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(Original article)

Job Commitment Model (as Part of Professional Ethics) in Employees of Public Organizations

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Abstract

Background: Employees have a set of stable attitudes towards their work environment and employees' job commitment increases the social capital of the organization. Therefore, the present study was formed with the aim of investigating the factors affecting employees' job commitment and presenting a model in this field.
Method: The present study is applied research that was conducted in a mixed (qualitative-quantitative) manner. In the qualitative part of the research, the foundation was formed by the data method. The statistical population included university professors in the field of human resource management and senior managers of government organizations, 12 of whom were selected using purposive snowball sampling as a sample. The interview tool was in-depth. Data were analyzed by triple coding method. In the quantitative part, the descriptive-correlation method was used. The statistical population included all senior and middle managers and postgraduate and doctoral staff of government organizations in Tehran. 240 people were selected as a statistical sample by random cluster sampling. The questionnaire was a closed Likert scale. Data were analyzed by structural equation method. Data were analyzed using SPSS and PLS software
Results: The findings of the qualitative section showed 95 open codes that were organized into 27 secondary codes and 14 concepts and the conceptual model of the research was formed. The findings of the quantitative section indicated that the research model of the thesis has a good fit.
Conclusion: Based on the research model, it was found that causal conditions such as job satisfaction and underlying conditions such as organizational climate affect the level of salary and job commitment by intervening and strategies such as proper management and employee support undoubtedly lead to attitude management. Job and increase the level of professional ethics in employees.

Keywords: Job commitment, Professional ethics, Job attitude management

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Introduction

To compete, organizations need specialized and determined human resources with decision-making power. Thus, in the last two decades, human resource empowerment has become one of the main topics of pioneering organizations. One of the key factors in empowering job position includes three types of job satisfaction positions, job commitment and job dependence (1). Awareness of employees' job attitudes has always been used as one of the important management tools in organizations. Because employees' job attitudes can affect their behavior in the workplace. Therefore, understanding what factors can influence employees' job attitudes can improve employee job attitude management (2). Manpower factor is one of the most effective factors in the survival of organizations that is always considered by officials and managers of organizations. A study of the history of development and evolution of industrial societies shows that skilled, educated and committed labor has an undeniable impact on the process of transforming traditional society into industrial society, so that labor is considered the most important factor in the development of societies and organizations (3). Manpower in terms of thinking power and creativity is everything in the organization, because any change and improvement in organizational systems and processes is done by human beings. Utilizing the intellectual capacity and capability of the employees of the organization, which is called as latent capital, requires the creation of structures that can direct the capabilities of employees in order to achieve current and future goals (4). It was once thought that meeting the needs of individuals would reduce the organization's resources and facilities. According to this idea, in order to achieve maximum efficiency, the minimum requirements must be met, but today this theory has been completely rejected. Management scientists now believe that if the real needs of employees are properly understood and valued and managers do not seek to satisfy it, job commitment will decrease and productivity in the organization will decline. Commitment, interest and positive attitude towards the job leads to more work effort and as a result reduces costs (5). This is because human behavior is subject to reason, logic, feeling and emotion. What emerges from man as behavior is the result of the effects of his intellect, emotion, feelings, and attitudes (6). There are many definitions of commitment. Commitment can be considered a requirement that restricts freedom of action. There are many reasons to increase the level of commitment of members of the organization (7). Job commitment is a new concept and generally differs from job satisfaction dependence. For example, nurses may like what they do but be dissatisfied with the hospital where they work, in which case they will look for similar jobs in other similar settings, or conversely, restaurant waiters may feel positive about their work environment, but hate waiting at tables or their job in general (8).

Early research in this area has suggested that the concept of commitment is one-dimensional. But new findings and research indicate that this concept is multidimensional. Among the three attitudes mentioned, job commitment has changed the most over time. Commitment is defined and measured in different ways. In fact, this lack of consensus in the definition of commitment is largely due to behavior as a multidimensional concept. A review of the definitions shows that commitment is, first, a force of duty and, second, directs behavior.

