Abstract

Organizational commitment is a type of dependency and attachment to the organization. So, organizational commitment is a vision about the loyalty of individuals to the organization and also is a permanent process, through which the employees show their interest to the organization and its contiguous productivity. The object of this study is reviewing the connection of organizational commitment on the effective performance of organizational strategy in petroleum companies. 264 employees of petroleum companies have been selected by random sampling. The tool of organizational measurement is Allen and Mayer questionnaire. Piers Robinson and Fred R. David's model has been used for the strategy questionnaire. The results of these questionaries are analyzed by Spss software and regression test. Finally, all three dimensions of organizational commitment has related to the effective performance of strategy. Also, by using of Lizard software, the subject path analyze is confirmed by the structural equations and the fitness of model is accepted.

Keywords: Organizational Commitment, Strategy, performing the strategy, affective commitment, continuance commitment and normative commitment

1- Introduction

Considering the job commitment, is one of the organizational development elements which improved the administrative structural, reducing the energy and time loss, right understanding of the situation, improvement of information and communication stream. In case of increasing the job commitment, the interactions between organization components and its multiple structures, have had better quality and performing the economical, political, communicational and informational changes and also follow its increasing costumer satisfaction would be emerged. (Moein pour, et.al, 1384). Undoubtedly, these employees are the distinguished the effective organizations from non effective ones. Most of the companies faced with difficulties in different levels of organization in the stage of performing the strategy. According to Malcolm Baldrige¹, 72% of senior managements believed that performing the chosen strategy is more difficult than collecting a desired one. If the managers of organizations are looking for development and improving the organization performance in performing the strategies, they should be able to use of all their resources, especially their human resource with specific characteristics. With respect to the strategic industries such as petroleum industries in our country and in regard to the kind of the selected strategy and its successfully and effective performance have been important, so in this regard and in present study, the main question is,"Is there any connection between organizational commitment and the performance of organizational effective strategy or not"? The main object of this study is reviewing the connection of organizational commitment on effective performing of strategy and the minor objectives are studying the threefold connections of organizational commitment (Meyer model) on effective performing the organizational strategy in petroleum.

2- Investigation Background:

2-1- Organizational Commitment:

¹ Malcolm Baldrige
During recent decades, the conception of organizational commitment, was the important and interested subject for investigators. The conception of organizational commitment, is so important because the level of commitment of employees on the organization as a component and on the society as a whole, has main and important effects. Becker\textsuperscript{2} (1996) stated that employee commitment, is their psychic dependency to their workplace. Organizational commitment is a vision about employee loyalty to the organization and is a permanent process which by individual communication in organizational decisions, imply their care about organization and its succession and welfare \cite{8}.

Williamson and Anderson\textsuperscript{3} (1991) have defined job commitment as the intensity and expansion of individual consultation in organization, dependency of job and organization and feeling of personality which these feelings in an individual, would lead to increasing the group dependency and teamwork. Organization commitment is a vision. A spiritual situation that indicates the tendency, need and necessity to continue working in the organization. Tendency means interesting and desire to continuing the job in the organization, need, means that the individual has to continue its working because of his/her investments in the organization and necessity is debt, responsibility and duty that individual has against organization and is an compulsory to remain in it \cite{13}.

On the other hand, organizational commitment, is a kind of dependency and attachment to the organization. According to the chart, John Meyer and Nattali Allen\textsuperscript{4} (1987), believed that organizational commitment has three parts \cite{12}:

\textbf{Affective Commitment\textsuperscript{5}}: Including employee affective dependency to the personality with organization and involvement in organizational activities. Employee remain loyal to their organization with their strong affective commitment \cite{6}. Boukatan, believed that commitment is a kind of affective dependency and fanatic to values and goals of an organization. This dependency can be the role of an individual in relation with values and goals and/or to the organization because of organization itself and depart of its instrumental value.

