The Influence of Job Embeddedness on Organizational Commitment Using by Structural Equation Modeling PLS Method, a Case Study in Iranian Oil Terminals Company_Kharg Island

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Abstract: The world is getting into a period that commitment, job satisfaction , retention and embedded of employees in the organization issues which leads to will not leaving the organization in various and different forms raised in the top threads and studies proposed in the field of "Organizational behavior". Organizations in the new age are human-centered organization that are the topic of human resources and labor and their satisfaction commitment to the job will guarantee their success and survival. Accordingly, this study aimed to investigate the impact of job embeddedness on employees organizational commitment.after theoretical studies, the structural model provided to illustrate how to the relationship between organizational commitment and job embeddedness and by using prestigious questionnaires in these areas, data collected from 150 employees of iranian oil terminal company and then model fitted by PLS method. Estimating model, GOF indicator was achieved about 0.506, so the structural model fitting was confirmed and in 95% level of reliability main model hypothesizes was verified. According to the study it was shown that the three aspects of job embeddedness (link, fitness, sacrifice) in the job and out of job are one of the factors predicting the incidence of staff is committed behavior.

Key words: Organizational commitment, job embeddedness, structural equation modeling, Iranian Oil Terminals Company, commitment , job satisfaction

INTRODUCTION

In the past decade commitment an important role in research on organizational behavior is accounted for. For an organization to another one criterion of having committed human resources. Such a force committed to the organizatio's image in the community and make important ground for the growth and development of the organization. Conversely, low manpower and belonging committing themselves, not only in order to achieve the goals of the organization is not moving.

But also in creating a culture of indifference to the problems of organization and more effective in achieving the goals and ideals of the organization failed to provide. What is certain is that commitment has led to productivity, The increased commitment (desirable) to promote compatibility and resistance organizations in the interpretation, individual creativity as well as the efficient use of human resources. On the other hand, business incubation can be considered a wide range of forces. The maintenance staff is affected. Job latency effects, psychological, social and financial staff in the decision to stay or leave an organization is effective is examined.

Given that the new issues business incubation management theory (Mitchell *et al.*, 2001) as an innovative and emerging structures of research and a way to discover why people remain in an organization is. So, understanding the relationships between latency occupational and organizational commitment can help managers on the policies and programs of the organization. Organizational commitment as a dependent variable represents the force that person to the belonging to stay in the organization and work to achieve organizational goals.

That commitment is accompanied by a series of productive behavior. Organizational commitment is an attitude of loyalty to the organization and continuous process which is due to the participation in organizational decisions, Attention to the organization and the organization brings prosperity. A keen sense of organizational commitment is to maintain membership in the organization and accepted norms, organizational goals and adherence to accepted principles and accepted by the organization, trying to meet organizational goals as well as having a positive or negative thinking about the entire organization.

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According to this model of organizational commitment consists of three components:

- Emotional
- Normative
- Continuous

Mitchell and colleagues business incubation as an alternative model where agents "out of work" (i.e., latency family) and other organizational factors (latency and belong to the working groups) is included in an effective employee retention, suggest that they can not be found in the traditional model. The study results indicated that the latent job both "intention to leave and actual turnover" predict and better forecasting from the traditional model of "job satisfaction" "commitment" and "Find a job alternatives" to leave a voluntary offer The incubation career includes three dimensions: link, is fit and sacrifice. The next two sub-dimensions (the community) are. Accordingly these influences at work or outside of work sorted.

Job latency components: Formal or informal link between a person as communication with the surrounding community and the organization itself is defined. The communication range of relationships with non-family members and friends and other social institutions outside of their profession and the physical environment are included. Links can be financial, psychological and social.

The link with marital status, number of children and their ages, hobbies, religious activities, membership in social organizations, etc. (Mitchell and Lee, 2001) the role of business incubation work on other results are examined. After this hypothesis that latency control job attitudes in society must reduce turnover and absenteeism, supported. If people feel more latent in society they may feel that a career change can be costly, Especially if relocation is necessary in the future they may abandon its role in the community.

In contrast, incubation in work with optional external behaviors, even after controlling attitude of the business relationship by Ng and Feldman (2010). Was confirmed. In this study, participants with a series of scales to measure the latency of job such as "I feel like I'm Organization" the development of social capital such as "I have a lot of time and effort spent on communication networks would work with others" and the development of human capital such as "How often do you attend a training course". Job latency inverse relation with social capital and human capital development.