Job commitment is a multidimensional concept that results in several positive job outcomes including reduced absenteeism and relocation, citizenship behavior, work effort, and improved job performance. Job commitment refers to the strength of an individual's identity in engaging in a particular organization. There are two approaches to defining job commitment in the literature. In the first definition, commitment is the goal of employees for continuous work in the job. The second definition defines it as the attachment that exists between people and the job and is a reflection of the amount and psychological involvement of employees in the job (9). There are many factors in creating a job commitment that vary according to one's status. Some of these relative factors are: the position of

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the individual in the organization, employee motivation, individual abilities, transparency of duties and clarity of obligations, work culture in the workplace, the importance of managers and superiors for the individual, ethical values, responsibility and researchers believe that the success of the organization in a set consisting of the following commitments are unanimous:

Commitment to the client; a successful manager or employee can demonstrate commitment in their work by serving and caring for the client.

Commitment to the organization; Managers or effective employees are proud of their organization and express this honor in their own behavior. These managers or employees fulfill their commitment in different ways and try to achieve this by creating a suitable organizational environment, supporting top managers and observing the basic values of the organization.

Commitment to self; Managers or employees always present a strong and positive image to others and all situations act as a positive force; but this should not be confused with selfishness or self-centeredness. Commitment is manifested by demonstrating independence of action, acquiring the skills needed to apply management, and accepting constructive criticism.

Commitment to individuals and workgroups; Successful managers or employees are also committed to the people in the working group and show a special attachment to them.

Commitment to work; Effective managers or employees try to give meaning and meaning to the work they do and others by maintaining the right focus on work, being practical and clarifying the importance of work, and by focusing other employees' attention on work and providing the necessary guidance. They must ensure that things are done successfully (10). Therefore, considering the role of various factors in job commitment and its complexity, the present study decided to model the job commitment of employees in government organizations.

To achieve this goal, the following questions needed to be answered:

What indicators are important regarding the job commitment of employees in government organizations?

Which indicators regarding the job commitment of employees in the country's government organizations have a higher priority?

What model is suitable for job commitment of employees in government agencies?

Material & Methods

The present study is applicable research that was conducted in a mixed (qualitative-quantitative) manner.

In the qualitative part of the research, the foundation was formed by the data method. The statistical population included experts in the field of human resource management (university professors and senior managers of government agencies). Criteria were considered for selecting experts, and individuals were selected for the interview who met at least one of the following criteria:

1. Having documented studies in the field of the studied subject
2. Carrying out at least one research in fields related to the subject of research,
3. Having a valid theory in the field of the research subject
4. Having at least one article in the field of research subject,
5. Translating or writing a book on the subject of research
6. Having a teaching background in fields related to the research topic,
7. Having a history of senior management of a government organization

Twelve people were selected from the target population using targeted snowball sampling to achieve theoretical saturation. The interview tool was in-depth. Data were analyzed by triple coding method.

In the quantitative part, the descriptive-correlation method was used. The statistical population included all senior and middle managers and postgraduate and doctoral staff of government organizations in Tehran. Based on human resources and information, 640 people have been reported that to

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determine the sample size in this section, the sample size was calculated using the Cochran's formula. 240 people were selected as the statistical sample of the quantitative section. This selection was done in a random cluster in such a way that Tehran government organizations were considered as clusters and within them, managers and employees were randomly selected. Table 1 presents the demographic characteristics of the sample group.