\textbf{Continuance Commitment\textsuperscript{6}}: Including the commitment which is base on valuing the organization and employee is participate in organizational life. The employee who has this kind of commitment, because of awareness of the cost of leaving the organization, remain loyal to it \cite{6}. In fact, this kind of commitment including the costs which relate to the leaving the organization. Continuance commitment is one of the considerable indications that describe the commitment in terms of individual's investments in organization. In this kind of commitment, there are some preconditions and determinant elements which includes the anxiety of loosing the saved investments and lack of job opportunities \cite{4}.

\textbf{Normative Commitment\textsuperscript{7}}: Individual remains in the organization because of the force of norms and ethics. The employee who has this kind of commitment, believes that he/she should be loyal to his/her organization \cite{6}. In this commitment, individual consider the continuing the activity and performing job as his/her duty and imposition in order to satisfy his/her dept to the organization. In accordance with this vision, commitment is a kind of believing in relation with the individual responsibility against organization. Viner, defined the commitment as a series of interior normative forces that is yields the objectives and benefits of organization by performing the activities \cite{5}.

\begin{itemize}
\item \textsuperscript{2} Becker
\item \textsuperscript{3} Williamson and Anderson
\item \textsuperscript{4} Jan Meyer & Allen
\item \textsuperscript{5} Affective Commitment
\item \textsuperscript{6} Continuance Commitment
\item \textsuperscript{7} Normative Commitment
\end{itemize}
Chart 1: Alen & Meyer Organizational Commitment Measure Model
Source: (Moghimi, 1377, p. 393)

2-2- Effective Implementation of Strategy:

Nowadays, senior managements of many companies and organizations spend considerable time, energy and financial resource for collecting the strategy and determine the substantial guidelines for their organizations, but most of them talk about undesirable performing of their strategies. On the other hand, the ability of implementing the strategy can be more important of strategy itself. Strategy is a widespread and assimilated plan that relate the main advantages or weaknesses of the organization with environmental elements and changes, and projected so that its right implementing assures the achieving the organization main objectives [2].

That is to say the good strategy, is one which can be (comprehensive management jointed company-1386): 1- effective; 2- productive; 3- possible; 4- accepted; 5- flexible; 6- competitiveness; 7- comprehensive.

More than 90% of strategies are fail, more than 70% of their failure is in its implementation. There are two main reasons for this basic problem: first, usually organizations are managed with management competencies.
Whereas implementing the strategy require steering more than implementing the strategy. Second, there is a gap between strategic level (steering) and operational one (management) in organizations. Because of this gap, action plans and routine decision-making have been departed of organization direction and flow in different and some opposite path. 

Implementing the strategies successfully requirement four fundamental skills. These are as follows:

**Interacting Skill**: The ability of managing the individuals during implementing the strategy. The managers who understand the other's fears and anxieties in case of implementing the new strategy, are ready to be the best executive. These managers focus on organization members and discussion for finding the best way of implementing the strategy.

**Allocating Skill**: The ability of providing the necessary organizational resources for implementing the strategy. The successful executives of strategies in planning the affairs, financial and time budgeting and allocating the other important resources, have had more wit.

**Monitoring Skill**: The ability of using the information for distinguishing this matter whether there is any obstacle for implementing the strategy or not. The executives of strategies will be succeed if they make the information feedback systems and continuely getting the reports of the conditions of implementing the strategies.

**Organizing Skill**: The ability of generating a grid of individuals throughout the organization who can help in solving the problem, in implementing the strategy. The successful executives, designing this grid so that its members can overcome types of specific predictable problems.

Despite of different implementing the strategies in different organizations, but with respect to two suggested comprehensive models of David, Piers and Robinson, three important stages can be recognized in the strategy implementing process which is shown as follows [2]:

Implementing the strategy means the turning strategic project (strategy) to action and following the necessity actions in order to achieving the strategic objects. Implementing a new strategy requires efficient leader and manager who can overcome on doubt and incompatibility; reach the condition of working, obtaining the commitment and cooperation of related groups and organize the operative parts.

