Study of the Relationship Between Control Center with Organizational Commitment

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**Abstract:** This research investigates the relationship between control center with personnel organizational commitment in Mashhad Municipality which results in a practical- oriented view. In the present study, following the related review of literature, one main question and eight secondary questions have been studied among statistical population of 300 personnel in Mashhad Central Municipality. Based on the statistical procedures and obtained results from distributed questionnaires and analyzing them and considering to this fact that the majority of this population were male and mostly were at MA education, average age in range of 31-67, less than 10 years working experience, results shown that the variable of control center is effective on organizational commitment of Mashhad Municipality personnel and the significance of their relationship was approved. There is no relationship between age and control center while there is a direct relationship between two variables of age and organizational commitment and its components; There is no relationship between age and control center while there is a direct relationship between two variables of working experience and organizational commitment and its components; There is no relationship between two variables of education and control center while there is a reverse relationship between two variables of education and organizational commitment, normative and emotional commitment, but there is no relationship between education and continuous commitment.

**Key words:** Internal control center • External control center • Organizational commitment • Personnel • Mashhad Municipality

### INTRODUCTION

Nowadays, it is important to know mental and personality traits of applicant, the desired position in employment, apply human resources [1]. Therefore, there is a consensus among all management scholars who believe that the present resources in an organization especially human resource should be utilized optimum and the permanent survival of an institute or an organization depends upon appropriate usage of these resources and believe that a highly developed workplace will increase the efficiency of personnel [2].

On the other part, if there are committed human resources to organization in each organization, it may result in decreasing the absence, delay and replacement as well as may cause considerably increasing the performance of organization, high spirits of personnel, better realization of major goals of organization and also

reaching to personal goals. Lack of commitment and low commitment will cause negative results for person and organization; such results including job leaving, too much absences, reluctance toward staying in organization, decreased reliance of customers and reduced income [3].

So far, many researches have been done in regard of comparing introverts and extroverts, as shown, those people who are ranked highly extroverts have low job satisfaction and their absence rate are high, are very strange to the workplace and involve themselves in their working affairs less than introverts [4]. Many similar cases in different fields were compared but this issue "what would be the effect of introversion or extroversion of personnel on organizational commitment" has not much discussed.

It is evident that human resources are the only resources which are eternal and immortal which not only are easily accessible but also can improve management if

they are managed properly. As shown by researches, there are different traits among personnel. These traits are including psychological and personality variables. It is important to recognize and state these traits because comprehending the traits of entrepreneurship and meritocracy in organization may cause the encouragement and probable success of personnel. One of the most important personality traits which should be noticed is control center. In addition, according to the researches, personnel behavior may be influenced by their attitudes. Hence, it seems necessary for managers to be aware of them. Nevertheless, managers are more interested in knowing those attitudes which are related to work and organization which control center has a special status. On the other hand, based on done researches in this regard, organizational commitment attitude is one of the most important issues which was focused and researched by scholars. The above perceived commitment of personnel to organization may cause more expectation in personnel in a way that if they try, organization goals will be satisfied and subsequently they will receive rewards. This will result in satisfying the organization's goals as well as increasing job satisfaction of person, subsequently society, organization and people can enjoy its privileges. There are many reasons why an organization should increase the level of organizational commitment of its members [5]. Firstly, organizational commitment is a new concept and generally it is different from dependence and job satisfaction [6]. Secondly, as shown by researches, there is a positive relationship among organizational commitment with some outcomes such as job satisfaction, presence, ultra social organizational behavior and job performance. In addition, there is a negative relationship between organizational commitment with tendency toward ob leaving [7]. Hence, obviously, it is important and necessary to think on recognizing control center with organizational commitment among personnel of Mashhad Municipality.

#### **Review of Literature (Theoretical Background):**

Control center (control focus) means person belief on to what extent his behavior may have direct effect on results of that behavior. Hence, those people who think that they can control their environment (believe that their actions have some results), they are called introverts. These people mostly tend to comprehend conceptual and environmental factors as chances for balancing power and authority. Self respect (self esteem) is an act at in control center which balances power and authority and provides a chance in this regard.

Major models in regard of control center are including transfer model of Cloud Shanon and Varen Viewer, SMCR model, Scorm model, transaction model of Barenload relation and finally model of William Shotz. Obviously, it is required to know the related models for selecting the proper model in order to study personal mutual relations. In this research, all models are reviewed and they are comparatively studied with each other and also models are investigated in Iran organizations.