Table 1: Demographic characteristics of the quantitative sample group

	Variables	Frequency	Percentage	Percentage cumulative
Gender	Male	146	60.8	60.8
	Female	94	39.2	100
	Total	240	100	
Age	Less than 35ys	60	25	25
	35-45ys	101	42.1	67.1
	Over 45ys	79	32.9	100
	Total	240	100	
Education	MA	119	49.6	49.6
	Ph.D.	121	50.4	100
	Total	240	100	
Work experience	Less than 10ys	85	35.4	35.4
	10-15ys	120	50	85.4
	Over 15ys	35	14.6	100
	Total	240	100	

The questionnaire was a closed Likert scale. In order to check the validity of the questionnaire, the opinions of research experts and experts were used. The reliability of the questionnaire was also confirmed by Cronbach's alpha calculation method. Cronbach's alpha value for the quantitative section questionnaire / 83. Was obtained. Finally, the data were analyzed by structural equation method. Data were analyzed using SPSS and PLS software.

Results

The findings of the qualitative section showed 95 open codes that were organized into 27 secondary codes and 14 categories. The results of the qualitative section are presented in Table 2.

Table 2: Results of the qualitative section and coding of research components

Categories	Second codes	Open codes
Employee trust building	Employee concerns	- Importance to employees - Considering the psychological condition of employees - Hear words and criticisms - life problems
	Encourage and motivate	- Involve employees in decisions - Share the company's goals and strive to achieve it - Giving importance to all employees and encouraging them - Increase employee motivation in different ways
Upgrading staff welfare equipment	Provide comfortable conditions for employees in the organization	- Give employees the right to choose as much as possible - Creating a culture to respect each other's rights - Informing about the observance of others in the organization - Upgrading the organization's equipment - Help the employees in the organization to do the job easily
	Help staff progress	- Improving the level of awareness of employees about the goals of the organization - Transfer of technical techniques required by employees - Changing incorrect work habits - Helping employees adapt to the work environment
Ethical commitment	Strengthen employees' belief and trust	- The need to develop learning for better progress - Mental training for employees to strengthen their beliefs - Observance of principles and professional ethics
	Strengthen behavioral tendencies to strive for the organization	- Promoting employee commitment to the organization - The desire to make more efforts to improve the organization - Happiness to be in the organization - Changing the traditional beliefs of employees
Behavioral commitment	Investing in employees	- Managers support employees - Removing obstacles from the way of employees - Suggest better places over time

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	Establish a two-way relationship with employees	- Getting the opinion of employees in the execution of tasks - Continuous support of employees - Creating an intimate and at the same time professional relationship
Organizational citizenship behavior	Employee effectiveness	- Employee compassion for the organization - Performance beyond the task - Innovation - Avoiding conflict and creating problems
	Continuous cooperation	- Collaborate with others - Increase capacity and capability - Proper use of programs by employees - Increase teamwork
Transparency of organizational rules	Control and monitoring	- Correct internal regulations - Protecting the rights of employees - Keep employees calm
	Standardization	- Domestic and international standards - Compliance with the standards of the day - Update the organizational structure
Proper planning	Good landscape	- Move towards the goals of the organization - Informing future goals - Planning to improve performance
	Learn	- Necessary responses to the customer and the client - Continuous staff learning - Preserving organizational values
Responsibility to employees	Professional responsibility	- Monitoring the behavior and performance of employees - Encourage and motivate - Preventive rules for profiteers
	Track the situation outside the organization	- Checking the living conditions of employees - Solve problems outside the organization as much as possible - Provide appropriate facilities for employees
Education	Organizational training	- Holding periodic classes to improve the professional level - Provide booklets for learning - Educational missions
	Skills upgrade	- Team cooperation - Transfer of skills - Investing in human resources
Pay appropriate salaries and bonuses	Salary and benefits programs	- Pay salaries on time - I considered salaries commensurate with working conditions - Programs to increase salaries
	reward	- Consider rewards according to performance and occasions - Modeling the rewards of successful organizations
Meritocracy	Organizational appointments	- Promotion - Convenient post - Employees' satisfaction with their position
	Consider performance	- Periodic evaluations - Competence of employees - Performance upgrades - Provide appropriate patterns for employees
Ability to implement goals in the organization	Professional perspective	- Advice from qualified experts - Correction of infrastructure issues - Changing the attitude of employees
	Performance upgrade programs	- Job policies - Motivate employees - Establish long-term incentives
Having employees with common goals	Choosing the right goals	- Talk about the goals of the organization - Joint meetings - Detailed expertise of processes - Avoid creating problems
	Development goals	- Cooperation with educational centers - The need to support employees - Upgrading professional characteristics

