



Study relationship between loyalty and organizational commitment to employee performance in Guilan Customs

Mohammad Reza Bagherzadeh *, Morad Khoshdel Mofidi

Department of Public Management, Islamic Azad University (IAU), Qaemshahr Branch, Qaemshahr, Iran

ARTICLE INFO

Article history:

Received 24 November 2015

Received in revised form

10 January 2016

Accepted 11 January 2016

Keywords:

Loyalty

Commitment

Performance

Employees

Managers

ABSTRACT

This research was performed with the title of relationship between loyalty to managers and organizational commitment of employees with their performance in Customs supervision of staff Guilan Province. The method of research in this survey is of descriptive type. The method of collecting data is in the form of survey and the tool used for collecting data is questionnaire. In the present research, the statistical sample includes the employees of Customs supervision of staff Guilan Province, Port Anzali, Rasht, Astara, and Anzali Free Zone with total number of 497 individuals. The size of the sample is determined using Morgan table as 217, which 320 questionnaires using judgmental objective non random sampling was distributed among samples and finally 263 questionnaires were completed and recollected and were analyzed. The results of the survey show that there is a relationship between loyalty to the manager and his components with the performance of employees and organizational commitment and performance of employees up the amount of 64.1%. It can be concluded that the more loyal to the manager and organizational commitment, the higher would be the performance of employees.

© 2015 IASE Publisher. All rights reserved.

1. Introduction

In today's world, capabilities, economical power and welfare of every country lays on proper use of resource facilities specially human resources of state's organizations (Demerouti et al., 2008).

In this regard the more pleasant and efficient the resources, the better would be the degree of performance and their success in different fields of occupation and social affairs (Bailey, 2004).

Considering the needs and requests of human resources has great impact on the performance and finally on the organizational objectives. Performance of employees is described as a set of activities to reach objectives based on a specific standard. Researches have shown that weak performance of employees is one of the fundamental issues of modern organizations which their consequences can be observed in quitting work, delay in coming and leaving, wasting resources, lack of motivation of employees in fulfillment of their duties, diminish of the sense of operation, decrease of job satisfaction, decrease of job security and not providing them with proper welfare facilities. Furthermore, weak performance might have sensible negative impacts on leadership and employees of the organization.

Also an important timing of managers is spent on taking some actions on low labor individuals. Consequently other organizations in statistical society of Iran need employees with higher performance and commitment for reaching success and increasing the performance especially in PMO it is a vital issue and is considered as an important variable in the function of that organization (Chen et al., 2002).

Organizational commitment and loyalty to the manager as the attachment of the relationships between employees and managers was one of the active fields of research during the last decades and has positive relationship with proper working results such as job satisfaction of employees, motivation, and performance and negative relationship with absence and job change (Carriere and Bourque, 2009).

In the point of view of Chen and colleagues, organizational commitment and commitment to manager are among those items which affect the performance of employees (Chen et al., 2002).

Organizational commitment is a perspective about the loyalty of employees to the organization and a continual process which states the cooperation of individuals in organizational decisions, attention of individuals to the organization and success and welfare of organization.

* Corresponding Author.

Email Address: dr.mr.bagherzadeh@gmail.com (M.R. Bagherzadeh)

Loyalty to the manager, moral attachment to an individual and praising him, becoming compatible with subordinates is of special characteristics of directors.

Now days, performance has strong and important effect on improvement and growth of the organizational objectives. In modern and social world of today, organizations are social systems which human resources are the most important factor for their effectiveness and functionality.

For reaching their objectives, managers of the organization need effective employees with improved performance and would not reach success without effort or commitment of their employees.

Performance of employees is considered as one of the most important variables in productivity of organizations and is the basic factor for creating proper situation in fulfillment of determined objectives. Continual improvement of the performance of organizations creates the great power of synergistic, which these powers can be the supporter of growth and improvement and organizational improvement plans.

With a glance to the past it can be observed that the performance of employees is stated as the necessity in operation of organizations and in present and beside technological advancements and entrance of variety of technologies in organizations, still the proper performance of human resources is the most important factor for growth and improvement of organizations.

It has been shown that when you start an action for improvement of the operation of weak group of employees, this action would have its greatest impact on the intermediate group. On the other side, if you take no action for covering the performance of the weak group, gradually the intermediate group would join the weak group and it means low exploitation, wasting time and facilities, since they observe that having weak or intermediate performance makes no difference by managers.

Other reasons which makes the importance of analysis and study of employees performance visible is that by this method other related factors such as,

observance, training, education and keeping employees would be planned and executed better in a proper manner by manager of human resources and finally by supporting human resources they can improve their business and increase quality and quantity and services to customers and decreasing expenses, wastes and wasting resources.

Performance of employees is one of the organizational variables which have great and effective impact on success of an organization.

Existence of proper organizations in every society which can fulfill their duties by efficiency and effectiveness is the most important factor to reach improvement and advancement.

Efficiency and effectiveness in duties creates proper performance. Therefore, for reaching efficiency and effectiveness in fulfillment of duties and finally improvement of performance of their members, organizations shall concentrate on factors which provide proper performance of job.

From the point of view of Chen et al. (2002) organizational commitment and loyalty to the manger is emphasized as the effective factor in improvement of performance of employees.

Enhancement of commitment in organizations can have great effect on the individual and organizational success and the existence of successful individuals and organizations can pave the way for growth of society (Chen et al., 2002).

In 2002, in articles with titles of "loyalty to manager versus organizational commitment and its relationship with performance of employees in China" Chen stated that organizational commitment and loyalty to director are of the most important factors which affect the performance of employees.