---

8 steering 
9 Interacting Skill 
10 Allocating Skill 
11 Monitoring Skill 
12 Organizing Skill
3- Investigation Background:

Nobel\textsuperscript{13} (1999) who has implemented so many investigations in this area, believed that implementing strategy is the communication of expression, interpretation, adaptation and accepting the strategic plans. Implementing strategy including the managing some touchable variables such as stimulation and commitment of personnel, values and organizational culture, leader behavior and power. Implementing the strategy required allocate financial recourses, human recourses and materials. Allocating investment or budget, is a suitable method for dedicating the financial recourses. Assurance of sufficient recourses can be achieved through care and predicting the financial recourses. In an investigation by Amirreza Mamduhi and Mohammadreza Seyed Hashemi (1387), the obstacles of implementing the strategy have been studied and the results indicated that through several exist elements, the management obstacle which is more related to organizational justice, is placed in the first important element and the cultural, conceptual, strategy, operational, laboure and human recourses are in the second place [7]. John M. Brison\textsuperscript{14}, has introduced four key elements as the obstacle of performing strategy [3].

1. Human problem is managing and considering the individual's commitment. The key individual should consider the key issues, decisions, disagreement, and determining the policy priorities in key areas process and organization hierarchy.
2. The process of the problem is managing the strategic thoughts in a suitable way so that the uncommon knowledge become common knowledge.
3. Structural problem is managing the minor and major relations. Inside and outside environments should be related to each other in a useful way.
4. Institutional problem is applying the change leadership. The most difficult problems which strategic planning is faced with can be solved only by changing the institutional form. This change has not been achieved without strong leadership.

Most of accomplished investigations on commitment, followed the organizational view [11]. The relationship of the following variables has been measured by organizational commitment in Batman and Stracer (1984): leader reward behavior\textsuperscript{15}, leader punishment\textsuperscript{16}, job characteristics, focus, success requirement, job replacements out of organization, job tension\textsuperscript{17}, job satisfaction, age, education ... job replacements and job tension have negative relationship with commitment, but others have indicated positive relationship [9]. Bolin\textsuperscript{18}(1994), referred to the importance and strong relationship of self control in working in the workplaces and organizational commitment in his study [10]. Wedford (1982) found in his investigation that there is connection between job satisfaction and organizational commitment [15].

4- Methodology:

The present study is according to its objective and with respect to the kind of subject and the structure of hypothesis, is placed in applied and descriptive researches. The goals of describing the conditions and phenomena have been studying in this research [1]. These phenomena include the dimensions of organizational commitment and its relationship with effective performing of strategy in petroleum industries. This study has been placed in the group of cohesion investigation. So, Pierson's cohesion coefficient test has been used, in which independent variable of organizational commitment and its dimensions, and dependent variable of effective performing strategy have been considered.

In respect to the objectives, kind of investigation and under investigation variables, the hypothesis of the paper considered as follows:

\textsuperscript{13} Nobel
\textsuperscript{14} John M. Brison
\textsuperscript{15} Leader reward behavior
\textsuperscript{16} Leader punishment
\textsuperscript{17} Job tension
\textsuperscript{18} Bolin
Main Hypothesis: there is meaningful relationship between organizational commitment and effective performance of organization strategy in petroleum industries.

Sub-Hypothesis 1: there is meaningful relationship between affective commitment and effective performance of organization strategy in petroleum industries.

Sub-Hypothesis 2: There is meaningful relationship between continuance commitment and effective organizational strategy performance in petroleum industries.

Sub-Hypothesis 3: There is meaningful relationship between normative commitment and effective organizational strategy performance in petroleum industries.

According to the above mentioned hypothesis, diagram 3 is presented to show the relationship of hypothesis as a conceptual model.

