THE STUDDING OF THE TELEWORKING RELATIONSHIP WITH ORGANIZATIONAL COMMITMENT (ALLEN AND MEYER'S MODEL)

Fereshteh Amirbakhtiyarvand[1], Saeed Jafari Niya[2], Mehdi Kheirandish[3]
[1]Islamic Azad University, Science & Research Compus, Saveh, Iran,
[2]Chamran University (Jondi-Shapoor), Ahwaz, Iran
[3]Shahid-Satari University, Tehran, Iran

Abstract
Prosperity of communication industry in recent three decades and the amazement of the technology age prepared the context for new organizational conversations; one of these conversations is teleworking. In recent years we had many arguments about teleworking and we counted many advantages about that. This research studied the relationship between teleworking and organizational commitment of AndisheGostar raters in Maskan bank Company and established the administrative teleworking systems and explained the relation in this company. 230 people of Maskan bank raters from all around the country taken part in this research in 1392, that with using of Morgan's table 144 persons selected with non-randomly and sharing sampling method. This research was a kind of correlation and using a questionnaire for studying the relationship between teleworking and organizational commitment, the teleworking selected as independent variant and organizational commitment as dependent variant. The data gathered in documentary and investigation manner. The complete questionnaire analyzed with software. The research finding shows that there is a positive correlation between teleworking and organizational commitment. (Emotional commitment, normal commitment, continuum commitment)

Keywords: Teleworking, Teleworker, organizational commitment, emotional commitment, normal commitment, continuum commitment

Introduction
Some organizational and social problems are cleared with entry to the industrial age and creating great organizations. Some of these problems are air pollution, fuel over using, decreasing of family position and….. That led organizations to working in new manners. We knewthat the origin of work, worker and place of work was changed with evolution of the industrial age to the information age. In industrial age workers did repeatedly works that was in just one production line in factories. They did their duties in direct surveillance of a supervisor at a specific time and a good worker was a tractable and manageable person. But in information age workers do their work without surveillance and in any time or anywhere

they want, and a good worker is a person that educates continuously and cooperate with others (Warth 1380). Teleworking is a tool for new age that helps to increase beneficiary in different companies and firms and Instead of going to the company they can taking work to the home or anywhere they want. Of course that this work must be done with all responsibilities and works activities, in another word teleworking is a new organizing and ordering of jobs elements based on place and time manner for better working results with using of communication and computer systems (sepehri 1382).

Our country with wide area geographic, attempting to catch better technology and its infrastructures and educated workers has necessary principles for different teleworking businesses, that can decreases many environmental, economical, communicational and social problems in the large cities (Peres and et al 2002)

Jack M Niles was using the teleworking term for the first time in 1970. We have different definitions of teleworking. Teleworking is a flexible working organization that permits to the workers doing their activities in further than traditional offices (Jorje Town law, 2009). Teleworking is a special work that worker for doing some working duties to establish in changeable office. Gary and et al define the teleworking as: a flexibility method that needs working apart from supervision or traditional office. According to the international teleworking community, the teleworking is a kind of working order that workers doing their duties in a flexible manner based on time and place (home, distant or portable centers). Teleworking is a method for organizing the work based on time and place with using of informational capability (Sohrabi, 1382 p 11).

Jack Niles the father of teleworking was the first man who searching about teleworking. He was the missile scientist and the designer of different space crafts. Extensive researches were performing about positive and negative aspects of teleworking and its relationship with organizational structures and career design in the year of 1980. Elvin Toffler said about information age and its relationship with people career: I can say that it's conveying million careers to the outside of the factories to somewhere that industrial revolution starts from there and returned to its origin that is home. Francis Kinsman published firstEnglish book about teleworking and flexibility of working revolution in 1987. This modelintroduced as a unique method fororganizing work in reducing traffic, the balance between family and work and increasing the achievements in 1990.This model introduced in an air pollution control project In the California state of America in 1973. In this project the workers of different companies did their jobs in near living places and we saw that air pollution decreased because of reducing cars traffic (Baruch and Yuen, 2000, p522).

Teleworking is a manner for flexibility work that helps the workers to do their duties in different place with using of communication and information technology (Morgan, 2004)

Teleworking doesn't have traffic and other coworkers' trouble and has flexibility hours and easy dressing. This manner refers to the workers that did their jobs with a computer in home that connected to the central office, todays this method has the fastest growth in working schedule.

Workers of Teleworking activated in home or far from office for all or some days of the week. Some career like traveling salesman that their jobs are movable and dynamic didn't the member of the teleworking.

Teleworkers are employees, managers, equipment's suppliers, telephone companies, public agencies, counselors, and…..

