

## THE IMPACT OF JOB REDESIGN ON ORGANIZATIONAL COMMITMENT AMONG STAFF OF BANK MELLI IRAN, BRANCHES LOCATED IN MAZANDARAN PROVINCE

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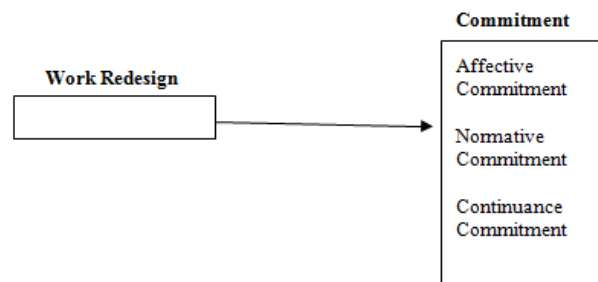
### ABSTRACT

**Objective:** The current study aimed to investigate the impact of work redesign on organizational commitment of employees of Bank Melli Iran, in branches located in Mazandaran province. **Method:** A sample of 315 employees selected using categorical random sampling. Data gathered using standard questionnaires and finally 298 questionnaires returned for further analysis. **Results:** Correlation analysis using SPSS software showed that there is a significant relationship between work-redesign and employee commitment. Also the relationships between the dimensions of organizational commitment (Affective, Continuance and Normative Commitment) were significant.

Many studies done show that shrunken organizations increase their innovation (Chadwick et al, 2004 , Yu and park, 2006). Although some scientists believe that miniaturization dos not lead to the expected improve results (Mcclure, 2007), or it does not cause to decrease employee commitment and loyalty to the organization (Niehoff et al, 2001). Regarding to change of method of traditional banking to modern baking, specially, economical businesses around the world tend to miniaturization by using information technology. So, how to maintain personnel commitment to organization becomes a question that the organizations changing, should respond to this question, such as banks.

In the recent years, information and communication technologies have made dramatic changes in the function of banks like Bank Tejarat’s and economical business, and they cause work redesign in the organizations which want to keep their customers and permanence. According to changes in procedure, also

personnel of these organizations affected strongly. Maintaining strength and commitment of staff is extremely important in the face of rapid changes occurring. Iran Bank Tejarat which has forced to change work design, performance and presenting of its services toward preserving customers and market share, has faced to matter of maintaining strength and commitment of their personnel. Therefore in this study, we are going to examine the relation of work redesign on empowerment.



**Fig. 1: Conceptual model of the study.**

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**RESEARCH HYPOTHESES**

The main hypothesis: there is a significant relationship between work redesign and employee commitment.

The second hypothesis: there is a significant relationship between work redesign and affective commitment

The third hypothesis: there is a significant relationship between work redesign and continuance commitment

$$n = \frac{t^2 pq}{d^2}$$

$$t^2 = z^2 = 1.96$$

$$p = 0.5$$

$$q = 0.5$$

$$d = 0.05$$

$$n = \frac{1.96^2 * 0.5 * 0.5}{0.05^2} = 315$$

The fourth hypothesis: there is a significant relationship between work redesign and normative commitment

**MATERIALS AND METHODS**

From the total number of 1750 employees of bank Melli in Mazandaran province, 315 staff selected using categorical sampling. This number calculated using Cochran’s formula as presented below:

Data gathered using questionnaires and reliability and validity of questionnaires confirmed using Cronbach’s alpha coefficient and expert view respectively. Alpha coefficients gained above 0.7 for all variables showing that the questionnaires have the appropriate reliability for the research.

Pearson Correlation coefficient calculated for determining if the variables are correlated or not.

**RESULTS**

**Correlation analysis**

The main hypothesis: there is a significant relationship between work redesign and employee commitment. As the table 1 shows, there is a significant relationship between work redesign and employee commitment

**Table 1: Pearson correlation coefficients between organizational commitment and job redesign.**

Criterion Variable	Predictor Variable	CorrelationCoefficient	Sig
Commitment	Workredesign	0.56	0.00

The second hypothesis: there is a significant relationship between work redesign and affective commitment

As the table 2 shows, there is a significant relationship between work redesign and employee affective commitment

**Table 2: Pearson correlation coefficients between affective commitment and job redesign.**

Criterion Variable	Predictor Variable	CorrelationCoefficient	Sig
AffectiveCommitment	Workredesign	0.66	0.00

The third hypothesis: there is a significant relationship between work redesign and continuance commitment

As the table 3 shows, there is a significant relationship between work redesign and employee continuance commitment

**Table 3: Pearson correlation coefficients between continuance commitment and job redesign.**

Criterion Variable	Predictor Variable	CorrelationCoefficient	Sig
ContinuanceCommitme	Workredesign	0.66	0.00

The fourth hypothesis: there is a significant relationship between work redesign and normative commitment

As the table 4 shows, there is a significant relationship between work redesign and employee normative commitment

**Table 4: Pearson correlation coefficients between normtive commitment and job redesign.**

Criterion Variable	Predictor Variable	CorrelationCoefficient	Sig
NormativeCommitment	Workredesign	0.66	0.00

trust, empowerment, justice, and work redesign. *Academy of Management Review*, 23: 567-588.

**DISCUSSION AND CONCLUSION**

The results illustrate that work redesign has a meaningful effect on organizational commitment personnel. Regarding to uniformity of bank's personnel work, it is assumed that work redesign reclaim them from routine activities and doing of repetitive affairs, because it leads to sustain their motivation and extent their empowerment. It causes that personnel who have more personality, feel a change in the levels of their personality and authority by means of work redesign, and it causes that they gain social identify and relevant delivery about duties which they do.

However, it has been presumed that work redesign cause to personnel ability increasing by a reciprocator or reparative application, because in this case, personnel apprehend their work revolution and professional identify, and they assume that are responsible to compensate the organization services in the form of social exchange.

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