#### **Organizational Commitment and its Dimensions:**

Organizational commitment is considered as mental and emotional dependence on organization based on which highly committed person can specify his identity on organization, cooperate with organization, involve in organization and enjoy from his membership in organization [8]. On the other part, the third attitude among occupational attitudes is organizational commitment in which worker of organization introduces his goals as himself and desires to stay member of that organization. Therefore, high occupational dependence means that person attributes a specific job to him and introduces it as himself; but organizational commitment means that person introduces an organization as himself. In fact, as shown by results of researches, organizational commitment is applied for predicting and justifying the behavior of person (more than job satisfaction) and absence and replacement of personnel can be predicted better by using organizational commitment [9].

Three component model of organizational commitment [10] caused many experimental researches. In trihedral model, organizational commitment was made of three dimensions of emotional, continuance and normative. Three components of this model are as below:

**Emotional Commitment:** It indicates emotional dependence of personnel on organization for their identification and involving in organizational activities. This represents sensational and emotional dependence on organization and person stays in organization because he has a positive attitude and feelings about oragnization's mission, values and goals and he stays in this organization so that can satisfy organization 's values and goals which believe in them deeply. Personnel who have high emotional commitment, they believe in their values more and consider themselves more committed to realize organization's goals.

**Continuance Commitment:** It includes a commitment to continue the activity in organization and disinclination to leave there because of incurring losses from leaving organization. Commitment to organization is because of knowing the incurring charges from leaving organization. It means that person will stay in organization because, following his analysis on charges- benefits, he concludes that he requires staying in organization. In most cases, person tends to stay in organization because he is not interested in finding new jobs. This kind of commitment and staying in organization is called continuance commitment (extending, obligatory and surviving); in other word, person stays in organization because his going incurs him some costs.

**Normative Commitment:** It includes ethical obligation based on the necessity to stay in organization. Person will stay in organization because of morality and norms' pressure. Person will not quit the organization because of others' judgement on his leaving organization (because of colleagues' feelings and notice to employee). This group of personnel does not have any strong emotional connection with organization. This kind of commitment is because a personnel feels that organization behaves him in a good manner, so he is committed to organization and managers [11].

**Organizational Commitment Models:** Major models regarding organizational commitment are including Penley and Gould Model<sup>1</sup>, Mayer and Schoorman Model<sup>2</sup>, Angle and Perry Model<sup>3</sup>, Meyer and Allen Model<sup>4</sup>, Mato Vazjak Model, Moody Model, Key Model of Mac Kenzi and Oreilly and Chatman Model<sup>5</sup>. In addition, many great scholars have raised their attitudes toward this issue; among them, Hersy and Blanchard, Barooch, Becker, Billings and Richerz can be mentioned. Obviously, in order to choose appropriate model for investigating organizational commitment, it is required to know models and the related attitudes. In this research, all attitudes, theories and models are investigated and studied comparatively with each other and also these models are studied in Iran organizations.

**Conceptual Model of Research:** In view of above concepts and introduced model as well as reviewing

domestic and foreign researches, although these issues are not up to date but they are always very important matters in Mashhad Municipality because of complexity in personnel human behavior in different periods. And recognizing the relationship between these variables concerning control center and knowing their organizational commitment will result in improving managerial plans and organizational behavior. In controversy on control center issue, we found that Ruther theory certainly has a strong and increasing influence on present psychology, because he presented some concepts defined by explicit and exact expressions which can be assessed by correlation or experimental methods. Ruther attempted to establish a working relation between cognitive variables and reinforced social learning theory through a strong incentive [12]. Ruther researches are exact and controlled in allowed range of research subject and he used exact observations on behavior whenever it was possible. In addition, his theory defined in high precision degree which can be evaluated empirically. As researches shown, different aspects of his theory approved.

In regard of organizational commitment, Allen and Meyer model has a more suitable attitude toward organization and personality issues. Through proceeding beyond the distinction between behavioral and attitudinal commitment, the above mentioned scholars argued that commitment is considered as a mental state which has three separable elements which indicate a kind of tendency, requirement and necessity to continue working in an organization. In fact, most researches which have been done regarding organizational commitment usually dealt with three general issues; emotional dependency on organization, supposed charges resulted from leaving organization, necessity and duty for staying in organization which all these concepts refer to emotional commitment, continuance commitment and normative commitment. All these attitudes are in common with this view stating that commitment is a mental state which: a) specifies the personnel relationship with organization and b) implies continuity or stopping person's membership in organization.