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Having a clear vision	Clarification of processes and goals of the organization	- The need for good executive management - Identify barriers to development - Clarification of the advantages and disadvantages
	Modification of structures	- Change patterns - Ethics - Removal of obstacles - Aligning employees with goals - Promoting teamwork

With proper placement and selective coding, the concepts of the research conceptual model were formed. This model is illustrated in Figure 1.

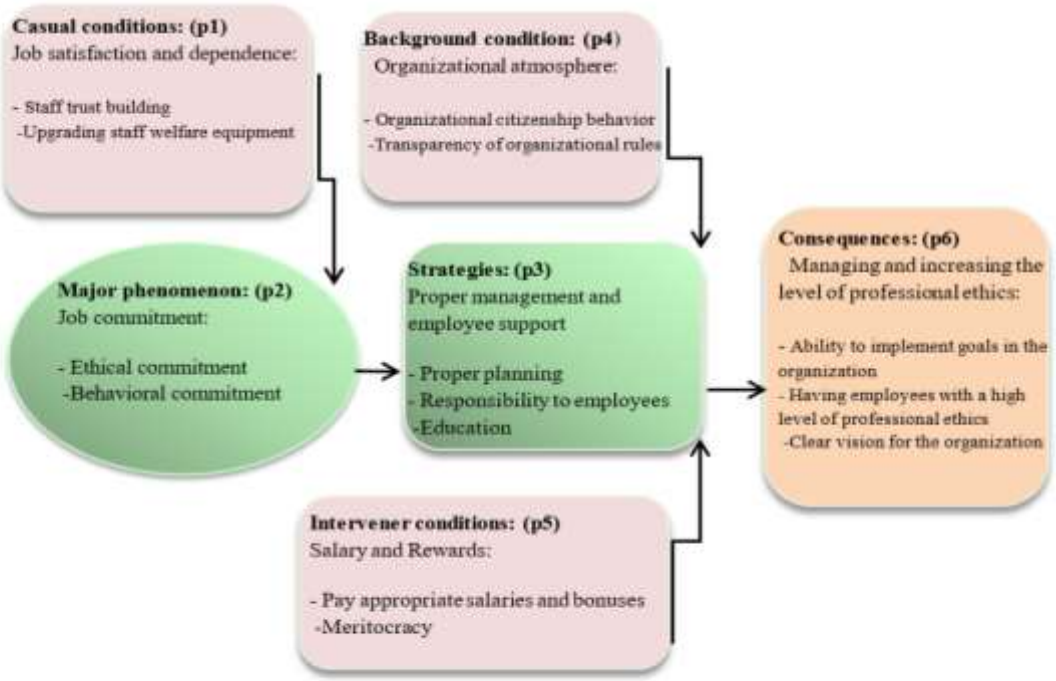


Fig. 1: Research model

The findings of the quantitative section indicated that the research model has a good fit.

In examining the structural pattern test, the significance coefficients of the items (value t), criterion R2 are calculated and interpreted.

A) Significance coefficients t

The first criterion for fitting the structural pattern is the significance coefficients t, the result of which is presented in Figure 4-2. If the value of t is greater than 1.96, it indicates the correctness of the relationship between the structures and thus confirms the research hypotheses at the 95% confidence level.

B) Criterion R^2

The second criterion is the structural pattern of criterion R^2. R^2 is a measure of the effect of an exogenous variable on an endogenous variable. As shown in Figure 3, R^2 values related to the endogenous variables of the model (job satisfaction and dependence: 0.745, proper management and employee support: 0.711, successful job attitude management: 0.709) indicate proper fit has a structural model.

