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INVESTIGATION OF THE EFFECT OF JOB SECURITY ON ORGANIZATIONAL COMMITMENT IN THE SOCIAL SECURITY ORGANIZATION (EAST TEHRAN GENERAL DEPARTMENT)

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ABSTRACT

The present study investigates the effect of job security on organizational commitment in different eighteen branches of East Tehran general department. In this research, job security is the independent variable and the dependent variable is organizational commitment. In this context in order to measure job security, six indicators including job income, relationships, rewarding, job health and stress, career choice were examined. This research is of combined approach to the study the impact of organizational commitment on job security. The theoretical base of the research consists of Maslow's hierarchy of needs theory research, Adams equality theory, Parsons's system theory, successful cases Humans, Meyer and Allen's three-part model and. Method of this research is survey and data collection tool is questionnaire. The statistic population consists of eighteen branches of east Tehran general department among which 310 person selected as sample through Kookran formulation and the hypotheses were tested by Pearson's correlation coefficient and multi-variable regression and the results are as follow: variables of job income, rewarding, desirable job, job health have significant positive relationship between organizational commitment and job stress has a significant negative relationship with organizational commitment. The multivariate regression shows that despite the significance of many variables in the bivariate analysis of job rewarding, health, desirable career, they have impact on organizational commitment. In total, explains 46% of the variation in the dependent variable.

Keywords: Job Security, Organizational Commitment, Job Rewarding, Job Health, Job Stress, Jobs, Desirable Job, Job Relations, Normative Commitment, Continued Commitment, Emotional Commitment

INTRODUCTION

Organizations today operate in a very competitive atmosphere and managers to enhance the efficiency of organizations employ a variety of mechanisms. So during the last few years, one of the most important factors affecting organizational performance is considered as organizational commitment. Organizational commitment signifying human resource turned to management base activities. The successful development and promotion of the human resources results in organization accomplishment. The human resources promotion and increasing productivity are considered as a necessity for life style promotion and establishment of nobler communities. Attempts to grow and coordination of organizations with daily changes is depended on staff talent, performance and energy and human resources and forces are stressed and plotted as a competitive merit and the extensive assets of the organization. Because of the significance of organizational committed behaviors on organizational productivity promotion, a considerable set of studies have been performed during recent years to identify affecting factors on organizational commitment. The general attitude of organizational commitment is an important factor for understanding organizational behavior and is a good predictor for wanting to remain in a job that influences important behaviors such as relocation and the absenteeism. Therefore, identifying important factors affecting management concepts able to predispose higher efficiency and strong desire to remain in the organization have resulted in higher employee job involvement and higher commitment which can help management making policies and planning effectively. The study of the organizational commitment is significant because investigates and recognizes hidden factors and apparent factors which in turn have

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impact on strength, amount and quality of job. Having employees who internalized organizational goals and values and are highly involved make us sure that they inherently try to accomplish organizational benefits. Therefore, the investigation of job security is a necessity for all of organizations to promote human forces status regarding those goals. This area had experienced fewer researches, though. All employees at every level of the organization need a reasonable level of job security. Thus, this study aims to investigate the impact of occupational safety and factors related to organizational commitment.

Research goals:

The objectives of this study are divided into two categories:

The main objectives:

- 1) Assess the relationship between job security and organizational commitment
- 2) Appropriate solutions to enhance the job security of organizational commitment

Secondary objectives:

- 1) Determine the components of job security
- 2) Determine indicators of organizational commitment
- 3) Category and classification of the components of job security and organizational commitment
- 4) Determine the relationship between the components of organizational commitment and job security index

Research Background

Researches that investigate this including:

Madani Hossein and Zahedi MJ (2005) conducted a study to measure the level of organizational commitment in Fajr gas and Bid Boland refining companies and determining priority factors affecting organizational commitment in mentioned companies. This study seeks to determine the staff's relationship and attachment type to the studied companies formed based on what:

Systems theory forms the core of the theory framework and Giddens' theory has been used to alleviate deficiencies of systems theory. The main method of this study is survey and contemporary type whose data was collected through questionnaire. The research population consist employees of Fajr and Bid Boland refineries subsidiaries of Iran national gas Co. The results showed that the variable of perceived organizational support with the strongest and direct and positive relationship had the largest contribution explaining affective and normative commitment for employees. Organizational participation and justice, job promotion opportunities and a sense of job security variables also with understanding organizational support has positive and indirect effect on affective and normative commitment in both, but they are prioritizes different. Findings indicate that although one can explain separated relationship of each independent variables with the components of organizational commitment based on theory of exchange, equality, expectation and Maslow's hierarchy theory, but results obtained from the multivariate analyses and their comparison to previous works indicated that the selected theories had been supported by data as a theoretic framework.

In a study by Fathi Azar, (2004), the organizational commitment has been investigated from three aspects of affective, normative and continuous. The relationship between the organizational commitment and its three dimensions with three main effecting variables of job satisfaction, organizational participation and justice was analyzed. The factors related to the organizational commitment, the rate and the direction of their effects as well as identifying preventive factors of the organizational commitment was recognized in Ardebil telecommunications and post departments. Theory framework of this study consists of theories of Allen, Mayer, and wait theory, equality theory, X & Y theory, and Herzberg's theory of hygiene stimulation, Maslow's hierarchy theory, and Hackman Waltham's perspectives of job characteristics.

This research was survey type and sample consists of all official employees of Ardebil telecommunication and post departments. The sampling method was perfume randomly. Data processing was performed via computer software and by Pearson's correlation coefficient, variance analysis, t-test, track regression analysis. The results indicated that the variable of organizational commitment and its triple dimensions

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have a significant relationship with job satisfaction and organizational commitment. The normative and affective dimensions have a significant relationship with organizational participation and organizational justice. Also, organizational participation and justice are in a low level which is among preventive factors for employees of this department.

Matthew and Zajak (1990) analyzed the results of more than two hundred basic researches and have divided commitment creation into five categories:

- 1) personal characteristics that influence organizational commitment
- 2) job characteristics and organizational commitment
- 3) the impact of group relationships with the leader of the on organizational commitment
- 4) organization characteristics and organizational commitment
- 5) the role status and commitment

Research by Charles Scott Turner (1998 quoted from Mozaffari 2009) have been conducted in the South American high school to assess administrators' job security. This study focuses on the followings:

- A) The relationship between age and job security.
- B) The relationship between work experience and job security in an institution.
- C) The relationship between gender and job security.
- D) The relationship between wages and job security.

Participants include 9 provinces of these states. Selected sample includes 17 schools. In order to find the significant relationships between these variables, t-test was applied. The results indicate a relationship between wage and job security, age and job security.

Borland (1999) defined the job security as fearing to lose one's job or being fired out. Certain professions and jobs are more secure than others. Generally, public jobs are more secure than those in private sector Bruckner *et al.*, (1992) concluded that downsizing the organization has a negative effects on the organizational commitment, job satisfaction and security and cause these attitude to be diminished such that it may result in dismissing of some, increasing stress of employees, and thus the job security and satisfaction to decrease.

Morris, he found out that job satisfaction and security play a determinant role on the rate of career commitment and performance. Also, the age of employees, education, intelligence level, job level, the term of the contract is among those factors has effects on the level of job satisfaction and security such that the rate of job security and satisfaction are higher for elderly staff with longer terms of contract and there is a reverse relationship between education and the level of the intelligence with job satisfaction and security (Mozaffari, 2009).