In this study, the researcher attempts to put some components such as gender, age, experience and education of personnel as intervening variables for

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<sup>1</sup>Penley and Gould Model

<sup>2</sup>Mayer and Schoorman Model

<sup>3</sup>Angle and Perry Model

<sup>4</sup>Meyer and Allen Model

<sup>5</sup>Oreilly and Chatman Model

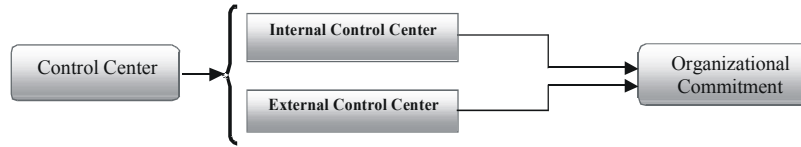


Fig. 1: Conceptual Model of Research

recognizing control center and its relationship with these variables in personnel in order to be aware of organizational commitment of personnel. In addition, through recognizing organizational commitment and the related components to its relationship with the above components will result in knowing organizational commitment of people in organization. Therefore, the conceptual model of research displayed as below:

### MATERIALS AND METHODS

The present study is a descriptive, correlative, practical research based on field and survey study with the purpose of searching the relationship between mutual personal relations with organizational commitment of Mashhad Municipality personnel. All personnel of Mashhad Central Municipality comprised of 300 people selected as the statistical population of this research. A simple random sampling method without replacing selected according to the statistical population in which each employee considered as a sample unit. In order to determine the required sample volume, Krejcie and Morgan table used for estimating the sample volume, which 168 people selected as the sample volume.

Research variables are including control center as independent variable, organizational commitment with dimensions of emotional commitment, continuance commitment and normative commitment as dependant variables and gender, age, education level, working experience considered as moderating variables.

**Data Gathering Instrument:** According to the research objectives, applying questionnaire recognized as the best way for collecting data. Following several investigations and interviews with people and experts, two questionnaires with the below headings specified for this study.

**Questionnaire Related to Control Center Mark:** This questionnaire is comprised of 10 questions and each question coded as per seven- choice measure as described below:

**Questionnaire Related to Organizational Commitment:** This questionnaire is comprised of 24 questions. And each question is coded as per seven- choice measure according to the below tables:

Table 1: Coding the questions based on seven- choice measure of Likert

Completely Agreed	Agreed	Slightly Agreed	No idea	Slightly disagreed	Disagreed	Completely Disagreed
7	6	5	4	3	2	1

Questions No. 3, 6, 7, 8, 10 will be marked reversely.

Table 2: Coding the questions based on seven- choice measure of Likert

Completely Agreed	Agreed	Slightly Agreed	No idea	Slightly disagreed	Disagreed	Completely Disagreed
7	6	5	4	3	2	1

Questions No. 4, 5, 6, 8, 9, 10, 15, 16, 17, 18, 19, 21, 24 will be marked reversely.

Table 3: Cronbach Alpha Indices for the research variables

Row	Headings of Questions	Alpha Index
1	Control Center of Person	0.7026
2	Organizational Commitment	0.7281
2-1	Emotional Commitment	0.8029
2-2	Continuance Commitment	0.8103
2-3	Normative Commitment	0.7965

**Reliability and Validity of Questionnaire:** As the questionnaires are standard, so their validity is confirmed. In addition, reliability and credibility of the applied questionnaires of this study evaluated by using Cronbach Alpha which internal validity confirmed considering to the estimated Alpha Indices for questions of the questionnaire.

## RESULTS AND DISCUSSION

### Obtained Results from Testing Research Hypotheses:

This research includes one main hypothesis and eight secondary hypotheses. Main hypothesis investigates the relationship between control center with organizational commitment of personnel and secondary hypotheses investigates the relationship between background variables (gender, age, working experience and education) with independent variable (control center) and dependent variable (organizational commitment).