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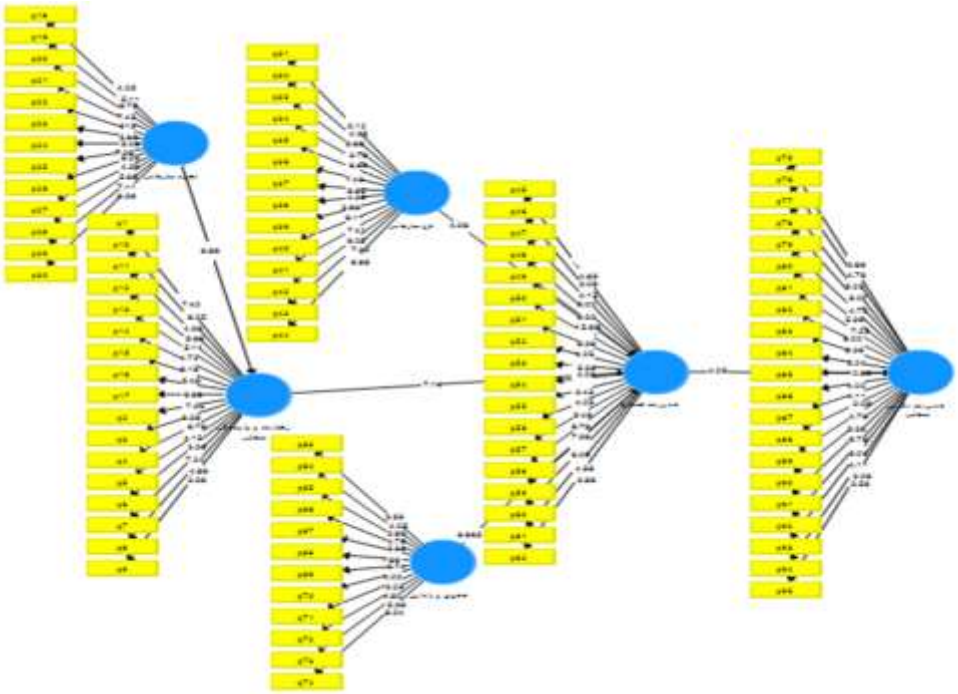