![Diagram 3: Conceptual investigation model](image)

In order to collecting the required information and data to test the hypothesis, with respect to the kind of hypothesis, the investigation problems and statistical population, standard questionnaire has been used in the systematic level and in form of likert in five choices and recourses and tools were accepted by professionals. The specialist suggestions and subjective analysis of exploring and acceptance and KMO indication for internal credit (admissibility), the Kronbach Alpha coefficient for external credit (stability) and SPSS software have been used. About organizational questionnaire, the accounted bars for its dimensions indicate its high admissibility. Also number 0.814 is accounted for KMO indication which is showing the exist cohesion are suitable for subjective analysis. Alen and Meyer (1990) organizational commitment questionarie have been uses for delibetion and measurement the amount of Kronbach Alpha that is translated in Persian by Hossein Shokr Kon, it has 24 questions and accounted for 0.921. The investigator has extracted the three stages of yearly objectives and policies, allocating the recourses and institutional strategic by use of Piers Robinson and Fred R. David, and in accordance with it, projected 17 questions. For strategy performance questionnaire, the subjective bars have accounted for all questions that is greater than 0.5. This element indicates that strategy performance questionnaire has high admissibility. Also, for KMO indication, number 0.987 has been accounted, which indicates that the exist cohesions are suitable for subjective analysis and the kronbach Alpha coefficient for strategy performance questionaire is 0.910, that is indicated that the strategy performance questionnaire has high stability. To obtain the capacity of the sample in according to Cochran formula for limited population was accounted for 280 individuals that eventually 264 questionnaires were studied. Descriptive test has been used for analyzing the data which is include the table of mode and mean, average, percentage, value deviation, variance, and histogram. In order to test the hypothesis, regression model and for organizational priority Fridman test and also path analyzed (structural equations model), for determining the causative relationship between organizational commitment and effective performance of strategy have been used.

5- Analyzing the data:

A) Describe the Popularity of Statistical Population:
226 individual were men that is equal to 85.6%, and 38 were women that is equal to 14.4% from total 264 individual. Among these, 44 have diploma, 70 have associate degree in, 132 have bachelor degree, 18 have master of arts, there were no anyone who has PHD. Among the respondents, there were 78 persons who has experienced under 5 years, 88 were between 5 to 10, 54 were 11 to 15 years, 28 have 16 to 20 and 16 have over than 20 years. From job position point of view, 8 have senior management, 34 were managers of unit, 94 were experts of organization and 128 have another position except the mentioned ones. Also, in according to the obtained results in case of the effect population variables on dependent variable (effective performance of strategy), it's been clear from sexual point of view, strategy performance was more desirable than men, and the men with questions related to the strategy performance, have low level of agreeability. It is obvious from the educational degree variable, this variable could not effect on the level of strategy performance by individual. From the years of working view, in accordance with experience the strategy performance questions were different, which means that the experience has effect on strategy performance. Also, according to the job position, it's been clear that this variable has effected on strategy performance.

B) Hypothesis Test and Investigation Conceptual Model:

- **Suitability of Hypothesis Regression Model:**

In order to considering and presenting a model between effective strategy performance of organization (Y) and organizational commitment (X), the indications of adequacy model has been considered and its results provided in table-1.

<table>
<thead>
<tr>
<th></th>
<th>Cohesion Coefficient</th>
<th>Determinant Coefficient</th>
<th>Modify Determinant Coefficient</th>
<th>Error Value Deviation</th>
<th>Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sub-Hypothesis 1:</strong> Affective Commitment</td>
<td>0.516</td>
<td>0.332</td>
<td>0.213</td>
<td>0.48784</td>
<td>1.751</td>
</tr>
<tr>
<td><strong>Sub-Hypothesis 2:</strong> Continuance Commitment</td>
<td>0.627</td>
<td>0.436</td>
<td>0.417</td>
<td>0.46790</td>
<td>1.688</td>
</tr>
<tr>
<td><strong>Sub-Hypothesis 3:</strong> Normative Commitment</td>
<td>0.462</td>
<td>0.187</td>
<td>0.198</td>
<td>0.54768</td>
<td>1.717</td>
</tr>
<tr>
<td><strong>The Main Hypothesis:</strong> Organizational Commitment</td>
<td>0.638</td>
<td>0.428</td>
<td>0.429</td>
<td>0.45789</td>
<td>1.689</td>
</tr>
</tbody>
</table>

