



Investigate the Affecting Factors on Premature Retirement of Employees in Relief Committee of Kohgiluyeh and Boyerahmad Province

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ABSTRACT

Retirement is inevitable fate that will emerge on period of employment stage of each employee. In addition, that is a process that requires acceptance of the changes and new requirements and has psychological implications for individuals. General aim of this research is investigate the affecting factors on premature retirement of employees in Relief Committee of Kohgiluyeh and Boyerahmad province. The population of the study consisted of all employees of Relief Committee of Kohgiluyeh and Boyerahmad province which 700 persons were estimated as the subjects of the study. With using the sample table of Jersey Morgan, 250 persons were selected as the sample size. The sampling method was simple random. In order to collect the required data was used researcher made questionnaire. Collected data were analyzed by using SPSS 22 software. Data analysis is composed of two parts. Descriptive part that were used mean, standard deviation, frequency and percentage of frequency in this part; inferential part that were used Pearson correlation. Research findings are as follows: There is not a significant relationship between age and premature retirement of employees. There is a reverse and significant relationship between justice and premature retirement of employees; there is a significant relationship between organizational communication and premature retirement of employees; there is a significant relationship between motivation and premature retirement of employees; there is a significant relationship between job satisfaction and premature retirement of employees.

Keyword:

- ✓ Retirement
- ✓ Motivation
- ✓ Relief Committee
- ✓ job satisfaction

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INTRODUCTION

Work constitutes part of our lives. Each of our days organized in relation to the work. Because the work regulates our daily lives. Work specifies social class that we belong to it. Smith believes that prosperity and wealth of a nation depends on its workforce. Work and life are interdependent. Human to various reasons has concluded that if they work in a group manner are more successful. Then, they formed the working groups and has been chose 1. formations in the form of organization, governance, institutions, and so this for them.

There are three steps in process of employee activity in organization. The first step is enter that associated with 3. obtaining work and feel refreshing. The second phase is consolidation in which peoples feel they are empowered 4. and evolved. The final stage is decline step. This step is when a person have not a new idea and to rely on pre-5. defined solutions and to solve with regard to repeated proposals in which is not creativity (Varies, 2003).

Some researchers believe that degradation course is coincided with the time of retirement. At the sometime, people pay more attention to issues related with approaching to retirement course. Selecting a time for retirement notice person to Individual, psychological, organizational issues and even retirement age. Time of retirement is an issue that is taken into consideration by many governments. For peoples, retirement decisions means a complex assessment of the work, personal and financial issues and possibly health outcomes and financial problems. In some countries, retirement is between 62 and 67 years but the issue in Iran country is defined based on years of service that is thirty years. Jobs employees may to retire from one of the three following ways: 1 Optional 2 Mandatory 3. Disability. Issue of person decisions about the retirement is important at least from two perspective. A perspective is financial capability of social institution's to pay obligations to retirees and other perspective is it implications for economical participation rates of labor force. In addition to the negative consequences of this law on composition of government labor force that leads to withdrawal of high-quality and capable human resources and remaining the less troublesome employee for managers , this heavy financial burden is for the state that include retirement pension, payment of premiums and end of service bonus of premature retirement for pension funds. In conditions that life expectancy has increased in the country and in most countries has increased the retirement age to 65 years, this situation leads to heavy financial damage.

Premature retirement with the favoring conditions is quite contrary to justice except in the case of difficult and harmful Jobs, because have granted special privileges to some members of funds without any special qualifications and its costs will be provided from the premiums of other insured persons due to the lack of ability to pay by government. Approving this proposal would be contrary to seventy-fifth principle of constitution due to the significant financial burden

It seems that the issue of premature retirement has been prevalent among the employee of relief Committee and hard-working employees and experts have been left of this sacred institution. With regard to this problem, the question that is proposed in this research is that what are the factors

affecting on employees premature retirement of relief committee in Kohgiluyeh and Boyerahmad province?