The Research Theory Framework

The goal of complying a theory framework is that the researcher benefits from the previous works results and based on them to know seeking about what variables in his/ her research. Therefore, this framework helps us to analyze the issue and its dimensions and make the relationship between components. In this research, we used Maslow's hierarchy needs theory, equality theory, Humans' success theory, Parsons, Allen and Mayer's theory. Parsons believes that the organization is a single natural totality whose components are cross indicative. Within this social system, the organization links system components and creates a method to control their integrity. What Parsons care is the system preservation or what is called here as organization. Doing do, any organization to accomplish its goals should match with the environment. It's to say that it should harmonize natural environment and social system. It also needs integrity and be able to organize affective appearances and relationships between the employees and preserve the paradigm which is the organizational stability. Based on Maslow's theory, human needs are met in a hierarchy which starts with physiological needs and goes on security, involvement, respect and Self-actualization. Based on this, the ability of job to meet these needs as possible will create job satisfaction and job security. Based on George's success and value theorems, the organizational commitment is a function of reward and value of job. That is if a person is highly committed but receives

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no reward, he will less likely to be so any more. The homogeneity of rewards and values of job results in organizational commitment.

According to Adam's equality theory, people intend to be treated in equality. The equality theory in organizations is considered such that one will continue his membership and performance as long as feels justice between his inputs to organization and its outcomes compared to others. Inequality leads people to change their perception and behavior and they will do so as long as meet justice.

Allen and Mayer's model: Allen and Mayer (1999) believed that the commitment link one to the organization and it cause one less likely to quit a job (Mayer and herscovic, 2000). They provide three elements of organizational commitment:

1. Affective commitment
2. Continuous commitment
3. Normative commitment

Generally, we can conclude from summing up two sections of research background and theory basics that there is a relationship between organizational commitment and job security. Combining the two sections, on the other hand, gives us indicators of contribution of each dependent and independent variables as follow:

One can use Allen and Mayer's model to determine and assess preconditions of organizational commitment over three dimensions of affective, continuous and task and measuring and assessing the dependent variable. Maslow's theory of hierarchy may be used introducing job security indicators (job income, rewarding, health and desirable job). George Hymans's value and success theorems may be used to clear the homogeneity between job rewarding and values ending in organizational commitment. Adam's theory of equality can be applied to understand the justice of rewarding distribution in the imagination of a person and its comparison internally and externally. Parson's systems theory explains that any social system requires solution of four big problems of coincidence, goal achievement, integrity and values stability in order to survive and development.

The Hypotheses of the Study

First Hypothesis: it seems there is a significant relationship between individual's desirable job and normative commitment. (Theory of Maslow's hierarchy)

The Second Hypothesis: it seems there is a significant relationship between job stress and constant commitment.

Third Hypothesis: It seems there is a significant relationship between job income and normative commitment. (Marx, the theory of Maslow's hierarchy of needs, Parsons)

The Fourth Hypothesis: it seems there is a significant relationship between the job rewards and emotional (affective) commitment. (Humans exchange theory, equity theory)

Fifth Hypothesis: it seems there is a significant relationship between the job relations and continuous commitment. (Maslow's hierarchy of needs, Durkheim, Schultz theory)

Sixth Hypothesis: it seems there is a significant relationship between occupational health and continuous commitment. (Theory Parsons)

Research method

Regarding the nature and type of the research we are required to apply quantitative survey method. The statistic population includes all personnel of eighteen branches of East Tehran general departments of social security organization who were in charge at the time of the research (2011); 10 or 20 persons have been selected from each branch and were studied. Based on the statistics obtained from east Tehran general department and statistic unit of this department in Khorda 2011, the study population consists of 1056 persons. In this research, initial questionnaire was distributed to professors and supervisors and assistants to obtain comments and professional judgements and then imposing those comments the face value of the questionnaire was supported. We used Cronbach's test to obtain the reliability level. Obtained Alpha levels for research variables using the software SPSS are as following:

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Table 1: Cronbach's Alpha values to Measure their liability of Research Variables

variable	Number of items/questions	Chronbach's alpha
Organizational commitment	22	71%
Job income	5	81%
Job rewarding	4	90%
Job health	8	78%
Job relationships	6	72%
Job stress	4	71%
Desirable Job	7	85%

Findings:

The main hypothesis:

It seems there is a relationship between the job security of staff and organizational commitment.