Fig 2: t value of questions

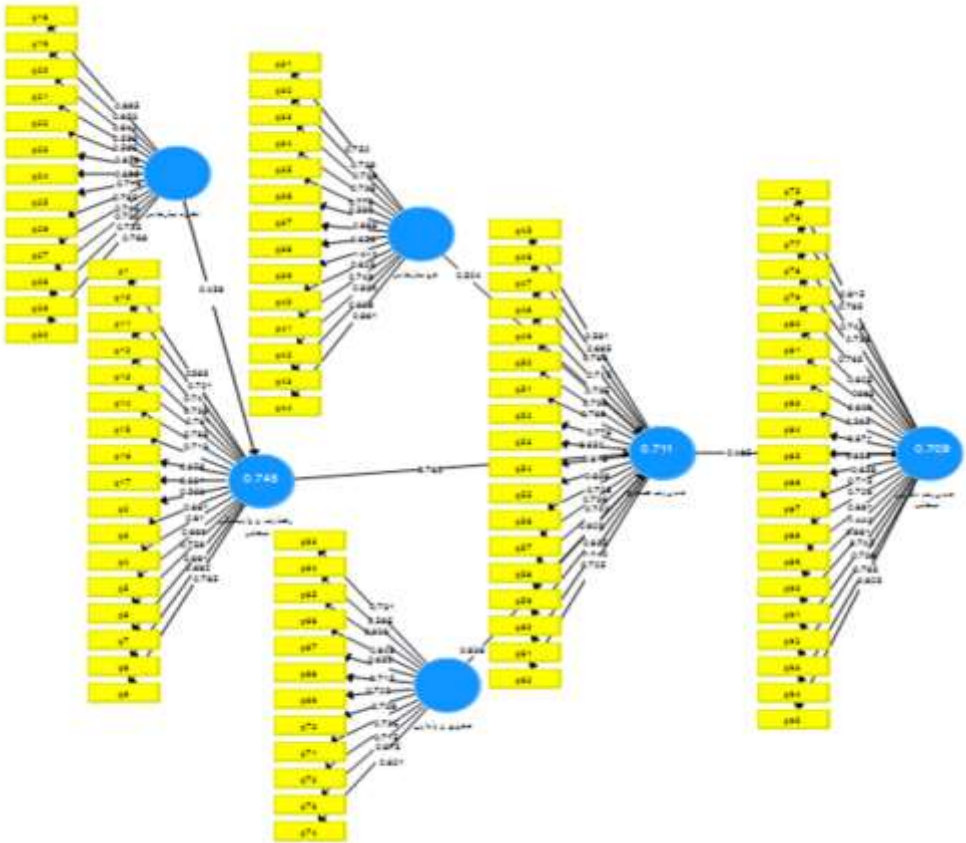


Fig 3: R^2 Values

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A summary of the results of fitting the structural model of the research is shown in Table 3.

Table 3: Results of fitting the structural model of the research

Relationships between concepts and indicators	Standard coefficient	t value	Result
The effect of job commitment on job satisfaction and dependence	0.758	6.84	Accepted
The Impact of Job Satisfaction and Dependence on Proper Management	0.762	7.06	Accepted
The effect of proper management and employee support on management and increasing the level of professional ethics	0.465	4.29	Accepted
The effect of organizational climate on proper management and employee support	0.404	4.06	Accepted
The impact of appropriate salaries and rewards on good management and employee support	0.464	6.965	Accepted

According to the results of model fit and the value of t-statistics outside the range of 1.96 and -1.96, it can be said that the research relationships are confirmed. Therefore, the research model has a good fit.

- Ranking the components of successful job commitment in the paradigm model

Friedman test was used to rank the components of successful job commitment in the paradigm model, the results of which are reported in Table 4.

Table 4: Results of fitting the structural model of the research

	Ranking average	Impact factor
Job commitment	3.32	24%
Satisfaction and dependence	3.33	25%
Proper management	2.99	22%
Organizational climate	1.42	10%
Appropriate salaries and bonuses	2.58	19%

Considering the mean rank values among the components of job commitment in the paradigm model, it can be said that satisfaction and dependence as the most important factor and organizational climate as the least important factor among the components of job commitment in the paradigm model.

Discussion

The results of the study showed that in the effect of job commitment on job satisfaction and dependence, it is approved due to having a suitable t-statistic, so it can be said that job commitment has a significant effect on job satisfaction and dependence. The results showed that in the effect of job satisfaction and dependence on proper management and employee support, it is approved due to having appropriate t-statistics, it can be said that job satisfaction and dependence on proper management and employee support has a significant effect. The results of the study showed that in the impact of proper management and employee support on management and increasing the level of professional ethics, due to having a suitable t-statistic is approved, so it can be said that proper management and employee support on management and increasing the level of professional ethics has a significant effect. The results showed that the effect of organizational climate on proper management and employee support is confirmed due to having appropriate t-statistics, so it can be said that organizational climate has a significant effect on proper management and employee support. The results of the study showed that in the effect of appropriate salaries and rewards on proper management and employee support, it is approved due to having appropriate t-statistics, so it can be said that appropriate salaries and bonuses have a significant effect on proper management and employee support. The results of other similar studies are as follows:

Some researchers (11) have shown that ethical leadership has a strong direct effect on job attitudes. Interactive justice also plays a significant