Suitable careers for teleworking are: practical researches, computers jobs like programming, web pages design, graphic design, making animation, translating, writing, selling, marketing, counseling, accounting, designing and computing of civil engineering, machine designing, distant teaching or video conference. Unsuitable careers for teleworking are: operative and implementation works like police, fire fighter, laboratory, operation, dentist, clinical emergency and other works that have influence and effect in people.

We all know that loyal working to the goals and organizations values and their desire for its membership is necessary for organization. Committed persons acted beyond their responsibilities with all efforts and attempts, because inner Commitment for doing responsibility is the biggest execution Parameter for prevention of any failure in performing work (Babaei 1376, P55).

There aremanyreasons for increasing member's organizational Commitment level. Firstlyorganizational Commitment is a new notion and it is different with dependency and Career satisfaction. For example a Banker Like his job but he is dis satisfied from the Bank that he was working on it, at this moment he will search the same works in the same Place. But the vice versa is possible either, some waters like their work place but dissatisfied from their work.

Secondly some researchers showed that organizational Commitment has some Consequences like job satisfaction.

In another word, the commitment from the Perspective of attitude is a mental mood that based on this element people thinksabout their role and obligation for the organization. Commitment is a feature that most of the organizations want to establish it in workers. It facilitate understanding Control that is very important for teleworking management. Recognizing of these forces and studying their Commitment Level is one of the teleworking challenges that rooted in organizational Culture. Teleworking Culture performs a kind of Commitment in organizations member for different tasks. This culture can acts as a substitute for official organizational tools. Most researches of studied organization commitment from behavior aspects. In fact, commitment is a process that needs past selections and behaviors and strengthens with the present behavior.

- MartyrMotahari (1361) said:

The commitment is the faithful to the human obligations and agreements.

Meyer Allen model:

Meyer and Allen made their 3D model based on differences and similarities that existed in organizational commitment one dimensional notions.

They distinguished between three dimensions of commitment. Emotional commitment refers to the persons emotional dependency to organization, continuum commitment is for persons remaining in organization because of organization leaving costs with rewards due to the remaining in organization and finally normative commitment reflected sense of obligation to remain in organization. Meyer and Allen believe that (1990):

When a person feels emotional attachment to the organization he knows organizational goals as his goals and helps organization in a ways to achieve goals. Shelon says: (1971) organization commitment is an attitude or orientation towards organization that connects the identity of the person to organization. Conter (1973): people tendency in share values and loyalty for social system. Boakanan (1974): emotional commitment is a kind of emotional

attachment into organization values and goals. Jarousetal (1993): emotional commitment is a mental affiliation to the organization.

Meyer and Allen believe that people with strong emotional commitment remain in organization because they like to be a part of organization. (Meyer and Allen 1991)

Second dimension of the Allen and Meyers organization dimensions is continuous commitment that is based on Bikers (1960) investments.

This theory shows that a person save his money in an organization and with increasing his history in the organization the capital increasing and losing it is very difficult for the person. Allen and Meyer (1990) think that continuous commitment is a form of mental affiliation to the organization that arises from workers perceptions in the case of leaving organization. Actually the continuous commitment includes person's awareness from leaving of organization costs, so in this kind of commitment the main reason for person relationship with organization and his decision for remaining in organization is an attempt for keeping the benefits that obtained from the relationship with organization.

The third dimensions the normative commitment that shows a kind of sense of duty for cooperation with organization. People with high quality of the normative commitment feel that they are forced to stay in the organization. Fewer researches did about this dimension of the organizational commitment.

Allen and Meyer, Chatmen and Caldolwere researches that attempted to separate this dimension from organizational commitment.

After numerous organizations managers interests specially Andishe Gostare Farda Maskan Bank, based on using of teleworking by the raters, this question arises that with using the teleworking by the raters whether the raters obligation increased towards organization and his works or not? The main impotence of the subject for researches is that: with teleworking, people have commitment for organization or don't have necessary obligation because of being away from work.

Materials and methods

Society, sample, sampling method

Statistical society of this research is the AndisheGostarMaskan bank raters that have different quota in all country bank branches.

The numbers of raters in all country branches are 230 persons.

144 samples are selected based on Morgan's table. this sampling is non-randomly and its materials are a kind of correlation. This research is seeking to explain teleworking relation and organizational commitment.

Research tools:

The main research tool for gathering data is questionnaire that is designed with Allen and Meyer standard questionnaire. The questionnaire is the combination of effective elements in teleworking and the three parts commitment (emotional, normative and continuous).

First part is raters demographic information's, second part is 10 questions about teleworking and third pert has 30 questions that 10 questions investigate teleworking relation with emotional commitment another 10 questions checking teleworking relation with normative commitment and final 10 questions is designing for teleworking relation with continuous commitment.

This questionnaire provided to specialists for checking organizational behavior and managers theories.