Table 2: the relationship between job security and organizational commitment

variables	Average	Standard deviation	number	Correlation level	Sig.
Organizational commitment	60.96	9.778	242	.480(**)	.000
Job security	17.10	4.080	286		

** Correlation is significant at the 0.01 level (2-tailed)

Regarding the results of Pearson's test $\text{sig} = .000 \leq .01$ with 99% confidence and 1% error, we can conclude that there is a significant relationship between variables of organizational commitment and job security and H_0 expressing lack of this relationship is rejected and H_1 is supported. Correlation level $r = .48$ indicates that there is a moderate positive correlation between the two variables.

The secondary hypothesis:

The first hypothesis

It seems there is a relationship between desirable job and normative commitment.

Table 3: The Relationship Between the Desired Job and normative Commitment

Variables	Average	Standard deviation	Number	Correlation level	Sig.
normative commitment	13.57	3.109	277	.297	.000
Desirable job	17.10	4.080	286		

** Correlation is significant at the 0.01 level (2-tailed)

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Regarding the results of Pearson's test $\text{sig} = .000 \leq .01$ with 99% confidence and 1% error, we can conclude that there is a significant relationship between variables of organizational commitment and desirable job and H0 expressing lack of this relationship is rejected and H1 is supported. Correlation level $r = .29$ indicates that there is a moderate positive correlation between the two variables.

The Second Hypothesis

It seems there is a relationship between job stress and continuous commitment.

Table 4: The Relationship Between Job Stress and continuous commitment

Variables	Average	Standard deviation	Number	Correlation level	Sig.
job stress	10.36	2.513	286	.022	.718
Continuous commitment	19.42	3.714	288		

Regarding the results of Pearson's test $\text{sig} = .718 \geq .05$ with 95% confidence and 5% error, we can conclude that there isn't a significant relationship between variables of organizational commitment and desirable job and H0 expressing lack of this relationship is supported and H1 is supported rejected.

The Third Hypothesis

It seems there is a relationship between Job income and normative commitment.

* Correlation is significant at the 0.05 level (2-tailed)

Regarding the results of Pearson's test $\text{sig} = .000 \leq .05$ with 95% confidence and 5% error, we can conclude that there is a significant relationship between variables of organizational commitment and job income and H0 expressing lack of this relationship is rejected and H1 is supported. Correlation level $r = .136$ indicates that there is a weak positive correlation between the two variables.

Table 5: The Relationship Between Job Income and Normative Commitment

Variables	Average	Standard deviation	Number	Correlation level	Sig.
Normative commitment	60.96	9.778	242	.136(*)	.041
job income	12.33	2.791	284		

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The Fourth Hypothesis

It seems there is a relationship between Job reward and affective commitment.

Table 6: The Relationship Between Job Reward And Affective Commitment

Variables	Average	Standard deviation	Number	Correlation level	Sig.
job reward	8.26	2.613	294	.301	.000
affective commitment	27.60	5.368	268		

** Correlation is significant at the 0.01 level (2-tailed).

Regarding the results of Pearson's test $\text{sig} = .000 \leq .01$ with 99% confidence and 1% error, we can conclude that there is a significant relationship between variables of affective commitment and job rewards and H0 expressing lack of this relationship is rejected and H1 is supported. Correlation level $r = .30$ indicates that there is a moderate positive correlation between the two variables.

The Fifth Hypothesis

It seems there is a relationship between Job relationships and continuous commitment.

Table 7: The Relationship Between Job Relationships Level and Continuous Commitment

Variables	Average	Standard deviation	Number	Correlation level	Sig.
job relationships	15.07	2.387	285	.164	.006
continuous commitment	19.42	3.714	288		

* Correlation is significant at the 0.01 level (2-tailed).