Cohesion coefficient indicates the amount of cohesion between independent variable and dependent one. The obtained coefficient indicates the percentage of effective performance of strategy than organizational commitment and its dimensions as well, and as this amount doesn't consider the freedom, so, it accounts the coefficient of modified determinant. While the amount of Watson durbin statistic which are greater than standard – 1.5- so the freedom of residues would be resulted. In respect to the indications which are stated, the model has qualified.

- **Considering the Hypothesis Test:**

After assuring of the qualifying of the model, we consider the hypothesis of the investigation. Table 2 has provided the results of regression test of this study and as we can see, all of the hypotheses eventually were accepted.
Table 2: The regression test indicates the relationship between organizational commitment and its dimensions with effective performance of the strategy

<table>
<thead>
<tr>
<th>Organizational commitment dimensions</th>
<th>Effective performance of strategy</th>
<th>Fixed amount</th>
<th>Beta coefficient</th>
<th>Determinant coefficient</th>
<th>Meaningful level</th>
<th>Respondents</th>
<th>results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-Hypothesis 1: Affective Commitment</td>
<td></td>
<td>1.981</td>
<td>0.538</td>
<td>0.435</td>
<td>0.000</td>
<td>264</td>
<td>Accepted</td>
</tr>
<tr>
<td>Sub-Hypothesis 2: Continuance Commitment</td>
<td></td>
<td>0.735</td>
<td>0.636</td>
<td>0.567</td>
<td>0.000</td>
<td>264</td>
<td>Accepted</td>
</tr>
<tr>
<td>Sub-Hypothesis 3: Normative Commitment</td>
<td></td>
<td>0.951</td>
<td>0.438</td>
<td>0.327</td>
<td>0.000</td>
<td>264</td>
<td>Accepted</td>
</tr>
<tr>
<td>Main Hypothesis: Normative Commitment</td>
<td></td>
<td>1.329</td>
<td>0.671</td>
<td>0.586</td>
<td>0.000</td>
<td>264</td>
<td>Approved</td>
</tr>
</tbody>
</table>

The main Hypothesis: There is meaningful relationship between employee organizational commitment and effective performance of strategy in petroleum industries.

In respect to $R=67.1\%$, we can see in above table that there is relationship between organizational commitment and effective performance of strategy. By considering Sig which is less than 0.05, this relationship is meaningful and direct and its regression model is as follows:

$$\text{Effective performance of strategy}=0.586 \times \text{(organizational commitment)}+1.329$$

Sub-Hypothesis 1: There is meaningful relationship between affective commitment and effective organizational strategy performance in petroleum industry.

In respect to $R=53.8\%$, we can see in above table that there is relationship between affective commitment and effective performance of strategy. By considering Sig which is less than 0.05, this relationship is meaningful and direct and its regression model is as follows:

$$\text{Effective performance of strategy}=0.435 \times \text{(affective commitment)}+1.981$$

Sub-Hypothesis 2: There is meaningful relationship between continuance commitment and effective organizational strategy performance in petroleum industry.

In respect to $R=63.6\%$, we can see in above table that there is relationship between continuance commitment and effective performance of strategy. By considering Sig which is less than 0.05, this relationship is meaningful and direct and its regression model is as follows:

$$\text{Effective performance of strategy}=0.567 \times \text{(continuance commitment)}+0.735$$

Sub-Hypothesis 3: There is meaningful relationship between normative commitment and effective organizational strategy performance in petroleum industry.