Holtom and Inderrieden (2006) demonstrated that the organization can connect using flexible working policies,

teams and increased long-term projects. Sacrifice (sacrifice) can connect to Enterprise and appropriateness of corporate bonuses by matching employee's knowledge, skills, abilities, job needs, values, desires to increase work requirements.

Dyk and Coetzee (2012) the results achieved training and development, career development opportunities developments in the perception of connection and a sense of victimization is a strong predictor. Relationships support such as mentoring and support supervisor as the strengthening of relations between employees and others in the organization is shown. This research by Lee *et al.* (2004) was conducted to evaluate the effect of latency on organizational citizenship job, job performance, absenteeism and turnover voluntary voluntarily engaged in the research as well as the commitment to the 8 item affective commitment. Allen and Meyer (1990)'s measured The analysis showed that incubation outside of work significantly "to leave voluntarily" and the absence of voluntary predicted. The results showed that incubation outside of the scope of work and significant relationships with desertion, citizenship, performance, satisfaction and commitment. While latency significant relationships outside of research with voluntary absence while latency is not within the scope of research.

In a literature review conducted no research inside and outside the country, the effect of these two components in large organizations, government services, by such population (Iranian Oil Terminals Company) is paid.

MATERIALS AND METHODS

The population included Iranian oil terminals company employees in two parts export operations and engineering operations is 150. Kharg oil terminal operations to a specialized task to undertake. It should be noted that the iranian oil terminals company a total of 943 people members. According to cochran and the level of 05/0 to population size of 150, the minimum sample size should be 107, according to Barklay, the minimum sample size for this study is 100 people. Finally, 107 questionnaires were collected from the community and was used in this study.

Literature based on the idea of creating a model of structural equation modeling approach and then collect the data you want to test the model in the form of a questionnaire survey of employees will be khark Island oil terminal. To measure each of the variables of a standard questionnaire, a questionnaire on the "commitment" (Allen and Meyer's organizational commitment questionnaire). The 24 item questionnaire based business incubation (Holtom and Inderrieden 2006) with 44 items

was used. The questionnaire reliability coefficients, respectively for emotional, normative 0.85, 0.79, 0.83 obtained by questionnaire with 44 questions total latency job then link 14, 15 questions in the proportion of 15 questions in the sacrifice and in the study of the reliability of 95.0 have had. According to the worshipful master help text in order to preserve the meaning and validity of the questionnaire technique was used back translation. In this study, 150 questionnaires were distributed and finally 107 questionnaires were collected.

RESULTS AND DISCUSSION

Findings: In the first study, we examine the measurement model (based on partial least squares modelling). As in the original model some of the questions was lower factor loadings of 0.7 to the heterogeneity of the questions referred to measure the variables, therefore by examining the factor loadings, asking the load factor is <0.7, remove and re-measurement model implemented.

According to Moghimi (2006), the overall quality index values based on version 0.01-0.35 (Who represent poor quality, normal quality and strong quality) is measured And since this index of 0.506 was obtained for this model it can be safely said that the structural model study of very high quality (Table 1).

Descriptive statistics staff: About 81% of respondents were male and 19% are women; 15% of respondents to 5 years of research experience are 43% of patients experience from 5-10 years, 22% of patients experience from 10-15 years, 7% have work experience from 15-20 year and 13% of them are over 20 years of experience (Table 2).

Measures of central tendency and dispersion variables: First, the researchers tried to draw features based on the

average of the index. Given that the average value for all the variables and their dimensions are >3 (according to the likert 5-tuple) represents a relatively good condition and above average latency of job and organizational commitment to employees is kharg island oil companies also because the average latency is less job commitment, organizational commitment can be said that employees of the oil companies are in a better position.

The hypothesis:
- H_1: the incubation male employees than female staff is professional and organizational commitment

According to Table 3, since that amount was >05/0 so we can say that the group of subjects with equal variances assumed no significant difference On the other hand confidence interval includes numbers (+ and -) is:

- H_2: job latency, highly educated workers than employees with low education

Table 4 given that a significant amount of <0.05, there just between MS and BS, there is a difference in terms of business incubation and business incubation in people who are more highly educated BS of business incubation in people with postgraduate studies. Since the rows significantly, from 05. The larger, so between the two averages in other educational groups, there is no significant difference. Hence, the hypothesis that individuals with higher levels of education than those with lower education have higher latency job is rejected:

- H_3: highly educated workers compared to researcher with low education are higher organizational commitment

