

Studying the relationship between the Work Commitment and human resource productivity

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Abstract: In this research, we plan to consider the relationship between the work commitment (work ethic) and human resource productivity. This is a correlational research from the field branch to the survey research and is “applied” in structure. The statistical population is 57 staff employees from the head office of the General Directorate of Technical and Vocational Training in Chahar-Mahal & Bakhtiari. Since we didn’t have access to the population variance and didn’t know whether the variances would bring us positive outcome or not, we utilized the Morgan Table equating 51 people. The method of sampling was random and the intended data was collected through the questionnaires and the rate of delivery was 88%. The data was analyzed by the software SPSS. We utilized the correlational test in the referential analysis of data. The results indicated that there is a significant relationship between the work commitment and human resource productivity .

Keywords: work commitment, productivity, the Morgan Table

INTRODUCTION

In the present competitive world, productivity, as a philosophy and attitude based on the strategy of improvement, is the most important purpose in each organization and can affect all the activities in different parts of a society so that the most important purpose of administrators in each organization is an effective and optimal use of different sources and facilities such as work-force, capital, material, energy and information (Vaziri and Mansouri, 2010). The human resource should be highly taken into consideration since it is considered to be sentient and a coordinator for other factors, compared to other organizational sources (khalilian and Rahmani, 2008) and also is the main factor in increasing and decreasing the productivity (Ansari Ranani and Sabzi, 2009: 54). We should also notice that in the present competitive world in which the productivity has increased in all areas, only those organizations can persist in this challenging world that can utilize their sources in the best way and exert the most productivity (Farokhi, 2007). The work commitment is another important variable in this research which belongs to work principles in each society and organization. This factor triggers work discipline and a sense of responsibility among the employees. In each organization, this is the way of behaving towards or dealing with the employees by which we can evaluate their willing to observe the rules and principles of that organization (Abtahi, 1995). In the other word, the work commitment is a factor which triggers work discipline and a sense of responsibility among the employees (Mirsepasi, 2005). The work commitment is an impulse that commits the employees to fulfill a set of purpose-oriented activities in an organization and it also helps us to merge different thoughts and attitudes to conduct an effective behavior (Mayer and Herschoich, 2001). The work commitment invites the employees of the administrative and organizational system to use their abilities and skills to meet the purpose of an organization either mandatory or voluntary, so that we can guarantee the plans of the sustainable development of the country (Soltani, 1998). People with strong work commitment regard the system’s goals and principle as their own goals and principles and try to achieve them (Pala et al, 2008). Paying attention to the work commitment in an organization is, in fact, a moral attitude toward the work and the system, whereas this kind of attitude in the professional behavior brings about a sense of responsibility towards the duties without any obligation and it, consequently, will improve the outcome and the society in general and on the other hand brings about satisfaction and a clear conscience on the employee’s side. The work commitment will increase the amount of productivity, establish the sustainable development, bring about a cultural change in employee and create management stability and economic discipline. Bennet (2001), Lemons (2000), Elizur, D. & Kolowsky (2001) and Dorkin (2001) think that the work commitment should be the immediate priority in each organization. Singh et al (2008) believes that the work commitment should be inspected thoroughly since it is under the influence of both the personal factors and the public system of an organization. Several researches show that the work commitment and the spiritual intelligence both can affect the productivity and the efficiency.

What is conscience?

In Persian, commitment (vejdan or vojdan) is an intrinsic willingness to distinguish evil from good (Mo'in 1999. P. 97). In English, conscience is derived from the Latin word "conscire" consisted of "con" meaning "with" or "together" plus "scire" meaning "know" refers to being aware of good and evil (Ayto, 1286, p. 288). "The conscience is the very intrinsic willingness that motivates the human to achieve his/her ideal". (Jafari, Bita. P: 12-13) "the human finds a power inside of himself that encourages him to do the right thing. If so, it will acclaim him and it prevents him from doing the evil thing otherwise it will blame him. This power doesn't care about its profit and enjoyment and just enjoins the good and forbids the wrong.