In respect to $R=43.8\%$, we can see in above table that there is relationship between normative commitment and effective performance of strategy. By considering Sig which is less than 0.05, this relationship is meaningful and direct and its regression model is as follows:

$$\text{Effective performance of strategy}=0.327 \times \text{(normative commitment)}+0.951$$

- Analyzing the approved path base on structural equations model:
In order to be assuring of existence of causative relation between the investigation variables and considering the fitness of the seen data with the model, the investigation hypotheses are tested by applying the structural equations model. As can be seen of the chart: in performing the model, the structural equations for the main hypothesis test, the software output indicates the fitness of structural model (less than 1 of the df to x², consequently the low amount of x²). The fitness of structural model of investigation according to the amounts of Table 4, and on the other hand the considered data are in accordance with the model of investigation.

<table>
<thead>
<tr>
<th>CHI-SQUARE</th>
<th>DF</th>
<th>P-VALUE</th>
<th>RMSEA</th>
<th>GFI</th>
<th>AGFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>581.23</td>
<td>208</td>
<td>0.005</td>
<td>0.062</td>
<td>0.93</td>
<td>0.91</td>
</tr>
</tbody>
</table>

6- Discussion and Conclusion:

All leaders and managers of organizations hope to lead and manage an organization whose activities lead to produce the qualified and rival productions and services in market and society, and also achieving the high level of efficiency and profit. Its managers and employee have been satisfied and have a high level of organizational dependency, their costumers, stakeholders and suppliers have the necessary satisfaction as well. So, these leaders and managers, in regard to achieving these objectives, and being ready and avoid of moderator elements, require to planning and operating their guideline functions. In this regard, in conceptual framework of this investigation, John Meyer and Nattali Allen's (1987) model has been used. Also, the strategy questionnaire has taken from Piers Robinson and Fred R. David's model. Hence, the conceptual model of this study has combined of three mentioned models. As it's been shown in chart 3, this study is on basis of organizational commitment and effective organizational strategy performance. According to the first sub-hypothesis, the findings of this study has concluded that there is relationship between affective commitment and effective performance strategy and regression equation indicated that for one unit change in affective commitment variable, the effective strategy performance in petroleum has changed by 2.416. According to the second sub-
hypothesis, the findings of this study concluded that there is relation between continuance commitment and effective strategy performance and its regression equation indicated that for one unit change in continuance commitment, effective strategy performance has changed to 1.302 units in petroleum. According to the third sub-hypothesis, the findings of this study concluded that there is relation between normative commitment and effective strategy performance and its regression equation indicated that for one unit change in normative commitment, the effective strategy performance has changed to 1.278 units. Also, in accordance with the main hypothesis of this study, the findings of this study has concluded that there is relation between organizational commitment and effective strategy performance and its regression equation indicated that for one unit change in organizational commitment, effective strategy performance has changed to 1.915 units in petroleum industry. Hence, petroleum industries can by applying the projected pattern, has assured the success in strategies performance and achieving the healthy organization on the shade of organizational commitment.

References

Bazargan, Abbas & et. al.(1385), investigation method of Behavioral Science. Tehran, Nashr Agah Institute
Pierson, Robinson (1387),Planning and Strategic Management. Translated by Sohrab Khalili Shourini, first ediciton, Tehran, Yadvarreh Anab publication
Sardari, Mohammad (1386), the obstacles of implementing the strategy in auto-Part Industry. Master Degree Thesis, Alameh Tabatabaei University
Shojaeefar, H. (1379), The relationship of management job satisfaction of academy against their organizational commitment in Ferdowsi University in Mashhahd. Master Degree Thesis. Training science Academy of Ferdowsi University-Mashhad.
Gholipour, Arian, (1386), Management of Organizational Behavior (Individual Behavior), Tehran: Samt
Mamduhi, Amir Reza, Seyed Hashemi, Mohammad Reza (1387), cluster analysis of the obstacles of marketing strategy performing in automobile manufacturing industry. Business Management publication, Tehran University, 2nd course, no. 6
Moghimi, Seyed Mohammad (1381), Investigative Vision of Organization and Management, Tehran, Terme publication
Mayer, R. C, Schoorman, D.F, (1197) Differntiating antecedents of organizational commitment a test of maech and simon, model, journal of organizational behavior, vol 19 no 1