Table 5, the results of ANOVA analysis or the analysis of variance. In this episode of variance between groups than within groups variance is measured. As can

Table 1: Results of modified measures (output data in pls Software)

Structures	Question	Load factors	t-values	AVE	Composite reliability	The reliability of shared	Cronbach's alpha
Link in the	Q1	0.628	9.00600	0.563164	0.883682	0.563146	0.841359
community	Q2	0.765	14.32500				
links	Q3	0.822	17.70400				
	Q4	0.858	42.187				
	Q6	0.773	8.3240				
	Q7	0.800	18.05000				
	Q1	0.768	9.5470	0.576862	0.889998	0.576862	0.853516
	Q2	0.812	21.29600				
	Q3	0.825	14.02700				
	Q4	0.832	14.25300				
	Q5	0.641	8.68200				
	Q6	0.833	12.28800				
Fit in the organization	Q3	30.848	44.75100	0.592895	0.8963	0.592895	0.865523

Table 1: Continue

Structures	Question	Load factors	t-values	AVE	Composite reliability	The reliability of shared	Cronbach's alpha
	Q4	0.8170	24.081				
	Q5	0.7120	7.6130				
	Q6	0.6170	5.8130				
	Q7	0.7690	10.874				
	Q8	0.8310	30.182				
Fitness community	Q4	0.9230	54.803	0.833884	0.909409	0.833	0.801374
	Q5	0.9030	30.641				
Sacrifice in the	Q1	0.829	22.543	0.695086	0.939848	0.695	0.92251
	Q2	0.6950	7.0040				
	Q3	0.9080	52.837				
	Q4	0.9360	89.216				
	Q5	0.8810	32.986				
	Q6	0.9280	74.205				
	Q8	0.7980	6.4280				
Victimization	Q1	0.7740	11.093	0.553754	0.787942	0.553	0.618302
in society	Q3	0.6980	5.1460				
	Q4	0.7580	6.7660				
Emotional	Q1	0.7440	16.733	0.542849	0.854283	0.542	0.787866
commitment	Q3	0.8470	23.752				
	Q4	0.7620	15461				
	Q6	0.9230	5.2770				
	Q7	0.7170	11.071				
Continuous	Q2	0.7690	12.911	0.561143	0.864223	0.561	0.803476
commitment	Q3	0.7480	16.942				
	Q5	0.6840	13.701				
	Q6	0.6930	8.4120				
	Q7	0.8070	19.978				
Normative	Q1	0.7490	16.016	0.642338	0.91472	0.642	0.887499
	Q3	0.8480	24.991				
	Q4	0.8600	33.590				
	Q5	0.8190	20.581				
	Q6	0.7070	14.310				
	Q7	0.8130	25.649				

Table 2: Central tendency and dispersion variables

Variables	Average	Variance	SD
Job latency components			
Job latency	3.2733	0.259	0.50883
Link in the organization	3.3594	0.532	0.72908
Community links	3.5871	0.466	0.68284
Fit in the organization	3.0804	0.340	0.58271
Fitness Community	3.2243	0.347	0.58923
Sacrifice in organization	3.2513	0.553	0.74355
Victimization in society	3.1373	0.478	0.69126
Organizational commitment	3.3040	0.326	0.57122
Components of organizational commitment			
Emotional	3.2045	0.477	0.69075
Continuous	3.5787	0.399	0.63188
Normative	3.1288	0.464	0.68140

Table 3. t-test results on the basis of gender

The subject	t-values	Sig.	------------ Confidence interval --------	
Job latency	0.141	0.904	-0.23345	0.26926
Organizational commitment	1.052	0.680	-0.13183	0.42963

be seen. The level of significance between groups is greater than the number 05. So it can be concluded that there is sufficient reason to reject the null hypothesis in this study. In other words, the average organizational commitment in three groups associate degree, BS and master's is no different.