Work

Work has several definitions. According to one of them it is an activity that produces value for others and it relates the human with the real world (Rezaian, 1998, p.22). We can call an activity as the "work" when it contains creativity (the enjoyment of thinking), physical activity (the enjoyment of physical activity) and the social activity (the enjoyment of sharing the sorrow and joy (Darvish, 1998, p. 27).

What is work commitment?

The work commitment or work ethic is the sense of responsibly and the commitment towards the duties. In the other word, it is a mechanism of self-controlling by which people accomplish their work perfectly without any direct or indirect surveillance. (Abaszadegan, 1996: 32) The work commitment, through the process of socializing, cognition, norms and values of the environment is gradually internalized and then becomes the wisdom, logic and commitment (Geyrooshe, 1007: p. 82). The work commitment is a kind of internal commitment to observe all aspects of the job requirements. The work commitment is affected by the manner of thinking and in general it is the result of the manner of management, the essence of the organization and the person and the mechanism of motivation. It is, therefore, obvious that in a systematic view, the most important factor in determining the level of the work commitment is the mutual relationship between the factors and variables such as efficiency, intermediary and locality (without considering opinionative aspects) (Blanchard, 1994:591). According to these definitions, researchers believe that the work commitment is a sign of the internal motivation that by observing it in one hand and by understanding the duties on the other hand the employee tries to accomplish his duty efficiency. To sum up, it can be said that the work commitment is a stable internal state that encourages you to accomplish your duty perfectly and eagerly (Manteghi; 1996:8). It should be noted that the work commitment should be regarded as an impulsion to do the right thing. In the other word, doing the right thing is affected by several factors such as admiration, punishment and the external surveillance and it might be affected by work commitment. Therefore, it can be said that the work commitment is a factor that causes you to accomplish your duty perfectly and automatically and without any external or physical surveillance (Naderi Ghomi, 1994:2). According to these definitions there would be a clearer understanding regarding the work commitment. In Persian, the work commitment means to find something, a common sense, to find a common sense and is considered to be a power inside of you that warns you about the right and the wrong. The commitment is a power that, according to the personal norms, enjoins the good and forbids the wrong (Alvani, 1998). The work commitment is an internal commitment to observe the requirements of the work. In the other word, it refers to an internal satisfaction, obligation and practical commitment towards the duties that you are supposed to undertake even if there is no supervisor.

Lipin and Vandin (2001) think that the work commitment reveals the reliability through being accurate and responsible and systematic. The work commitment is a criterion that reveals how much assiduity and motivation the employees possess to achieve their goal. Brick and Manet (1991) regard the commitment as a personal characteristic consists of a success-oriented approach and the reliability.

This success-oriented approach reveals a tendency for being successful and qualified at work by possessing the above-mentioned factors in order to achieve the goals.

The reliability refers to a tendency for trustworthy including sincerity, self-adjustment, law-abiding and authority.

The influential factors on the work commitment

The work commitment is affected by two major factors:

The influential factors before joining an organization, including values, cultures, perceptions, attitudes, requirements and motivations.

The influential factors after joining an organization, including personal conditions (requirements, interests and personality), occupational condition (labor law, work's significance, work's sensitivity and complexion), organizational conditions (division of labor, environment of the organization) and management principles including encouragement and punishment, evaluation of the performances, job satisfaction etc. (Abszadegan, 2005:81). The influential factors on the work commitment include 1. Reinforcing the faith and virtue in the society 2. Providing the economic security for the workforce 3. Organizing continual professional

and opinionative education 4. Paying attention to the motivation and its important role 5. Legislating properly.

Different attitudes towards the work commitment

There are three general attitudes towards the work commitment and we should apply an appropriate model considering them. These attitudes are: 1. An appropriate attitude towards the work commitment which can be measured based on the outcome and the employees performance and emphasizes the productivity and the profitability. 2. A legal attitude towards the work commitment by which it is regarded as one of the human rights and protects the human rights in the society and the organization. 3. A justice-based attitude towards the work commitment in which people are obliged to observe the work principles and commitments so that there will be a fair distribution of wealth and job portion (Mirsepasi, 2004: 91).