The Cronbach Alfa for teleworking questions is equal to 82%, for organizational commitment is 75%, for normative commitment 72% and for continuous commitment is equal to 78%.

In all questions the Cronbach Alfa is a good value.

Research assumptions:

The main hypothesis:

There is a significant relationship between teleworking and raters of organizational commitment

Secondary hypothesis:

1) Thereis a significant relationship between teleworking and emotional commitment assessors

2) There is a significant relational between teleworking and normative commitment assessors.

3) There is a significant relationship between teleworking and continuous commitment assessors.

The research results:

Table 1 demonstrates frequency and percentage scores of the samples in research demographic variables (education, age, work experience, type of service and marital status)

Table 1: the descriptive index and demographic features in the research sample

Index / variables		frequency	Percentage	numbers
Age	Less than 30 years	44	30/6	
	30-40 years	65	45/1	
	40-50 years	15	10/4	
	More than 50 years	20	13/9	
Work experience	Less than 10 years	105	72/9	
	10-20 years	18	12/5	
	20-30 years	3	2/1	
	More than 30 years	18	12/5	144
Education	Diploma	25	17/4	
		18	12/5	
	Bachelor	85	59	
	Master's degree or higher	16	11/1	
Work	Technical	143	99/3	
	Administrative	1	0/7	
Marital status	Single	51	35/4	
	Married	93	64/6	

The main hypothesis:

There is a significant relationship between teleworking and total score of the organizational commitment.

Table 2: the total scores of the correlation between teleworking and organizational commitment

Index variables	Correlation coefficient	significant	numbers
The total scores of the organizational commitment and teleworking	0/276	0/001	144

Table 2 shows that there is a meaningful and positive relation between teleworking total scores and organizational commitment of assessors (based on the Pierson correlation results) that is in 0/001 significant level. This indicates that with increasing assessors' scores in teleworking variable their scores in organizational commitment are increasing too.

Secondary assumptions test:

1-1 hypothesis: there is a meaningful relationship between teleworking and assessors emotional commitment.

Table 3: correlation between teleworking and emotional commitment

Index variables	Correlation coefficient	significant	numbers
Emotional commitment and working	0/221	0/008	144

Table 3 shows that (based on Pierson's correlation analysis results) there is a positive and significant relationship between teleworking and assessors emotional commitment that is in 0/008 significant level. This indicates that with increasing assessor's scores in teleworking variable their scores in emotional commitment is increasing too.

1-2 hypotheses: there is significant relationship between teleworking and normative commitment of assessors.

Table 4: correlation between teleworking and normative commitment

Index Variables	Correlation coefficient	significant	numbers
Normative commitment and teleworking	0/273	0/001	144

Table 4 shows that based on Pierson
Correlation analysis results, there are meaningful and positive relationships between teleworking total scores and normative commitment is growing too.

1-3 hypotheses: there is significant relationship between teleworking and continuous commitment of the assessors.

Table 5: correlation between teleworking and continuous commitment

Index Variables	Correlation coefficient	significant	numbers
Continuous commitment and working	0/270	0/001	144

Table 5 shows that based on Pierson correlation analysis results there is a positive and significant relation between teleworking total scores and rater's continuous commitment, That is in 0/001 meaningful level .this indicates that with increasing assessors score in teleworking their score in continuous commitment is growing too.

Discussion and conclusion:

The main subject of this research is studying teleworking relationship with organizational commitment of Maskan Bank assessors, so we have the following results:

1- According to the teleworking surveysbetween 144AndisheGostar assessors' samples, it was clear that for teleworking strong information and communication infrastructures are necessary.

In addition, the interaction between managers and the company assessors is essential for teleworking. For teleworking scheme Committed individuals and managers support of raters is required.

Furthermore teleworking has many advantages like: speed of process, decreasing in life costs and usage of energy, reduction in accidents, increasing the benefits and the balance between family and working.

2- The main question of this research is that, whether there is a relationship between teleworking and organizational commitment of the Maskan bank raters? According to the facts that the correlation coefficient between teleworking and organizational commitment is 0/276 and the significant is 0/001, so the positive and meaningful relation is existed. It is shows that the raters have organizational commitment and enjoyed their work and faithful to the organization.

3- The correlation coefficient is 0/221, and it's significant parallel to 0/08 that was lower than 0/05,so for emotional commitment of the raters to organization there is a positive and meaningful relation and they feel emotional connection to the organization and satisfying from their organization.

4- Thecorrelation coefficient is 0/273 and its significant parallel to 0/01 that was lower than 0/05 so there is a positive and meaningful relation between teleworking and normative commitment with teleworking.

Normative commitment existed between teleworking.