The main hypothesis: The incubation job with the commitment of the Iranian oil terminals company has a significant positive relationship. The null hypothesis: the incubation job with the commitment of the iranian oil terminals company has no significant positive relationship. As can be seen the path coefficient of 0.883 and a significant amount is 30.383. Since, a significant amount is >1.96 and the coefficient is positive path and therefore can be said to be 99%. Latency between research and commitment of the Iranian oil terminals company has a significant positive relationship and the main hypothesis is granted. According to the results in Table 6 and the coefficient obtained path and

Table 4: Comparison of average latency of job between different educational groups

Multiple comparisons

Job latency scheffe/				95% confidence interval	
I, J education	Mean difference (I-J)	SE	Sig.	Lower bound	Upper bound
Associate degree					
Bachelor	0.13248	0.20581	0.813	-0.6436	0.3786
A master's degree or higher	0.17821	0.19579	0.662	-0.3080	0.6644
Bachelor degree					
Associate degree	0.73248	0.20581	0.813	-0.3786	0.6436
A master's degree or higher	0.31069*	0.10574	0.016	0.0481	0.5733
A master's degree or higher					
Associate degree	-0.17821	0.19579	0.662	-0.6644	0.3080
Bachelor	-0.31069*	0.10574	0.016	-0.5733	-0.0481

*The mean difference is significant at the level 0.05 level

Table 5: The results mean difference between groups and within groups

ANOVA

Organizational commitment	Sum of squares	df	Mean square	F-values	Sig.
Intergroup	1.181	2	0.591	1.839	0.164
Among a group	33.406	104	0.321		
Total	34.587	106			

Table 6: Assumptions review sub-group (path, t-statistic coefficient of determination)

Predictive variable	The dependent variable	Path coefficient	Sig.	R^2	Results
Link with the person	Commitment	0.295	2.943	0.729	Confirmation
Link people with		0.018	0.298		Rejected
Fit organization		0.176	2.642		Confirmation
Fit society		0.249	2.976		Confirmation
The sacrifice made by the individual in the organization		0.263	3.092		Confirmation
The sacrifice of the individual		0.05	0.78		Rejection

statistics can be seen except the second and sixth hypothesis all coefficients >1.96 and at the same time is >2.58. Therefore, one can say with 99% confidence that all assumptions sub-groups except the second and fourth hypothesis is confirmed. And the latency of the link job with the greatest impact on the organization's commitment.

The relationship between occupational and organizational commitment oil terminals company incubation, the path coefficient of 0.883 and 30.838 showed a significant factor at a confidence level of 99 drsdbyn iranian oil terminals company incubation work and commitment and there is a significant positive relationship.

It is anticipated that a larger sample, positive relationship between job latency and organizational commitment is confirmed. Since, Ferreira and Coetzee (2013) the study examines the impact of latency on the OC job in the service industry in South Africa has been working adults, consistent As well as the findings with the results of Lee *et al.* (2004) examined the impact of business incubation on organizational citizenship behavior and job performance (Park and Park, 2009; Young *et al.* 2013; Beyerlein, 2005) agrees.

CONCLUSION

In the relationship between the individual links with organizations and organizational commitment oil terminals company, a path coefficient 0.295 and 2.943 showed a significant factor it is anticipated that a larger sample, positive relationship between the individual links with organizations and organizational commitment is confirmed. Hence, in line with the results to officials suggested that the relationship between colleagues and committee research and teamwork increase to thereby to connect more people with the help and hence the commitment higher. In the relationship between the individual links with the community and organizational commitment oil terminals company, a path coefficient 0.018 and 0.298 showed a significant factor The link between the community and the commitment of the Iranian oil terminals company, there is no significant relationship, It is anticipated that a larger sample, the relationship between the individual links with the community and commitment to be rejected. In the relationship between person-organization fit and organizational commitment oil terminals company, a path coefficient 0.295 and 2.642 showed a significant factor at a confidence level of 99% between person-organization

fit and organizational commitment of the iranian oil terminals company and there is a significant positive relationship.

Thus, according to the results to managers and directors of the companies recommended oil terminals. In the relationship between fit and organizational commitment of oil terminals company, it is anticipated that a larger sample, positive relationship between the proportion of individual and organizational commitment is confirmed. The society in which they were better and more adapt themselves and hence increases their level of commitment.

In the relationship between individual victimization in the organization and organizational commitment oil terminals company, a path coefficient 0.263 and 3.029 showed a significant factor. At a confidence level of 99 percent between sacrifice and commitment of individual employees iranian oil terminals there is a significant positive relationship. Therefore, it is anticipated that a larger sample, positive relationship between sacrifice and commitment of the organization to be verified.

Therefore, in line with the results achieved by managers and oil terminals company officials suggest that the respect for employees in the workplace, The development of individuals in the organization, the benefits of job suitability, appropriateness of insurance services for individuals, suitability for the job in the future and retirement benefits for employees provide more and better In line with its dedication and commitment to help individuals and organizations achieve their goals they doubled.

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