Regarding the results of Pearson's test $\text{sig} = .000 \leq .01$ with 99% confidence and 1% error, we can conclude that there is a significant relationship between variables of continuous commitment and job relationships and H0 expressing lack of this relationship is rejected and H1 is supported. Correlation level $r = .16$ indicates that there is a weak positive correlation between the two variables.

The Sixth Hypothesis

It seems there is a relationship between Job health and continuous commitment.

Table 8: The Relationship Between Job Health Level and Continuous Commitment

Variables	Average	Standard deviation	Number	Correlation level	Sig.
job health	18.56	6.161	287	.130	.034
continuous commitment	19.42	3.714	288		

* Correlation is significant at the 0.05 level (2-tailed)

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Regarding the results of Pearson's test $\text{sig} = .034 \leq .01$ with 95% confidence and 5% error, we can conclude that there is a significant relationship between variables of continuous commitment and job health and H_0 expressing lack of this relationship is rejected and H_1 is supported. Correlation level $r = .13$ indicates that there is a weak positive correlation between the two variables.

Multivariate Regression

In this research, multivariate regression test was used to investigate the effects of independent variables (job income, job rewarding, job health, job stress, job relationships, and desirable job) on dependent variable (the level of organizational commitment).

Hypotheses Test Based on Multi-Regression

In this section, we are to investigate that if there is a relationship between variables when impacting dependent variable simultaneously. In multi-regression, simultaneous effects of several variables on dependent variable are measures. It's to say that the effect of an independent variable on dependent variable would be decreased or neutralized in contrast to other independent variables affecting dependent one.

Table 9: Results Related to Variance Analysis

Model	Sum of squares	Freedom degree	Average	F	Significance level
Regression	3173.349	6	528.892	8.802	.000(a)
rest	11296.322	188	60.087		
total	14469.672	194			

The results obtained from regression variance analysis are for assessing certainty of linear relationship between variables. As the results indicate because the significance level is less than 0.05, the hypothesis of linearity is supported.

Table 10: Summary of the Model

Multiple correlation coefficient	R ² coefficient of determination	Adjusted coefficient of determination	Standard deviation	Significance level
.468(a)	.219	.194	7.752	0.000

As can see in Table 10 the significance level is 0 and less than 0.05 indicating that the regression model could have explained the changes on the dependent variable. The adjusted coefficient of determination is 19% indicating that 19% of changes on the dependent variable are attributable to changes of independent variable and the rest of changes of the dependent variable are coming from other factors.

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As the table shows the regression coefficient is 46% indicating that the intensity of the relationships between dependent and independent variable equals to 46.89%. Table 11 summarizes data related to each independent variables.

Table 11: Multi- Regression Analysis Results

Independent variable	Regression coefficients	Standard deviation	Standardized coefficient	Test statistics	Significance level
Constant value	49.215	4.709		10.450	.000
Job income	.596	.246	.195	2.424	.016
Job rewards	.554	.276	.171	2.006	.046
Job health	.492	.144	.353	3.425	.001
Job stress	.286	.237	.079	1.205	.230
Job relationships	.102	.253	.029	.404	.687
desirable job	.746	.213	.329	3.503	.001

In order to formulate the regression equation, we need data including constant value of the equation or α , regression coefficients or β as well as the investigation of the linearity determined from the significance level. As the table shows the first row belongs to the equation constant value which equals to 49.215. The test statistics is also equals to 10.45. But one thing that attracts the attention is the significance level of this statistic equals 0.000. Since it's less than 0.05, we can conclude that it's applicable in regression equation.

The second row belongs to the effects of the job income on the dependent variable. As can see from the table the value of Beta equals to 0.596 and the test statistic is 2.42. Another important point to be noticed is to evaluate the level of significance in this row that is 0.016 and as it is less than 0.05 we can conclude that this variable affects the dependent variable and must be included in regression equation.