The factors of the motivation and the work commitment

Regarding to the factors of motivation and motivators two elements should be taken into consideration: 1. The factors of motivation that are related to the essence and content of the job and affect the satisfaction, efficiency and productivity. 2. The factors of the reinstatement that are related to the occupational environment (not the job itself) and can affect, directly or indirectly, the positive attitude towards the job efficiency and in general, increase the work commitment. The motivation is a general term that is applied for all efforts, interests, requirements and powers and it is your reaction to your needs (Contez, Odanel, 2003: 622). The factors of motivation are divided into two parts: 1. Non-satisfactory factors such as the policy of the organization, its method of administration and supervision, job position, salary, job security etc. 2. Satisfactory factors that are all related to the job content such as job prosperity and understanding it, the nature of the job and the needed effort. These factors will affect the employees' occupational attitude and results in an increase or decrease in the work commitment. The motivation and the motivators are divided into two categories: first, the primary requirements such as water, air, food, and sleep and then, the secondary requirements such as the will to power and social status, being dependent on others, love, prosperity, etc.

What is productivity?

The productivity, in general, is a criterion to assess the ratio of the consuming sources as the inputs to produce the output and to determine its efficiency in the long term. The productivity, according to the systematic point of view, determines the relationship between the outputs and inputs and indicates the amount of efficiency in the process of production. In the other word, the more effective using of the facilities, the more increase in productivity. So, if we use the human resources appropriately as one of the factors in the production, the productivity of this factor will increase, as well (Jafarian and Haji Ebrahim, 2010). In fact, the productivity is a rational attitude towards the work and tries to make it purposeful to achieve a standard life (khaki, 1997). The productivity means prosperity and in scientific researches it refers to the generativeness, creativeness and fruitfulness (Dekhoda, 1999, 4th vol. p. 5118). There are several definitions of the productivity and it is beyond the scope of this research to consider all of them, but let us consider one of them: the productivity refers to the optimal and efficient use of facilities, capacities, capital, sources and opportunities. In the other word, the optimal and efficient use of time, the value of capital, life, thought, forces and capabilities (Dori Njafabadi, 1996, p. 15). In the productivity, generally, we try to increase the output by the existing facilities instead of decreasing the consumption and the work hours. For example, if we study 30 pages per two hours with the average comprehension of 60%, we can say we have achieved the productivity if we can increase the average comprehension to 80% in the same period of time (2 hours). Now let us take an example in agriculture. If we plant a seed of high quality and also apply good methods of ploughing and with an increase in fertility, the amount of harvest in one specific hectare will increase from 200kg to 300kg so we can say that the productivity of that farm has increased to 50%. The productivity, therefore, means achieving more benefits from the existing facilities not an increase in the amount of work or study. The productivity is a voluntary activity and a criterion to achieve prosperity in the human-made systems. The human has always tried to achieve the most benefits from the least sources. Nowadays, the productivity is one of the most important factors in the development and an absolute priority in the world (Tolentino, 2000). There are so many factors to improve the productivity and performance; however, according to most of the experts, the human sources are the most valuable factors for achieving the organizational purposes.

Other definitions of the productivity

Britannica

In economics, a measure of productive efficiency calculated as the ratio of what is produced to what is required to produce it.

Oxford

The rate at which a worker, a company or a country produces goods, and the amount produced, compared with how much time, work and money is needed to produce them.

The dictionary of management by Hedrick French: Productivity of the amount of output in each unit of the input like the output of each person per hour or the output of each unit of capital.

International Labour Organization: Different products are produced by the combination of four main factors including the land, capital, work and organization. The ratio of these factors to the production provides the criteria to assess the productivity.

OECD

Productivity is commonly defined as a ratio of a volume measure of output to a volume measure of input use. While there is no disagreement with this general notion, a look at the productivity literature and its various applications reveals very quickly that there is neither a unique purpose for nor a single measure.

EPA (Environmental Protection Agency)

Productivity is a way of thinking to perpetuate the development and improvement of the other things and assures us that today the work will be done better than yesterday. It is a continual effort to apply the modern techniques.