Research Objectives

General purpose

Investigate the affecting factors on premature retirement of employees in Relief Committee of Kohgiluyeh and Boyerahmad province

Sub-objectives

1. Investigate the relationship between motivation and premature retirement of employees;
2. Investigate the relationship between income and premature retirement of employees;
3. Investigate the relationship between organizational justice and premature retirement of employees;
4. Investigate the relationship between age and premature retirement of employees;
5. Investigate the relationship between job satisfaction and premature retirement of employees.

Factors affecting on survival

Individual development planning: Individual development planning is explanation of written schedule to fulfill the professional needs of individuals in order to develop them. In this planning attempts to develop employees according to their abilities and capabilities in line with the objectives of the organization and establish a dynamic communication between individual development needs and their job duties. Other factors affecting on retention of employees includes the following: Creating an atmosphere of personal knowledge development; participation in decision-making; charting career paths and organizational improvement; the flexible and floating presence; socialization process; development of communication in working groups; perform challenging activities; freedom and independence in performing activities; organizational development planning; payment Systems and appropriate rewards; participation in the business goals of organization; business shocks; failing to meet job expectations and lowering the dignity of work.

Desertion Models

Douglas Currivann model: Douglas suggests the main components of model as follows: Organizational commitment, job satisfaction, autonomy, uniformity, social support, peer support, supervisor support, job stress, role ambiguity, role conflict, expected work of payment and job affiliation.

Deconinck & Dean Stilwell model: Deconinck and Dean Stilwell investigated the relationship between organizational justice, role quality, payment satisfaction and supervisor satisfaction with the desire to stay or leaving. In this research, two factors includes supervision and satisfaction of payment influence on organizational commitment, staying or leaving the employees.

Gartner model: To achieve the structural determinants of displacement by postulating the job satisfaction and organizational commitment as key factors, investigated Individual factors affecting on these two factors (payment, supporting peers, waiting for work, conflict, role ambiguity, autonomy, work uniformity, promotion opportunities, fairness in distribution, supervisor support). The result of studies showed that factors directly impact on job satisfaction and organizational commitment and this factors also affect the movement of personnel.

Maertz and Griffith model: According to Karl Maertz and Griffith (2006), motivational forces that effect on displacement, turnover or retention of people divided into the following eight categories: Emotional forces (effective), calculator forces, contractual forces, behavioral forces, optional forces, normative forces, spiritual forces and group forces.

Organizational Justice

Terms of organizational justice was introduced first by Greenberg in 1987. According to Greenberg, organizational justice is related with employee's perception from the equity in organizations. In other words, this theory classified and explained the people feels about the fairness of treatment with themselves and others. Justice in organization represents the employee perceptions of fairly treatment at work which leads to identify the different components of justice includes distributive justice, procedural justice and interactional justice (Rezaeian et al, 2009).

Distributive justice: Distributive justice refer to degree of perceived fairness about distribution and allocation of the organization results and outcomes in comparison with performance and endeavors of employees (Lambert, 2003). In general, most of the provided definitions about distributive justice focuses on instrumental and economic aspects of justice.

Procedural justice: Procedural justice is concerned to the perceived fairness of procedures and processes by which allocated outcomes. According to Leventhal there are six law that leads to the fairly procedures (Charash, V.C & Spector, 2001): Stability law, law about avoiding the bias and prejudice, correct Law, Law of correction capabilities, Law of representation and ethical law.

Interactional justice: this dimension refer to quality of interpersonal conduct that is felt by individual. Interactional justice include the way that organizational justice is transmitted by supervisors to subordinates (Seandura, 1999). Interactional justice implies that the all relations and interactions of people in order to achieve the result must be fair;

Motivation and Motivation Theories

Motivation or need define as internal state, lack or deprivation that compels human to perform a series of activities (Seyedjavadin, 2007). One of the primary duties of manager is providing the conditions of employee's motivation on a high level of performance. Job performance is related to ability, environment and motivation (Najafi, 2008). Motivation can be defined in terms of practical behavior. Motivation is inclination to doing the work. Employees are happier and more efficient when are in the occupations that skills, abilities and interests of them are related (Robbins, 2005). Special issues on motivation includes the following: Create incentives for specialist groups; Create incentives for part-time workers and create incentives for diversity workforce;