**Main Hypothesis:** There is a relationship between control center with personnel organizational commitment.

Considering to Table 4, the revised determination index (the revised  $R^2$ ) became equal to 0.247, so this value is in acceptable range. In other side, the statistic of Darbin Watson became 1.728; this statistic is a number between zero and four which the middle of this range is two and other numbers around two showing full independence of the rest and the applicable regression as much as moving to zero and four showing dependence of the rest and indicates inappropriateness of the regression model. But as this value is around two in our analysis, so the final model is appropriate and the rest are independent.

As seen in the above table, the observed "F" (54.577) is significant ( $p < 0.001$ ), this means that there is a regression model for the above defined variables, but for stating the quality of variables we should refer to the table of indices.

In view of the above results, it can be argued that control center is effective on organizational commitment,  $R^2$  is equal to 0.247 and it is significant.

As shown by the obtained results from research of Hosseini *et al.*, (2009), there is a positive and significant relationship between internal control center with organizational commitment and its dimensions and also external control center (power) with rational and normative commitment and chance factor with emotionl commitment [13].

### Obtained Results from Testing Secondary Hypotheses

**Secondary Hypothesis 1:** There is a significant relationship between control center and gender. As shown by obtained results from testing secondary hypothesis 1, there is no significant relationship between two genders regarding their control center marks, which these results have been displayed in Tables 6 and 7.

**Secondary Hypothesis 2:** There is a significant relationship between control center and age of personnel.

As shown by the obtained results from Pearson correlative test done for checking secondary hypothesis 2, there is no significant relationship between age and control center. Correlative coefficient was obtained 0.142 and significance level was obtained 0.079. This finding approves the researches' results of Bagherzadeh (2010). These researches indicate that there has not seen any significant relationship between variables of age with control source. Although people with internal control source may be more successful in their lives, but this success can not cover all aspects of his life necessarily [14].

**Secondary Hypothesis 3:** There is a significant relationship between control center and working experience of personnel.

Pearson correlative test was used for investigating the relationship between working experience and control center, which the obtained results of this trst shown that there is no significant relationship between these two variables. Correlative coefficient was obtained 0.069 and significance level was obtained 0.375. Therefore, increase in working years will not change control center of person. Personal control center of a person may be changed throughout his presence in Mashhad Municipality over the years and this change will not be relevant to working years but it is dependent on other term. This finding rejects the researches of Kheje-ol-din (2006) who believed that there is a direct relationship between control center with age and working experience.

**Secondary Hypothesis 4:** There is a significant relationship between control center and personnel education.

As shown by the obtained results from investigating the relationship between control center and personnel education, there is no significant relationship between these two variables. Pearson correlative test applied for

Table 4: Summary of regression model, variance analysis and regression statistical specifications of control center on organizational commitment

Model	SS	df	MS	"F" Statistic	Significance level	R	R <sup>2</sup>
Regression	8946.218	1	8946.218	54.577	0.000	0.497	0.247
The Rest	27210.49	166	163.919				
Total	36156.708	167					

Table 5: Results of regression indices related to dependent variable of organizational commitment and independent variable of control center

Variable Index	Beta	Beta Standard Deviation	Standard Beta	"t" Statistic	Significance Level
Fixed Value	57.484	6.769	8.492	8.492	0.000
Control Center	0.977	0.132	0.497	7.388	0.000

Table 6: Descriptive statistics of control center marks in male and female personnel

Group	Male		Female	
	Mean	Standard Deviation	Mean	Standard Deviation
Control Center Mark	50.69	8.265	50.49	5.748

Table 7: Comparative test of control center marks in male and female personnel

	"F" Statistic	P- value of testing covariance	"t" Statistic	Degree of freedom	P- value
Control Center Mark	13.946	0.000	0.165	151.251	0.853

Table 8: Correlative coefficient and significance coefficients of variables

	Age		Working Experience		Education	
	Pearson		Pearson		Pearson	
	Correlative Coefficient	Significance Level	Correlative Coefficient	Significance Level	Correlative Coefficient	Significance Level
Control Center	0.142	0.079	0.069	0.375	0.051	0.511

testing this hypothesis which correlative coefficient and significance level were calculated 0.051 and 0.511 respectively, which rejected the hypothesis. This finding approves the researches' results of Bagherzadeh (2010). These researches indicate that there is no significant relationship between variable of education level with control source. Although people with internal control source may be more successful in their lives, but this success can not cover all aspects of his life such as education necessarily. It seems that education progress depends on different and complicated variables and factors.