Quizeni posed this term in 1776 for the first time (Sumaneth, 1998). Adam Smith also put forth some issues about the productivity, labour division and specialty to increase the profit, reducing tiredness and an increase in using technology. He related the productivity to the efficiency and specialty and considered these factors as the base of productivity. Some economists like Siniour, defined the productivity based on the physical, mental, spiritual quality, intelligence, skill and the worker's physical and mental ability (Nayudama, 1980). However, Taylor started a revolution in the productivity in 1881 that is considered to be the revolution in the scientific and official researches in the productivity (Taylor, 1947). Also, the other scientists like Moskun et al (1998), Bown and Curtz (1992), Monga (1997), Robins (1991), Ranefel (1989), Konts et al (1989), Stoner and Freeman (1993), Shermerhon (1989), Lendel (1986) think that productivity includes efficiency and effectiveness, that the former means performing the duties appropriately and the latter means doing the right thing. The enhancement of the productivity results from the efficiency of management (Nazem and Parsi, 2010:129).

Human resources productivity

The human resource productivity is the main criterion for productivity since it is the key element in any effort to improve the productivity. Alfred Marshal regards the training of human resource as the most valuable investment. At first, this factor did not receive serious attention and most of the developments took place in the area of capital productivity (Seyed Javadin and Atarodi, 2005). Taking a fresh approach toward the human resource and starting to appreciate it resulted from a departure from the traditional management to the strategic management in the human resource so that in the new approach it is highly important to recognize the principal role of the human resources in increasing the effectiveness of an organization. The human resource productivity can simply be defined as a ratio of production to the work hours. We can also assess the human resource productivity by the ratio of income to the whole human resources. The best advantage of assessing the human resource productivity is the creation of a unique criterion to compare the amount of the productivity of different organizations and also evaluate the monetary value that is created by the human resources. In the other word, it assesses the influence of the human resources on the performance of an organization (Etemadi et al, 2009:28).

The importance of the productivity

Nowadays, one of the most important purposes of the nations and governments is to provide welfare and comfort and development is regarded as the best way to achieve them. At this time, emphasizing the sustainable development is a critical policy for governments by which they will be able to improve the standard of living in the society. The standard of living in the society depends on the extent of providing the essential needs. In the other word, it is determined by the quality of food, clothing, housing, education and security. An increase in the production and quality of these factors will raise the standards of living. Increasing the level of production and improving the quality of the service and goods can be done through an increase in the input labour force and capital or through applying the existing sources more effectively. So, it can be said that the purpose of the productivity refers to maximizing the use of natural sources, human sources, capital, raw material, time, etc. in a practical way and alongside decreasing the production expenses in order to expand the market, increase the employment, increase the real payment and improve the standard of living so that it will benefit the employees, administrators and consumers. Finally, the productivity is a cultural attitude, in which we accomplish our duties wisely to achieve the best spiritual and physical results. Since the sources of a country

are limited, it is very important to increase the level of productivity to improve the standard of living. Nowadays, since the different factors of the production are limited, achieving a high level of productivity is a critical need in both developed and developing countries. An increase in the productivity will result in economic growth and social development and, on the other hand, an increase in payment and improvement in the work condition and, consequently, will create more job opportunities. It will also increase the quality of the goods and decrease the prices and raise the benefit of the shareholders. The criterion for assessing the development in each country is the extent of optimal using from the existing sources and facilities in order to achieve the economical purposes. This process indicates the strategic role of the productivity in the macroeconomic development policy and in the improvement of national welfare. Whereas the productivity is a factor of development in each part of life we should not decline it to the commercial purposes and profit-gaining (Rotacasca and Pauletin 2005:29).

Influential factors on the productivity

Lambert (2004) thinks of several factors that can affect the productivity including efficient human sources. It is, in fact, the principal basis of productivity in the organizational activities and requires development in all behavioral and social principles.

Other terms related to the productivity

There are some other terms related to the productivity, which may lead to confusion. So, let us consider some of them.

Efficiency

Efficiency refers to performing the duties correctly and is assessed by the ratio of the real output to the standard (expected) output and tries to reduce the expenses and apply the minimum amount of sources. It also refers to a quantitative increase in production, goods and service. It does not care about the extent of satisfaction and achieving the expected purposes.