Motivation theories can divide to two total groups of content and process theories (Alvani, 1988). Content theories focus on the factors within a person that energize, direct, sustain and stop behavior. They look at the specific needs that motivate people. Content theories explain the specific factors that motivate behavior. None of these theories have been conclusively shown to be valid but they

are helpful in providing a contextual framework for dealing with individuals. The content theories of motivation more focus on inner issues (Nayeli, 1994).

Process theories are further Cognitive. When it comes to motivation, process theory provides a means to explain how the needs of workers change. Process theory holds that if an outcome is to be duplicated, so too must the process which originally created it, and that there are certain constant necessary conditions for the outcome to be reached. When the phrase is used in connection with human motivation, process theory attempts to explain the mechanism by which human needs change.

Literature Review

Barbara (2003) in research with title "Retaining good employees" investigate the importance of fluid communications within the organization especially between employees and managers and emphasized that if manager's answer be negative to questions such as: Is known and obvious way to deal with employee complaints or have you scheduled meeting with employees, then we have to perform the efforts and studies in the field so that these issues lead not to dilemma.

Siegrist (2006) in research with title "quality of work, well-being, and intended early retirement of older employees—baseline results from the SHARE Study" investigated associations of indicators of a poor psychosocial quality of work with intended premature departure from work in a large sample of older male and female employees in 10 European countries. Results indicated that poor quality of work is significantly associated with intended early retirement. Also, poor quality of work and reduced well-being are independently associated with the intention to retire from work.

Hung (2003) in research with title "An Empirical Analysis of Health and Labor Force Participation among the Young People in Taiwan" investigates the influencing factors of health and labor force participation among the young people in Taiwan. The main results find that young female workers, married workers, workers with higher income, and workers with excellent health are more likely to remain employed. In contrast, Mainlander workers and female Hakka workers are less likely to enter the labor force as more pursued higher education.

Harkness et al (2002) In the results of his research indicated that factors such as growth and career development combined with the acquisition, interesting and challenging work, meaningful work and the sense of doing something for a collection, being part of a team, having the good leaders, appreciating for the good performed works and some other factors are the most important reasons that keep employees in an organization and prevent from desertion employee.

Karan (2004) concluded that if the employees to take who are qualified and give them enough motivation, do not impose them hard work, teach them and to design convenient payment system compared with competitors; increase employee retention.

Singer (1992) in research with title "Are Special Educators' Career Paths Special? Results from a 13-Year Longitudinal study" investigated retention of qualified personnel considered as one of premature retirement ways of organization and has been reviewed difficulties, costs and

methods of this way. In this study, except the factors mentioned in other studies; involving employees in decisions considered as affecting variables on increase of job satisfaction among the employees.

Dorn (2005) have examined premature retirement behavior and the factors affecting it with study of 36,000 older people in the labor market of Switzerland. They have considered the most important factors affecting on premature retirement includes wage rates, spouse employment, education, expertise, group of career and social security benefits by using possible regression model of logit. Based on their findings, about 30 percent of all pensioners continue to their work again.

Research Hypotheses

First hypotheses: There is a significant relationship between age and premature retirement of employees.

Second hypotheses: There is a significant relationship between justice and premature retirement of employees.

Third hypotheses: There is a significant relationship between organizational communication and premature retirement of employees.

Fourth hypotheses: There is a significant relationship between motivation and premature retirement of employees.

Fifth hypotheses: There is a significant relationship between job satisfaction and premature retirement of employees.