Summary of the obtained results from testing secondary hypotheses 2-4 can be seen in Table 8.

**Secondary Hypothesis 5:** There is a significant relationship between organizational commitment and its dimensions and gender of personnel.

In order to investigate and test of this hypothesis, T test (comparing MEANs) was applied. As shown by the obtained results from testing the relationship between gender with organizational commitment and its dimensions, there is a significant

relationship just between continuance commitment with gender and continuance commitment of male is more than female. In other dimensions, there has not seen any significant difference between male and female.

Summary of the obtained results from testing the relationship between gender with organizational commitment and its dimensions can be seen in Tables 9 and 10.

**Secondary Hypothesis 6:** There is a significant relationship between organizational commitment and its dimensions and age of personnel.

As shown by the obtained results from testing this hypothesis, there is a direct and significant relationship between organizational commitment and age of personnel. Pearson correlative coefficient was obtained 0.318 and significance level was obtained 0.000. It also shown that there is a significant relationship between age and all dimensions of organizational commitment. Correlative coefficients and significant level of the relationship between organizational commitment dimensions and age displayed in Table 11.

Table 9: Descriptive statistics of organizational commitment and its components in male and female personnel

Group	Male		Female	
	Mean	Standard Deviation	Mean	Standard Deviation
Organizational Commitment	107.87	14.967	105.17	14.167
Emotional Commitment	38.87	8.290	39.24	8.868
Continuance Commitment	35.05	4.155	33.45	4
Normative Commitment	33.94	5.914	32.47	6.138

Table 10: Comparative test of organizational commitment and its components in male and female personnel

	"F" Statistic	P- value of testing covariance	"t" Statistic	Degree of freedom	P- value
Organizational Commitment	0.249	0.619	1.126	166	0.262
Emotional Commitment	0.012	0.912	-0.269	166	0.788
Continuance Commitment	0.14	0.709	2.389	166	0.018
Normative Commitment	0.082	0.775	1.508	166	0.133

Table 11: Correlative indice and significance indices of variables

	Age		Working Experience		Education	
	Pearson Correlative Coefficient	Significance Level	Pearson Correlative Coefficient	Significance Level	Pearson Correlative Coefficient	Significance Level
Organizational Commitment	0.318	0.000	0.34	0.000	-0.228	0.003
Emotional Commitment	0.194	0.016	0.247	0.001	0.2-	0.009
Continuance Commitment	0.231	0.004	0.301	0.000	0.073-	0.346
Normative Commitment	0.35	0.000	0.32	0.000	0.204-	0.008

The results of the present research reject the researches of Saki and et al indicating that there is no significant relationship between commitment and age. On the other part, Miro and Allen declared that older workers have higher attitudinal commitment because they are more satisfied with their jobs.

**Secondary Hypothesis 7:** There is a relationship between organizational commitment and its dimensions and working experience of personnel.

As shown by the obtained results from testing this hypothesis, there is a direct and significant relationship between organizational commitment and working experience of personnel. Pearson correlative coefficient and significance level of this relationship obtained 0.34 and 0.000 respectively which representing rather a strong and significant relationship. In addition, the direct and significant relationship between organizational commitment and working experience has been observed which indicates that organizational commitment, emotional commitment, continuance commitment and normative commitment among higher experience personnel are more than new comer personnel. Correlative coefficients and significance levels of these relations can be observed in Table 11. The obtained results of this hypothesis confirm the researches of Matyo Vazajak, Karry *et al.*, Allen Meyer who believe that there is a positive and significant relationship between experience and

organizational commitment and also confirm the research of Saeeda *et al.*, stating that there is a positive and significant relationship between working experience and organizational commitment. Khosravizadeh *et al.*, (2007) concluded in their research that there was a significant relationship between emotional commitment and management experience and between emotional commitment and their working experience which means that more working experience and management experience of managers resulted in increasing their normative, emotional commitment to their organizations and these managers are more committed to organization norms and values [15].

**Secondary Hypothesis 8:** There is a relationship between organizational commitment and its dimensions and personnel education.

