

The Effect of Incentives Career Path: the Emotional Commitment of Employees

Ghorban Lotfi

Headquarters of the border of Sistan Baluchestan province

Corresponding author email: Lotfi.ghorban@gmail.com

ABSTRACT: In an organization where the philosophy is based on maintaining security and peace in the society, employing the staff with high affective commitment to stability make security and avoid disruption of public order and make peace in the society. No doubt, the armed forces of a country can be counted as one of the manifestations and symbols of authority, because the efficiency of their performance, will lead a country security, stability and peace. Thus, a country whose forces have committed believers, we cannot claim to be its high readiness. Research on the relationship among expression career motivation, job satisfaction and organizational commitment and targets the recruitment and transfer employees have been less done. For many reasons, this study attempts to examine the relationship between the elements of motivation, career development and job commitment and job satisfaction of employees and demographic characteristics. For this purpose the researcher had a field research using search methods on a sample of employees working in law enforcement. Accordingly the other goal of this study was to track information about the incentive structure of job motivation and commitment and its relationship with employees.

Key words: motivation, emotional commitment, job satisfaction, human resource management

INTRODUCTION

Attract and retain talented of employees in a competitive experience success in today's world is important and necessary. For connecting up human resources policies and procedures related to the strategic goals of the organization, HR managers must consider the practices and decisions set and also consider the organization's long-term performance. Increasing competition is forcing organizations to employ highly skilled, motivated and honest attracted staffs. Considerable costs associated with replacing employees because they are a great investment, replacement, hire again, along with your training. Nonetheless, honest and committed employees are expected to be most profitable for the organization. Therefore, understanding the factors affecting the formation of career plans of employees and their motivation to work in the organizations are important issues that are raised for HR professionals. Since the mid-1980s, researches into the theory of motivation, evaluation, its relationship with individual characteristics and relevant variables have pointed out. However, research on the relationship between the expression of motivation career path, job satisfaction and organizational commitment, job objectives and transport of employees were a few. For many reasons, this study attempts to examine the relationship between the components of employee engagement, motivation, career development, demographic features of employees and job satisfaction.

Statement of the Problem

The emotional commitment is one of the important issues of industrial and organizational psychology studies which has been considered in the West as the concepts of organizational behavior and in the literature is defined in different ways. Such an emotional commitment can serve as a link with an organization which considered for a person. By which individuals, while being a member of the organization, its goals and believes is to achieve these goals but the most common way of dealing with the emotional commitment would consider some sort of emotional attachment to the organization. Accordingly, a person who is strongly committed to its identity as an organization, the organization and its participation in the mash and its membership enjoys (Allen, N. J. & Meyer, J. P. (1997), and as an organization grows and changes it finds a sense of belonging, values and norms make it into the inner self and through commitment, support organizations to offset that, this kind of two-way interaction between the individual and the organization. Lack of attention and create a sense of emotional dissatisfaction and frustration among employees, in spite of his personal problems, reverse incentive to hit the organization will follow. Considering the lack of studies on career development path, the researcher

believes that the effects of police staff motivation career path on their emotional commitment. (Porter, L., Steers, R., Nowday, R., & Bulian, P., 1974)

Significance of the Study

Since the emotional commitment of employees had a high correlation with the presence of personnel and there is a positive relationship between commitment and action, commitment to its increase in staff is an important objective in human resource management practices. Job satisfaction is basically the feelings and positive attitudes that people have towards their jobs, when a person states that have high job satisfaction. This means he really loves his job, loves to feel good about his work and his job is great value. Emotional commitment is the result of the perception that the content and context of loyalty and interest which causes the respective employees. Job satisfaction is a positive emotional state or press which is the consequence of job evaluation or experienced person. The positive emotional state contributed greatly to people's physical and mental health. Organizationally high levels of emotional commitment and job satisfaction that reflects the organizational climate is very favorable which leads to the recruitment and survival of the employee. Growth based on meritocracy in the organization is, in fact, the effectiveness and efficiency of any organization to use the skills and competence of personnel accurately. Therefore, organizational commitment factor in organizational behavior and organization efficiency and the positive or negative attitude towards the whole organization in which people are working. Someone has an emotional commitment to the organization strong sense of loyalty and commitment as satisfactory; two views are close together, the important behaviors such as absenteeism affects movement. Also the commitment can have many positive consequences. Committed employees are more disciplined in their work, stay longer at their office and do more work in organizations. (Bagheri, 2005).