Some suggestions from research findings for organization:
1: the dimensions of teleworkingraters' relationship with organization
2: identifying suitable works for teleworking
3: teleworkingassessment and judgment
4: organizing theteleworking tasks
5: necessary materials and equipment's to perform teleworking scheme
6: to teach official automation in the organization
7: the relationship between teleworking raters and teleworking or non-teleworking counterparts
8: development of workers and assessors educations about ICT
9: educational periods for the assessors
10: structure designing with high flexibility in accordance with connection and information age
11: managers support from teleworkers
12: complete trust to the teleworkers
13: increasing inner networks for organizational communications
14: identifying reliable and suitable raters for teleworking
15: using the latest informational technologies for decreasing bureaucracy
16: organizing the connection lines between managers and teleworkers
17: culturing about organization and people dependency to the teleworking
18: the manner of teleworking supervision
19: the arrangement of rules and regulations for better teleworkers performance

20: fitting the teleworkers in organizational career growth schedule to increase organizational commitment and career satisfaction

21: be informed about their evaluation and estimation

References

1- Aghassizadeh Sherbaf, Zahra. (2010). The relationship between the structural funds and the administrative aspects of Total Quality Management, Master's thesis, Tarbiat Modarres University.

2- Arabi, Mohammad. (2006). Organizational Design, Tehran, Office of Cultural Studies, Second Edition, Fifth Edition, pp. 15-16.

3- Alvan M., Zahedi, Shams al-Sadat, Faghihi, AH. (1998). Culture Management, Tehran. Allameh Tabatabai University.

4- Ahmadpoor Dariani, Mahmoud; Shams Shahabuddin (2005). Organizational structure and design centers of entrepreneurship education in the country. Madras Journal of the Humanities, No. 119-156, 2

5- kei Hu, Samuel. (2001). Integrated approach to total quality management: the implementation of a comprehensive quality through Japanese 5-S and ISO9000,

6- Lame, abolfath. (1382). Total quality management: principles, applications, and the lessons of experience, first edition, Tehran. Teb Novin Publications.

7- Mehraban, R.. (1388). Total quality management: TQM implementation procedure, Second Edition, Mashhad. Nama Press: World of Tomorrow.

8- ABDUL RASHID, Z., SAMBASIVAN, M. & ABDUL RAHMAN, A. 2004. The influence of organizational culture on attitudes toward organizational change Leadership & Organization Development , Journal,25,161 - 179.

9- Al-Nofal.A. , Prof. M. Zairi & A. M. Ahmed. 2010. Critical Factors of TQM in International Comparat4e Benchmarking Analyses. European Center BPM .

10- Baidoun , Samir . 2003 . An Empirical Study of Critical of TQM in Palestinian Organization .Emerald Journal . Vol. 16. No. 2. PP 156_171.

11- BERGMAN, B. & KLEFSJO¨, B. 2003. Quality from Customer Needs to Customer Satisfaction, Lund, Student litterateur.

12- BRYAN, L. & JOYCE, C. 2007. Better strategy through organizational design. The McKinsey Quarterly,3,21-29.

13- CARR, D. & LITTMAN ,I. 1993. Excellence in government: Total quality management in the 1990s Coopers & Lybrand

14- DONALDSON, L. 2007. WOODWARD, TECHNOLOGY, Organizational structure and performance, a critique of the Universal generalization. Journal of Management Studies, 13 , 255-273.

15- GASTER, L. 1995. Quality in Public Services, buckingham, Open Unversity press .

16- HODGE, B. & ANTHONY, W. 1991. Organizational theory: A strategic approach Boston, Allyn and Bacon.

17- Jabnoun , Naceur . 2005 . Organizational Structure for Customer- Oriented TQM : An Empirical Investigation . Emerald Group Publishing Limited.

18- Joiner, Therese A. 2005 . Total Quality Management and Performance. Emerald Group Publishing Limited . v0l. 24 , No. 6 , 2007.

19- MORENO-LUZÓN, M. & PERIS, F. 2001. Strategic approaches, organizational design and quality management: Integration in a fit and contingency model International Journal of Quality Science,3, 328 - 347.

20- Napierala , Bob .2012 . Fure Important Factors in Total Quality Management. aboutthree.com.

21- PERTUSA-ORTEGA, E., CLAVER-CORTÉS, E. & MOLINA-AZORÍN, J. 2008 Strategy, structure, environment and performance in Spanish firms. Euro. Med Journal of Business,3,223 - 239 .

22- Stringham , Shand H.2004. Does Quality Management Work in Public Sector? Public Administration and Management: An Interact4e Journal q(3). Pp 182- 211

23- TARI, J. & SABATER, V. 2006. Human aspects in a quality management context and their effects on performance. Human Resource Management,17, 484 .

24- THIAGARAJAN, T. & ZAIRI, M.1997 . A review of total quality management in practice: understanding the fundamentals through examples of best practice applications. The TQM Magazine,9,270-286.