Effectiveness

Effectiveness means doing the right thing and the extent of attainment of the expected purposes determines the amount of effectiveness. In the other word, it refers to the extent of accordance between the receiving output and the expected purposes. This criterion indicates the results of production and services in the society and determines whether the sources have been used optimally or not.

Productivity

Productivity is, in fact, the result of a combination of efficiency and effectiveness and is the ratio of the real output to the real input. It, therefore, can assess the quantity and the quality of the output and the attainment of the purposes.

Profitability

Assessment according to the profitability is one of the mistakes that usually occur in the process of assessing the performance of organizations since it is not the only criterion. The most common definition of profitability is the optimal use of facilities and resources in order to provide service and goods. In productivity, the common belief is that we should assure that today the work will be done better than yesterday. In the foundation declaration of the Productivity Center in Japan in 1995 the purposes of the productivity are: "the optimal use of physical resources, human resources and the other factors in a scientific way so that the improvement in the productivity results in decreasing the expenses of the production, expanding of the markets, increasing the employment and raising the standard of living. The Productivity Center in Japan propels the movement of productivity in the following principles:

Partial Factor Productivity

It is only measured by comparing the output with one of the consumed resources; for example, the productivity of the raw material, human source and capital.

Total Factor Productivity

In this case, also called the productivity of all productive factors, all of the consumed resources are assessed. In order to measure it, all the resources should be converted to an equal unit and then we measure the amount of productivity according to it. In this process all of the sources should be converted to the equivalent expense.

History

Asgarian et al (2012) in their research "The Relation between Work Ethic (Commitment) and the Effectiveness among the Staff in the Ministry of Education in Tehran" showed that the employees' qualification, discipline, dutifulness, effort to achieve success, self-controlling and being cautious in decision-making affect their productivity. There is no significance difference between the influential factors on work commitment and also between the productivity among men and women; there is no significant difference in the subscales of work commitment of staff in different vice-presidencies of the organization as well.

Liaghatdar et al (2011) in the research "considering the amount of influence and the role of influential factors on work commitment" applied the questionnaire and then analyzed the results by multiple correlation coefficient. They proved that, mainly, the cultural-social factors and then individual and personality-related and familial factors affect the work commitment. They also showed that among the demographic factors, only the gender factor had a significant influence on the work commitment.

Barati et al (2010) in the research "the relationship between organizational climate and work commitment with job performance" showed that cooperative climate and reliability anticipate the job performance directly but innovative climate does it indirectly and also the work commitment affect the job performance.

The main hypothesis

There is a significant relationship between work commitment and human resource productivity.

The secondary hypotheses

There is a significant relationship between reliability and human resource productivity.

There is a significant relationship between achieving success and human resource productivity.

The method of the Research

The method of the research is correlational from the field branch to the survey research and is "applied" in structure and was carried out in the winter of 2016 and spring of 2017. It is correlational since it considers the relationship between the variables. This consideration has also carried out through correlation analysis. The survey research is used to assess the opinions, attitudes and beliefs in different areas. Identifying the society which is under consideration is the first step in each research. The society is all the elements that possess some characteristics in common and can be selected for the research. The statistical population is 57 staff employees from the head office of the General Directorate of Technical and Vocational Training in Chahar-Mahal & Bakhtiari. . In this research to identify the sampling size, we applied the Morgan Table in which the maximum number of sampling is 51 people. The questionnaire was distributed among the 55 members and 45 questionnaires were responded and delivered correctly indicating that the rate of delivery was 88%. The method of sampling was simple random. In this method the possibility of being selected was equal for each member and each of them had an equal and independent possibility to be the sample.

The Data collecting tool

In this research to collect the data, we applied three questionnaires related to demography, work commitment and human resource productivity in the form of two questionnaires including:

The first questionnaire includes the demographic questionnaire and the work commitment questionnaire.

The work commitment questionnaire includes "five-factor personality by Costa and McCrae"; 8 questions of these questionnaires are related to the subscale reliability like "I am a very qualified and efficient person" and the other 8 questions are related to the subscale achieving success like "I try hard to achieve my goals".