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mediating role in the relationship between the two. Researchers (12) showed that unfulfilled expectations and age have a significant effect on the relationship between job commitment and job burnout of employees. Researchers (13) showed that reagent-based employment has a positive effect on employees 'job commitment but has a negative effect on employees' dismissal. Researchers (14) showed that employees' job commitment varies due to the job resources of supervisors and the conflict between them and is related to the job resources of supervisors and the conflict between them. Other studies emphasize that there is a strong and significant positive relationship between all three variables of job satisfaction and job commitment and organizational citizenship behavior (15). Researchers (16) also showed that there is a significant relationship between job commitment and organizational climate, between job commitment and job turnover and also between job commitment and employee performance. Researchers (17) showed that there is a strong significant relationship between the dimensions of organizational citizenship behavior and job commitment. According to the research results, it can be said that the research results are consistent with other studies.

Every research will have a set of limitations that appear in the way of its realization and make the research face problems; which makes it difficult to generalize the results. The present study is no exception to this rule and has the following limitations:

- Lack of cooperation of some people in the statistical community to complete the questionnaire
- Different interpretations of the questionnaire items
- Results cannot be changed to another time and space domain.
- The interview requires a lot of coordination and this has provided limitations in the implementation process.

The results of each research are presented to the community of researchers and competent officials of that subject in the hope of continuing the research path and exploiting its results. Therefore, any suggestion in these reports can pave the way for further studies as well as executive decisions in this regard. In this research, suggestions in the form of research suggestions for further study work as well as practical suggestions for executive decisions and the attention of relevant officials in that area are presented. The practical suggestions of the present study are:

It is suggested that in order to improve job commitment, long-term incentives should be taken to improve the job commitment of employees in government organizations.

It is suggested that in order to improve job commitment, by strengthening the employees' belief through their mental training, action should be taken to improve the performance of government organizations.

It is suggested that steps be taken to improve employees 'job commitment by raising the level of employees' awareness of organizational goals.

It is suggested to take into account the psychological condition of employees in government organizations to build trust in the workplace.

It is suggested to increase the atmosphere of trust among employees by motivating employees in government organizations.

It is suggested that by clarifying the executive activities in organizations to improve the performance of the organization through job commitment.

Suggestions for future research include:

It is suggested that in future research, the effect of employees' job commitment in government organizations on achieving the goals of the organization should be examined.

It is suggested that in future research, the impact of knowledge management on employee job commitment in government organizations should be examined.

Conclusion

Hired people are the assets of any organization, and the achievement of organizational goals and

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efficiency and development depends on the proper management of these valuable resources, and with the growth of businesses and organizations, the problems of this great power also grow. As modern organizational behavior faces increasing complexities, it is necessary for managers and employees of organizations to become more familiar with these complexities and to know the appropriate ways to deal with them. It should be noted that the environment always ruthlessly chooses among competitors in a particular field of work, and those who cannot better respond to the demands of the environment and gain the trust of their work environment, decide to leave the competition. They sign. Managers try to constantly control their employees on various issues, in the workplace, job commitment as a key element of professional ethics can be a factor in creating motivation and satisfaction, and therefore increases efficiency. Employee job and organizational commitment is very important for managers. Job and organizational commitment is a kind of feeling of an individual towards the organization and his job, which is the result of factors such as professional ethics, the nature of the job and organization, the human resources around him, organizational and environmental factors, and individual factors. Job commitment is important because it directly or indirectly affects work behavior. Management attaches great importance to job commitment. Employee commitment is related to behaviors that are sensitive to the organization. In general, employees have a set of stable and cognitive attitudes towards their work environment, some of which are: payments, work environment conditions, job descriptions, etc. It can be concluded that a positive psychological atmosphere in the job can lead to positive attitudes and high job commitment and good performance. On the other hand, it can be said that employees who have a positive psychological atmosphere at work, better manage their attitudes, and thus work with more commitment and lead to better performance of the organization

Ethical Consideration

Ethical issues (such as plagiarism, conscious satisfaction, misleading, making and or forging data, publishing or sending to two places, redundancy and etc.) have been fully considered by the writers.

Conflict of Interest

The authors declare that there is no conflict of interests.

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