The third row belongs to the effects of the job rewarding on the dependent variable. The regression coefficient equals to 0.554 and the test statistic is 2.00. The level of significance in this row is 0.046 which is less than 0.05. We thus can conclude that this variable affects the dependent variable and must be included in regression equation.

The fourth row belongs to the effects of the job health on the dependent variable. As can see from the table the value of Beta equals to 0.492 and the test statistic is 3.42. Another important point to be noticed is to evaluate the level of significance in this row that is 0.001 and as it is less than 0.05 we can conclude that this variable affects the dependent variable and must be included in regression equation.

The fifth row belongs to the effects of the job stress on the dependent variable. The regression coefficient equals to 0.286 and the test statistic is 1.20. The level of significance in this row is 0.230 which is higher than 0.05. We thus can conclude that this variable has no effect on the dependent variable and must be excluded from regression equation.

The sixth row belongs to the effects of the job relationships on the dependent variable. The value of Beta equals to 0.102 and the test statistic is 0.404. The level of significance in this row is 0.687 which is higher than 0.05. We thus can conclude that this variable has no effect on the dependent variable and must be excluded from regression equation. Bear in mind that the correlation between job relationships and continuous commitment is obtained as equals to 160% indicating a weak relationship between two abovementioned variables. This relationship has had low value while analyzed through regression regarding all data and it thus is excluded from the equation.

The seventh row is related to the effects of the desired job on the dependent variable. The value of regression coefficient equals to 0.746 and the test statistic is 3.503. The level of significance is 0.001 and as it is less than 0.05 we can conclude that this variable affects the dependent variable and must be

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included in regression equation. Based on abovementioned results, the regression equation is as following:

$$Y=49/215 + 0/596 x_1 + 0/554x_2 +0/492 x_3 + 0/746x_6$$

Conclusion

After the hypotheses were tested using data of two dimensional tables, five out of six were accepted and one was rejected. The results are as follow:

The 1st Hypothesis

The relationship between desired job and normative commitment

Based on the test results, we can conclude that there is a significant relationship between desired job and normative commitment. The level of correlation ($r= .29$) it is a positive and moderate relationship.

According to Maslow's theory, needs are divided into two groups of higher and lower classes. Physiological and security needs are included in the higher while the social and respect are among the higher class. This categorization was performed since the higher class needs are satisfied internally. Thus, assigning individuals for their desired job encouraged them to better performance and higher throughput. The results indicate that the desired job affects directly the organizational commitment through job security. The research findings well match to Maslow's theory and Morris' studies.

The 2nd Hypothesis

The relationship between job stress and continuous commitment

According to Pearson's test results, one can conclude that there isn't a significant relationship between job stress and continuous commitment. The stress or neural pressure is one of the acute issues throughout modern organizations jeopardizing physically and psychologically the work forces and cost a lot for those organizations. Although individuals and groups are forming an organization, there are macro aspects that casting job stress. Macro factors can be classified into objective conditions, policies, structures and processes or steps. The larger and more complex the organizations are, the higher the job stress on the work force.

The 3rd Hypothesis

The relationship between job income and normative commitment

Based on the Pearson's test results, we can conclude that there is a significant relationship between job income and normative commitment. The level of correlation ($r= .136$) it is a positive and weak relationship.

Based on Maslow's theory, the essential needs are included into the lowest hierarchy. Maslow believes that one focuses on such a class of needs prior to satisfy the higher ones. The wage is included into the essential needs in an organizational environment because providing water, food and clothes are satisfied by wages and salaries within modern communities. Satisfying the needs results in organizational needs to be satisfied and job security to be increased thus wages and salaries ends in job satisfaction and its effects on the organizational commitment. On the other hand, Marx considers the organizational commitment related to the production and believes that staff commitment to the organization leads one to be alienated. The less the job satisfaction, the more the work force will be alienated. The job satisfaction initially depends on the wage and salary that one receives through which can meet primary needs. Thus, the satisfaction is obtained in case that physiological needs are met otherwise will result in dissatisfaction, absenteeism and quit. This research supports Parsons' system theory that the organizational integrity and stability depends on the satisfaction of material and non-material needs of work force. The results support Maslow, Marx, and Parsons's theory because it was seen in this research that there is a positive and significant relationship between organizational commitment and job income which matches to the results obtained by Moinifar and Larson's (1995) Herzberg Masenro Schniderman.