The second questionnaire includes the questionnaire of organization productivity that was created by Jahed et al (2005) and contains 32 questions and was answered by the 5-point Likert scale.

The validity and reliability of the questionnaire

In this research to consider the validity of the questionnaire, we utilized the face validity in which the questionnaire was given to some professors and experts to comment on the questions. In some cases, we altered the questionnaire and after providing the final edition it was confirmed by the professors.

Whereas the questionnaire starts with a simple and brief explanation of the purposes and the method of answering and also the questions are easy to answer, we can say that the questionnaire is valid in structure.

The reliability is a technical feature in the measuring, indicating to what extent the measuring tool yield similar results in similar condition. In order to measure the reliability we can use Re-examination Method, Parallel Method, Bisection Method, the cord- Richardson Method and Cronbach's alpha. In the research, we

utilized the Cronbach's alpha to specify the reliability of the variables which was 91% for the work commitment variable and 83% for the human resource productivity variable.

The analysis of the data

The analysis of the research is based on descriptive and inferential statistics. In the descriptive statistics, the analysis has been done by using frequency, percentage, mean, graphs etc. In the inferential statistics, the following ways have been used proportional to the measured data and statistical assumptions: To examine the two-way relationship among the variables in the research and to analyze them the correlational test was used. Friedman test was used to rank the data.

Table 1 . Frequency Distribution for age group

age	Index	Frequency	Percentage
20 - 30		6	13
31-40		18	40
41-50		16	36
More than 50		5	11

Table 2 . Frequency Distribution for Gender

Gender	Index	Frequency	Percentage
Male		33	73
Female		12	27
Total		45	100

Table 3 . Frequency Distribution for Education

Education	Index	Frequency	Percentage
AD		6	13
BA		29	64
MA- Ph.D		10	23
Total		45	100

Table 4 . Frequency Distribution for Work Experience

Experience	Index	Frequency	Percentage
below 5 years		4	9
5 - 10 years		8	18
10 – 15 years		11	24
15- 20 years		9	20
More than 20 years		13	29

Table 5: Test Pearson

Dimensions	Correlation coefficient	Significant level
Reliability	0/43	0/01
Achieving success	0/48	0/01
Work commitment	0/44	0/01

The descriptive results of data

According to the results in the table No. 1 the most frequency of age is related to the group with the members 30-40 years old with 40% and the least frequency is related to the group with the members more than 50 years old with 11%.

According to the results in the table No. 2 most of the participants were men with 73% and the rest of them were women with 27%.

According to the results in the table No. 3 most of the participants had a B. A degree with 63% and a few of them had an M.A degree with 13%.

According to the results in the table No. 4 most of the participants were in the group with members who had more than 20 years' work experience (29%) and the least participants had less than 5 years' work experience (9%).

The inferential results of data

The results, according to table No. 5 are as follows:

The first hypothesis

There is a significant relationship between reliability and employees' productivity.

According to the results of the Pearson correlational test in this hypothesis with $r = 43$ and $p = 0/01$ there is a positive and significant relationship between reliability and the employees' productivity and the first hypothesis is confirmed.

The second hypothesis

There is a significant relationship between achieving success and employees' productivity.

The results of the second hypothesis show that with $r = 48$ and $p = 0/01$ there is a positive and significant relationship between achieving success and employees' productivity and the second hypothesis is confirmed.

The main hypothesis

There is a significant relationship between work commitment and human resource productivity.

The results of the main hypothesis show that with $r = 44$ and $p = 0/01$ there is a positive and significant relationship between work commitment and human resource productivity and the main hypothesis is confirmed.

The results of this research indicate that there is a positive and significant relationship between the work commitment and the employee' productivity in the head office of the General Directorate of Technical and Vocational Training in Chahar-Mahal & Bakhtiari and with an increase in the work commitment the Human Resource productivity will decrease and also with a decrease in the work commitment the Human Resource productivity will decrease as well. The results of this research accord with the results of the research by Asgarian et al (2012) in which, they considered the relationship between work commitment and the employee' productivity in the Ministry of Education in Tehran.

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