Purposes of the Study

The aim of this study was to evaluate the effects of incentives career path components using feedback from the emotional commitment to the organization according to the conceptual model to identify and determine the relationship between career development and emotional commitment among the law enforcement personnel.

- Identification and career development of employees' emotional commitment
- Identifying and fixing between the need to recognize the emotional commitment
- Identify and assess the effects of consciousness on the emotional commitment of employees

Conceptual Model of the Study

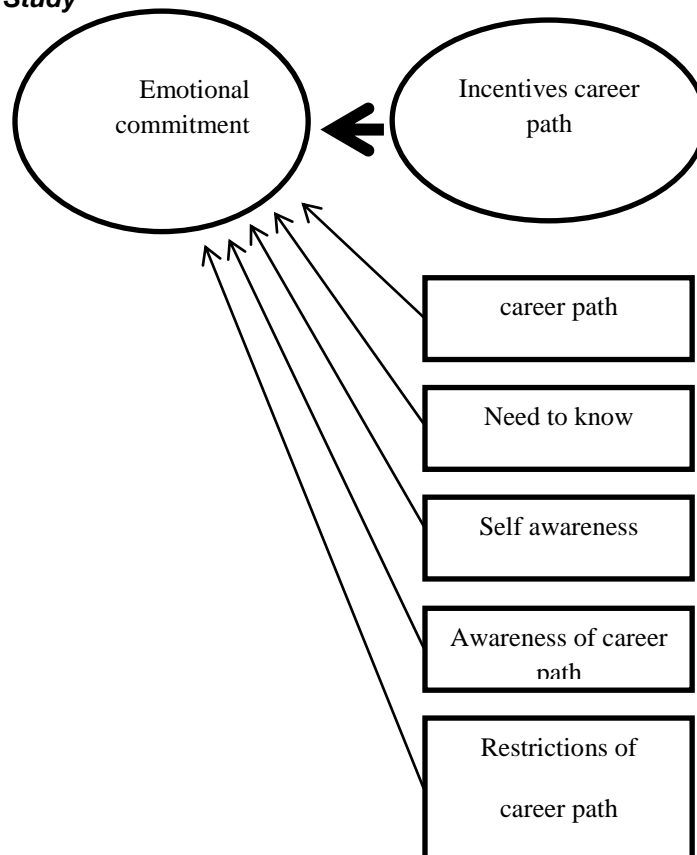


Figure 1. Conceptual Model career motivations on affective commitment Alniacil and et.al.(2012)

The literature review and the research literature on the subject, a total of 73 variables have been identified as factors influencing the emotional commitment. Ariel and Chatman in studies of emotional commitment mentioned that emotional commitment is considered to have three stages, the first stage of the effect or influence which a person receives, because he wants to gain against the acceptance of benefits, such as better job position. In the second stage, the individual accepts influence because they reach an appropriate and satisfactory relationship (Cohen, A. 1994).

It means continuing commitment and desire to communicate with the organization since this relationship is charming and final stage, the stage is internal. At this stage, the organizational values and consistent with our values and considers incentives, in other words, at this stage of organizational and individual values are compatible with one another. Then we have tried the most important variables affecting organizational commitment among the employees explained. Personal characteristics: a) **Age**: Many studies have generally found that age and years of service (which is correlated with) associated with organizational commitment the organization has more investors (Bagheri Nia, 2000).

b) **Sex**: women than men are more committed to the organization, but the differences are minor; the reason for this is that women for membership in the organization must overcome more obstacles.

c) **Education**: The relationship between organizational commitment and level of education is negative. In addition, people with high education levels may be more to their profession are committed to the organization (Randall, D. M., & Cote, J. A. ,1991).