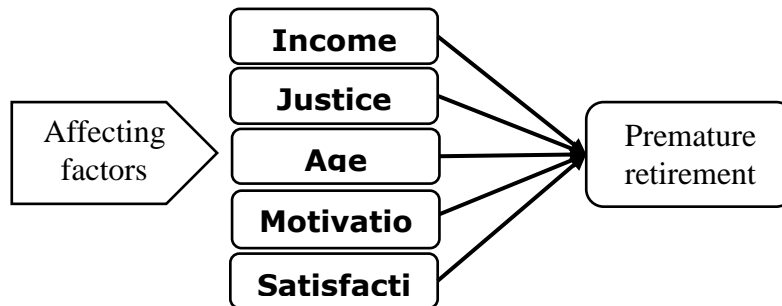


Fig 1: Conceptual model

Research Methodology

Given that aim of present research is investigate the affecting factors on premature retirement of employees in Relief Committee of Kohgiluyeh and Boyerahmad province., thus, present research is applied research and based on method of collecting information is descriptive-causal research. The method of collecting data in this research is library and field methods. To write the research literature and theoretical foundations has been used library method, scientific journals and databases. Original data of research obtained with using the survey method through the distribution of questionnaires. In order to evaluate the validity of the data achieved through instrument (questionnaire) readers, advisors, and experts.

Statistical Population

The population of the study consisted of all employees of Relief Committee of Kohgiluyeh and Boyerahmad province which 700 persons were estimated as the subjects of the study. With using the sample table of Jersey Morgan, 250 persons were selected as the sample size. The sampling method was simple random. The internal reliability of the items was verified by computing the Cronbach's alpha. Based on view of Nunnally (1978) when alpha coefficient is more than 0.70 indicate good internal consistency. Cronbach's alpha values was obtained for total of questionnaire factors is higher than 0.70.

Factors	Cronbach's alpha
organizational justice	0.804
Organizational communication	0.803
Motivation	0.726
job satisfaction	0.804

Table 1: Cronbach's alpha coefficient

Statistical Analysis Methods

With regard to the nature of research, the collected data mainly includes two types of data and for each data specific analysis methods. Collected data with using the closed questions such as Likert usually are quantitative data. For analyzing this data, can be used the descriptive statistics such as frequency, percentage, mean and deductive statistics such as Pearson correlation. Therefore, the SPSS software will be used for this purpose.

Data Analysis

Table 2 shows the demographic characteristics of the studied population. With regard to the table, the average age of respondents was 41.38 years and corresponding standard deviation is 5.42.

Variable	Mean	Standard deviation
Age	41.38	5.42
job experience	17.533	5.20

Table 2. Age and experience of participants

Gender of respondents

Gender of respondents are: 202 people man (% 80.8) and 48 people female (% 19.2).

Variable	Frequency	%
Man	202	80.8
Female	48	19.2
Total	250	100

Table 3. Gender of respondents

Educational background

The educational background of the participants are; 12 people diploma (% 4.8), 24 people have super- diploma (% 9.6), 116 people have Bachelor (% 46.4), 92 people Master degree and higher (% 36.8).

educational background	Frequency	%
diploma	12	4.8
super- diploma	24	9.6
Bachelor	116	46.4
Master and higher	92	36.8
No response	6	2.4
Total	250	100

Table 4. Educational background of the participants

Descriptive analysis of variables

In Table 5 described the frequency of the variables. As can see, variable of organizational communication with a mean of 4.23 gained the highest average among the responses.

Also, variable of job motivation with a mean of 3.46 and standard deviation of 1.46 gained the lowest average among the responses.

Variable	Mean	Standard deviation
Organizational communication	4.23	0.84
organizational justice	4.15	0.94
job satisfaction	4.13	0.75
Motivation	3.46	1.46

Table 5: Frequency distribution of research variables

Inferential Statistics

To achieve determined propose has been used the inferential statistics such as Pearson correlation coefficient between independent variables and the dependent variable

in addition to descriptive statistics (mean and standard deviation) that results are presented below.

First Hypothesis: There is a significant relationship between age and premature retirement of employees:

Variable	Correlation (r)	The significance level (p)	Descript correlation
Age	0.11	0.057	High

Table 6: test of first hypothesis

As Table 6 shows, relationship between premature retirement and age was not significant in the level of 99% ($r= 0.11$ & $p= 0.057$). So, this hypothesis that investigate the relationship between age and premature retirement is rejected. These results suggest that by increasing the age score will be reduced premature retirement.