As shown by the obtained results from testing this hypothesis, there is a reverse and significant relationship between personnel education and organizational commitment. Correlative coefficient and significance level are -0.228 and 0.003 respectively which means that more personnel education level increases, their organizational commitment will be decreased. In other words, personnel with lower education have more organizational commitment than those personnel with higher education. On the other part, as studied the relationship between education level and organizational commitment

dimensions, it was shown that there is a significant relationship between all dimensions of organizational commitment with education level except the dimension of continuance commitment. There is a reverse relationship among organizational commitment dimensions and education, which means that higher educated people have lower emotional commitment and normative commitment. (Regression indices and significance level can be seen in Table 11). The obtained results of this hypothesis confirm the researches of Matyo Vazajak, Karry *et al.*, Allen Meyer who believe that there is a reverse and significant relationship between education and organizational commitment and also Saki *et al.*, concluded in their research that academic document has a negative effect on organizational commitment.

Therefore, as shown by the obtained results from testing main and secondary hypotheses, there is a significant relationship between control center and organizational commitment dimensions of Mashhad Municipality personnel and there is no significant difference regarding control center and organizational commitment between two genders and there was a significant difference between two genders just in dimension of continuance commitment. In addition, as shown by results, there is no significant relationship among variables of age, working experience and education with control center while, as evaluated, there is a significant relationship among these variables with organizational commitment.

#### Research Limitation:

- Limitation because of human behavior complexity
- Limitation because of intervening variables' effects: The researcher can not control the intervening variables, so this limitation effects on doing research

**Suggestions Based on Research Findings:** Based on the obtained results from testing main hypothesis which was shown that there is a significant relationship between control center and organizational commitment and its dimensions, it can be said that commitment not only is relevant to person work but also is relevant to values and beliefs of person. Commitment is not only in workplace but it is inside of the person [16]. Hence, it is recommended to Mashhad Municipality organization to regard human resources as human assets and recognize their personality and internal traits prior to attracting, employing and keeping them so that they can plan for increasing their organizational commitment and proceed further to improve the efficiency. As shown by

researches, clearly there is a relationship between organization support from an employee with the commitment of this employee to organization [17]. Nowadays, personality and mental traits of job applicant with position and the desired job in employing and recruiting human resources are important and there is a consensus among management scholars who believe that all available resources in an organization especially human resources should be used optimally and they think that permanent survival of an institute and organization depends on proper exploiting of these resources and believe that exalted workplace will increase personnel efficiency and will have a direct relationship with their organizational commitment.

- Considering to the obtained results from testing "the secondary hypothesis 1", it was shown that there is no significant difference regarding control center among men and women. It is recommended that managers have the identical attitude toward men and women and do not discriminate among two genders.
- Considering to the obtained results from testing "the secondary hypotheses 2, 3, 4", it was shown that there is no significant relationship among age, working experience and education level with control center. It is recommended to hold some classes and training courses and different seminars with the subject of control center in order to reinforce the trait and belief of person toward his behavior and clarify what would be the direct effect of his behavior on the results of the same behavior and invite all personnel to participate in these courses and seminars.
- Considering to the obtained results from testing "the secondary hypotheses 5", it was shown that there is no significant difference regarding organizational commitment among two genders. It is recommended to employ both men and women as personnel. Male and female personnel are committed to organization identically, but continuance commitment of male personnel is more than female personnel.
- Considering to the obtained results from testing "the secondary hypotheses 6", it was shown that there is a direct and significant relationship among age and organizational commitment and its dimensions. In addition, considering to the obtained results from testing "the secondary hypotheses 7", it was shown that there is a direct and significant relationship among working experience and organizational commitment and its dimensions. So in view of the above results, it can be said that the organizational commitment of older and more experienced people are



more than younger and less experienced people. Hence, based on these differences, it is recommended to select people for organizational positions according to their age and working experience.

- Considering to the obtained results from testing "the secondary hypotheses 8", it was shown that there is a reverse and significant relationship among education level and organizational commitment, emotional commitment and normative commitment. As there is a significant mean difference statistically in organizational commitment of personnel with BA (bachelor of arts) education in comparison with lower educated personnel and personnel with MA (master of arts) education in comparison with higher diploma and diploma personnel (the lowest mean of organizational commitment are related to MA and BA respectively), so it is very important to notice firstly to MA educated people then to BA educated people. Therefore, the problem of these personnel commitment to the related organization can be mostly solved through employing high educated people in appropriate positions according to their education and expertise.

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