d) **Ability**: the ability of people with high skills is valuable for the organization, this would increase their organization's reward and thereby increase their commitment is. But we should not overlook the fact that if the organization does not meet the expectations of the people outside the organization because they also face many job opportunities, low levels of commitment show. Job satisfaction is a person's general attitude towards the job; emotional commitment as that caused by psychological, physical and social relationship is a complex and multidimensional concept, so each one with its emphasis on various factors such as: income, jobs and social value, workplace conditions and incentives are necessary, different ways of job satisfaction (Safi, 1997). Also a variety of different aspects of job satisfaction has been mentioned by various scholars. (Seyed Javadi et al., 1996).

Research Question

Q: Is Job motivation positively related to affective commitment?

Emotional Commitment

Emotional commitment is an attitude and a mental state that represents desire, needs and requirements for continuing activities in an organization. In the meantime, feel, meaning a person interested and wanted to continue serving on the organization's heart and the need for investments that this means round done in the organization, it is forced to continue serving. From another perspective, a sense of belonging, because of emotional commitment to the organization, emotional commitment as an attitude of loyalty to the organization's employees and is an ongoing process through which members of your favorite show on the organization and its continuous success and efficiency (Mayer, J.P.& Allen, N.J., 1984). Obviously the emotional commitment of staff time that would be valuable to have a positive impact on organizational performance enhances the productivity of the organization.

Incentives Career Path

From the perspective of management and career development targets decision-makers are to follow:

- 1- Opportunities for advancement within the organization to bring awareness and thereby give them morale.
- 2- Employees to stay in the effort to achieve the purpose of their career encouragement.
- 3- Employees to take advantage of opportunities for career development such as training the viewers.
4. This allows organizations to track relations between businesses, where she qualified employees for career advancement commensurate with the abilities to recognize that.

In today's complex world, professional life intertwined with human life, deteriorating economic conditions and domination led to quality of work life and private life should be considered. A large number of leaders working life organizations have gradually realized that the quality of manpower due to major differences between short-term and long-term performance of organizations. Therefore, HR professionals must pay particular attention to the progress of their employees and with careful management and the employees' progress to be reasonable and accurate in order to provide organizational personal goals. It's no coincidence the path to jobs and career development and motivation of the personnel to be based on specific criteria and according to the interest and ability of individuals to be planned. Successful career programs in coordination with other human resource management programs focused on helping organizations and that such coordination should continue to organizational and personal needs, not only for finding, selecting and appointing one way and there are certain procedures that must be followed, but an employee progress after

entering the organization should not be coincidence, In order to motivate staff the career of jobs, each of them one after another during his career assume, should be based on the criteria and the application and be selected according to individual abilities and interests (Romzek, B.S. , 1990). Therefore, organizations with an assessment to identify the correct job and in this way facilitate their progress. Every organization needs for its development strategy and planning, the status and role of human resources in this strategy would have tremendous importance credibility, in other words, human resources, real wealth, thus creating an organization process, the relationship between human capital and productivity there is direct. Today, the gap between communities and organizations in terms of knowledge and ability, ignorance, helplessness and main challenges of organizational, staffing is the Mighty, the Wise.

Emotional Commitment

The concept of organizational behavior is an emotional commitment to research. Emotional commitment as the attitude and willingness of people to the organization, including:

a) strong belief in and acceptance of the organization's goals and values b) tend to be hard work for the benefit of the organization c) strong desire to maintain membership in the organization (Moody et al. 1982).

Employees with high commitment and hard work trying to stay in the organization to achieve its objectives. (Latanz, McCool, the 1985). Meyer and Allen (1991) believe that there are three types of organizational commitment:

Emotional commitment, the emotional attachment to the organization's employees, identify and engage with the organization. Employees with severe emotional commitment to continue working with the intention to have it.

Binding commitments which refers to the awareness of the cost to leave the organization. The initial communication to employees that their organization is based on a continuous commitment remain in the organization because they need to.