Second Hypothesis: There is a significant relationship between organizational justice and premature retirement of employees:

Variable	Correlation (r)	The significance level (p)	Descript correlation
justice	-0.180	0.004	Significant

Table 7: test of second hypothesis

As Table 7 shows, relationship between premature retirement and organizational justice was significant in the level of 99% ($r= -0.180$ & $p= 0.004$). So, this hypothesis that investigate the relationship between organizational justice and premature retirement is confirmed. These results

suggest that by increasing the organizational justice score will be reduced premature retirement.

Third Hypothesis: There is a significant relationship between organizational communication and premature retirement of employees:

Variable	Correlation (r)	significance (p)	Descript correlation
communication	-0.16	0.010	low

Table 8: test of third hypothesis

As Table 8 shows, relationship between premature retirement and organizational communication was reverse and significant in the level of 99% and their correlation described high ($r= -0.16$ & $p= 0.010$). So, this hypothesis that investigate the relationship between organizational communication and premature retirement is confirmed.

These results suggest that by increasing the organizational communication score will be reduced premature retirement.

Fourth Hypothesis: There is a significant relationship between motivation and premature retirement of employees;

Variable	Correlation (r)	significance (p)	Descript correlation
motivation	-0.12	0.041	low

Table 9: test of fourth hypothesis

As Table 9 shows, relationship between premature retirement and job motivation was significant in the level of 99% and their correlation described low ($r = -0.12$ & $p = 0.041$). So, this hypothesis that investigate the relationship between job motivation and premature retirement is

confirmed. These results suggest that by increasing the job motivation score will be reduced premature retirement.

Fifth Hypothesis: There is a significant relationship between job satisfaction and premature retirement of employees.

Variable	Correlation (r)	significance (p)	Descript correlation
satisfaction	-0.17	0.006	low

Table 6: test of first hypothesis

As Table 9 shows, relationship between premature retirement and job satisfaction was significant in the level of 99% and their correlation described high ($r = -0.17$ & $p = 0.006$). So, this hypothesis that investigate the relationship between job satisfaction and premature retirement is confirmed. These results suggest that by increasing the job satisfaction score will be reduced premature retirement.

Conclusion and Discussion

Investigate the affecting factors on premature retirement of employees in Relief Committee of Kohgiluyeh and Boyerahmad province. Research findings are as follows: There is not a significant relationship between age and premature retirement of employees. There is a reverse and significant relationship between justice and premature retirement of employees. The results of this hypothesis is consistent with the research results of Rahimnia and Houshiar (2010). There is a significant relationship between organizational communication and premature retirement of employees. The results of this hypothesis is consistent with the research results of Mulhern (2003). There is a significant relationship between motivation and premature retirement of employees. The results of this hypothesis is consistent with the research results of Karen and Sunil (2004). There is a significant relationship between job satisfaction and premature retirement of employees. The results of this hypothesis is consistent with the research results of Ghazizadeh and Amani (2013). Finally, the results of this study showed that four of the research hypothesis was confirmed. In present research and with regard to the obtained results presented this research recommendations: Recommended that in future research are compared men and women employees are compared in terms of premature retirement; recommended that in future research measured the more factors such as the effect of personality on premature retirement.; recommended that in future research measured the more factors such as the effect of job compatibility, job burnout and job rotation on premature retirement. Also, recommended that investigated the level of premature retirement in other research. Also, applied recommendations of research presented as follows: Today, the highest asset of any organization is its human resource. So, should be create conditions and opportunities that each of organization employees can to develop their abilities and talents. Recommended that organizational justice improve on employees and especially managers

because organizational justice is effective on employee engagement. Given that relationship between motivation and premature retirement is significant, recommended that be strengthened motivational factors (cash and non-cash compensation).

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