The 4th Hypothesis

The relationship between job rewarding and affective commitment

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According to Pearson's test results, we can conclude that there is a significant relationship between job rewarding and affective commitment. Because of the correlation value $r = .30$, there is a moderate and positive intensity between two variable.

Based on Humans' theory, organizational rewards comply extremely with increasing organizational commitment because he believes that the homogeneity between job rewards and job values lead to the organizational commitment. This finding is supported by Adam's theory of equality. This theory says if the staff considers the reward as equal and just, they will be much more satisfied because they feel the receive proportionate to their performance. The results of the present study support Human and the theory of quality. The results show that the job rewards affects directly the organizational commitment through job security. This is the same with results obtained from Mastro Schniderman's study.

The 5th Hypothesis

The relationship between job relationships and continuous commitment

According to Pearson's test results, one can conclude that there is a significant relationship between job relationships and continuous commitment. The correlation coefficient ($r = .16$) suggests that these two variables are correlated positively but weak. It was suggest in Schultz's theory that the membership is among those needs provokes one to participate in a group and when absorbed in a group there inevitably is a affections exchange but if doing so navigate them in a direction that is forward them facilitating their interactions in work space we can claim that it's well affect improvement of role commitment. According to Durkheim's theory, task assignment is necessarily led to reciprocal interdependence of society members and this is a linkage that unifies humans altruistically. According to Maslow's needs and their meet, the organizational needs meeting as well as appropriate job conditions, the committed and sincere work groups cause the security and its effects on commitment to increase. The relationships are divided into three groups within organizations:

1. *Vertical*: between superiors and subordinates and for this the members of the organization imply superior differently. It's coming from balanced or unbalanced relationship. Making a relationship with a subordinate induces the employee (Saatchi 2003).
2. *Horizontal*: relates to the same level of rank. That is the common implying of a same rank makes them more sincere and affects their performance. Sociologists believe that relationship consolidation leads to common work spirits and task acceptance as a help.
3. *Interest*: it is among those organizational groups having an important element named group spirit which creates ordinary relationships regardless of conflicts and internal pressure. Group spirit creates positive thinking toward goals and members work hard to achieve goals reserve unity with affective correlation (Fanakar Bahri, 1999).
4. Based on the results, we can conclude that a dominant hierarchal network and vertical relationship can lead to weak relationships. Having covered a large number of people and diversified activities, the social security organization interacts to lots of clients during a day leaving the staff less time to create relationships. They provide services under direct observation of the manager. Thus, there is no opportunity to make groups and face to face interactions in the organization. This is why in part the job relation is weak which can be different I other organizations in contrast to the findings of this research. Findings are matching to Miskick and Liter's studies, Maslow, Durkheim, and Schultz's theory.

The 6th Hypothesis

The relationship between job health and continuous commitment

Based on the results of Pearson's test we can conclude that there is a significant relationship between job health and continuous commitment. Organizational health is an issue that derived its concept from Parson's social systems theory. As he believes all social systems are needed to solve four critical problems in order to grow, sustain and develop. Coincidence, goal achievement, and values stability provide organizational health and allow them to survive and improve their capacities.

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The final stage of human resources management process is preservation whose goal is utilizing all activities to preserve more efficient staff and a significant part of which is allocated to decision making leading to security and health of employees. One of the most important elements of preservation is employee's security and health which is directly related to organizational commitment and social interests. The results indicate that job health affects the organizational commitment positively and they have a significant relationship. The results of this research support Parson's theory.

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