Normative commitment which reflects the commitment to continue working with the Democrats. Employees with high levels of normative commitment feel that they should remain in the organization. Professional identity can be conceptually to commitment (for example, Labin and Champvks 1975) organizational commitment (Salansik 1977) and organizational citizenship (Organ 1988) communication. So, motivation is positively related to organizational commitment.

Although the continuous commitment and normative organization is used to understand the multi-dimensional nature, the emotional commitment to organizational commitment was to measure more effectively. Intense emotional commitment is an encouraging employee to higher levels of performance. Effective participation of the employees with continuous or normative shows that commitment. (Brown 2003, p.33). Hence, the emotional commitment alone is the one of the core concepts of employee behavior. In this study, we investigated the relationship between motivation and organizational commitment.

Job Satisfaction

As a result of what his imagination and employee job satisfaction is considered to be important and is often defined as a positive emotional state is dumped into the assessment of individual jobs or job experience (Luke 1976). Job satisfaction is often determined according to how the outcome or measure that is more than expected and different attitude in this regard shows like the opportunity to progress, Observers and experts and colleagues who work in environments that are important characters react more effectively in the show. (Latanz 1998).

Job satisfaction is so important that the lack of job satisfaction often leads to weakness and lethargy, and loss of organizational commitment-be. (Moser 1997), employees who do not have job satisfaction are more likely to leave their jobs or their absence. (Goals and et al., 1988).

METHODOLOGY

Top planning of any study or survey sample size should be available in the question. In this study and similar studies as well as studies on the topic have been investigated, Then, using field studies, attempted to explain the questions / hypotheses and provide incentives effectiveness career path components of emotional commitment, as the purpose of the research is consistent with.

1. Based on target:

Applied Research: research which theories, laws, principles and techniques that are developed in basic research to solve the administrative problems and the real work (mundane, 1382, 202). The purpose of this study is an applied research.

Statistical Society

Top planning any study or survey sample size should be is the question. In most cases, due to the sheer size population, referring to all sections of society and of each individual as possible, unless underwritten. In this case at least on a part of the community of researchers studied the statistical universe setting and the results will generalize to the entire population. The population in this study west province police command staff of the city of Noor, till the city of Ramsar, Iran.

Sample and data collection

In order to determine the sample size, the simplest method to determine the sample size formula is used.

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} \left(\frac{z^2 pq}{d^2} - 1 \right)}$$

Instrument

In this study, a questionnaire was used to collect data. The questionnaire has three parts. The first part of the questionnaire consisted of demographic questions. The second part of the questions related to the incentives career path. The question from the questionnaire which included questions about the scale of integration motivation was provided by Garzra and Prince (1997). The third part of the questions were related to organizational commitment was measured. To measure organizational commitment consisting of affective commitment, a standardized questionnaire Allen and Meyer (1993) were used. The questions related to affective commitment was extracted and used. Motivation career path by using 18 questions based on standard integration which was assessed by Kerzra and Pransis motivation (1997) was performed and evaluated. Participants were asked to determine to what extent the questions answered in their work environment. 5-point scale was used in this regard. Emotional commitment, organizational commitment questionnaire with 8 questions from Allen and Meyer (1990) were evaluated. The participants were asked to agree or disagree with the point Likert scales are 5 grades. (1 totally disagrees, 5 completely agree) are examples of questions as follows: "I strongly feel I belong to the organization." "I feel emotionally depend to the organization", "I am proud to say that I am part of this organization." Respondents individual characteristics, including age, income, employment organization (how long you have worked in the organization) and Employment (how long in the same work) are evaluated in numeric form. Respondents were assessed two-dimensional sex with a question.

Demographic characteristics

In this study, demographic characteristics, including gender, education, work experience, job title and level of income, which went on to explain each will be discussed.

Gender

Of the 289 respondents, 272 were male and 17 were female. The diagram (1) is also shown.

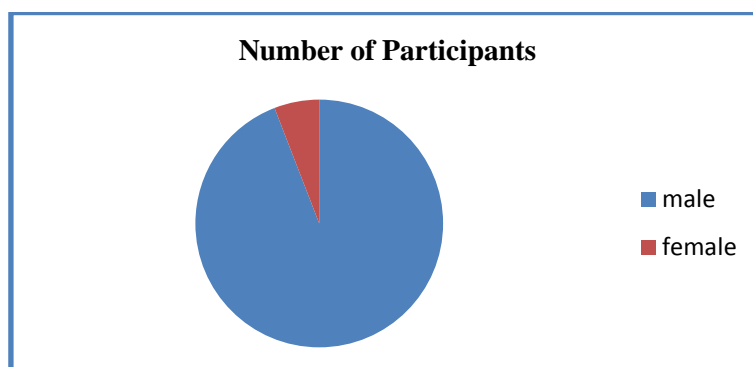


Figure 1.

Testing hypotheses

The article, titled "The Effect of incentives career path emotional commitment of employees of law enforcement personnel West province" has two hypotheses. With the help of LISREL software using structural equation modeling to examine the assumptions will be discussed.

One of the main problems of structural equation models such as the measurement model (confirmatory factor analysis) are fitting parameters. If appropriate can be obtained model relied on and use it. Results t and path analysis structural equation modeling to test hypotheses in the form of (3) and (4) show that indicators fit this model include CFI, NFI and NNFI, GFI and RMSEA to thus, 90/0, 91/0, 90/0, 92/0, 060/0, which indicates the proper fit of the model.

The hypotheses

Career development affects on the emotional commitment of employees.

The first step) by independent and dependent variables:

Second Step) set to work:

Mark this regard, according to the form (4) is positive, then it means the hypothesis is confirmed:

Positive impact on employees' emotional commitment to career development.

Third Step) the effect:

According to the results, 41 percent, much of global career development affects employees' emotional commitment.

Table 1.

Test Results	Sign	Quantity	T	Analyze Path
Accepted	+	0.30	4.17	Incentives career path Emotional commitment
Accepted	+	0.41	2.55	Career development Emotional commitment
Rejected	+	0.30	1.10	Need to know Emotional commitment
Rejected	-	0.30	1.03	Consciousness Emotional commitment
Rejected	+	0.30	0.60	Awareness of career path Emotional commitment
Accepted	+	0.20	3.99	Limitation of career path Emotional commitment

Staff motivation career path

In order to assess the level of staff motivation career path binomial test, which is a non-parametric test, were used. The results in Tables (4-8) and (4-9) are shown. The amount of significance with respect to the table (4-8) was less than 5% of the average parity assumed to be rejected and therefore it can be concluded that motivation is not a career path in the medium.

Table 2: Average binomial test analytical results related to motivation career path

		classification	N	significant amount
Incentives career path	Group1	<= 3	30	0.000
	Group2	> 3	259	
	Total		289	

Table 3: Results of a two-sentence description of the motive test career path

	N	Mean	Std.
Incentives career path	289	3.5585	0.45535

DISCUSSION AND CONCLUSION

The first hypothesis, which was introduced as incentives career path affects employees' emotional commitment has been confirmed. According to the results, more than 30% of motives of global career path affect employees' emotional commitment. The meaning showed the effect of the emotional commitment of employees on motives career path and there is a significant positive relationship. The factors affecting the career path is more motivated as much an emotional commitment of employees to be more productive. The result is increased efficiency and productivity and job satisfaction can be achieved. In this study, the effects of career motivation, the emotional commitment and job satisfaction were checked. Motivation among respondents, the level of their emotional commitment and job satisfaction scale were mentioned in a few questions. Correlations between variables were examined to understand the relationship between the two variables. It was found that job motivation and job satisfaction is positively related to affective commitment. In addition, it was found that motivation was job based on gender respondents were different. Respondents were female job motivation than the opposing sex counterparts, respectively. However, other individual characteristics (age, income, employment) were not clearly associated with job motivation. The findings of this study important aspects for managers to analyze their organizational behavior. Implications of the findings are as follows: they show a positive relationship between job motivation and commitment.

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