According to the stated cases, independent variables are loyalty to managers and organizational commitment of employees and dependent variable is the performance of employees and the objective is to modify the relationship between loyalty to managers and commitment of employees with their performance which is shown Fig. 1:

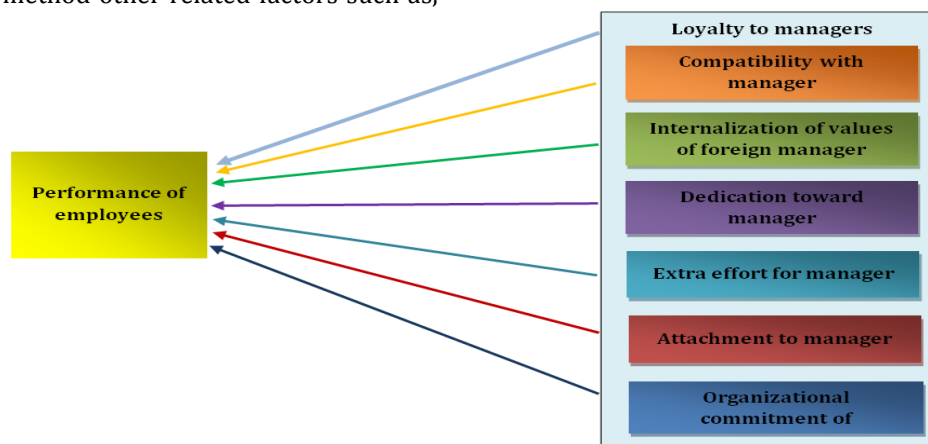


Fig. 1: Analytic pattern of the research (Chen et al., 2002)

2. Hypothesizes of the research

Hypothesizes of the research based on determined variables and research method used is as follows:

There is a relationship between loyalty to the manager and performance of employees Customs supervision of staff Guilan Province.

There is relationship between organizational commitment of employees and performance of employees of Customs supervision of staff Guilan Province.

There is a difference between compatibility with manager and performance of employees of Customs supervision of staff Guilan Province.

There is a relationship between extra effort and performance of employees of Customs supervision of staff Guilan Province.

There is relationship between internalization and performance of employees of Customs supervision of staff Guilan Province.

There is relationship between dedication toward manager and performance of employees of Customs supervision of staff Guilan Province. There is a relationship between attachment to manager and

performance of employees of Customs supervision of staff Guilan Province.

3. Test of hypothesizes

In this phase considering the evaluated data we discuss the theories of research.

There is a relationship between loyalty to the manager and performance of employees in Customs supervision of staff Guilan Province.

There isn't a significant relationship between loyalty to the manager and performance of employees.

There is a significant relationship between loyalty to the manager and performance of employees.

According to Table 1 of research it is accepted. Also based on this table it can be concluded that the intensity of correlation between two variables of loyalty to the manager and performance of employees 6.48% which indicates direct relationship between two variables. On the other side determining coefficient between two variables is 355.0 which indicates the variable of loyalty can predict 5.35% of performance of employees.

Table 1: Hypothesizes of the research

Variables	Count	The correlation coefficient	Significant level	Result
Loyalty to managers & Performance of employees	263	6.48 %	0.000	Confirmation

There is relationship between organizational commitment of employees and performance of employees of PMO of Guilan province.

There isn't a significant relationship between organizational commitment of employees and performance of employees

There isn't a significant relationship between organizational commitment of employees and performance of employees.

According to Table 2, research is accepted. Also according to this table it can be concluded that intensity of correlation between two variables of organizational commitment and performance of employees is 1.65% which indicated a direct relationship between two variables and coefficient determination of two variables is 41.0 which shows that organizational commitment can predict performance of employees up to 41%.

Table 2: Organizational commitment of employees

Variables	Count	The correlation coefficient	Significant level	Result
Organizational commitment of employees & Performance of employees	263	1.65%	0.000	Confirmation

There is a relationship between compatibility with manager and performance of employees of Customs supervision of staff Guilan Province.

There isn't a significant relationship between compatibility with manager and performance of employees

There is a significant relationship between compatibility with manager and performance of

employees. According to Table 4 of research it is accepted. Also according to this table it can be stated that intensity of correlation between two variables of compatibility with manager and performance of employees is 8.49% which indicates direct relationship between two variables.

Table 3: Compatibility with manager & Performance of employees

Variables	Count	The correlation coefficient	Significant level	Result
Compatibility with manager & Performance of employees	263	8.49 %	0.000	Confirmation

On the other side coefficient of determination between two variables 228.0 which indicates that the variable of compatibility with managers can predict 8.22% of performance of employees.

There is a relationship between extra effort and performance of employees of PMO of Guilan province.

There isn't a significant relationship between extra effort and performance of employees.

There isn't a significant relationship between extra effort and performance of employees.

According to Table 4 research is accepted. Also according to this table it can be stated that intensity of correlation between two variables of extra effort

and performance of employees is 53% which indicates direct relationship between two variables. On the other side coefficient determination between two variables is 26.0 which shows that variable of extra effort can predict 26% of performance of employees.

Table 4: Extra effort for manager & Performance of employees

Variables	Count	The correlation coefficient	Significant level	Result
Extra effort for manager & Performance of employees	263	53 %	0.000	Confirmation

There is relationship between internalization and performance of employees of Customs supervision of staff Guilan Province. There isn't a significant relationship between internalization and performance of employees.

There is a significant relationship between internalization and performance of employees.

According to Table 6 research is accepted. Also according to this table it can be stated that intensity

of correlation between two variables of internalization of manager's values and performance of employees is 8.88% which indicates direct relationship between two variables. From the other side determination coefficient between two variables are 219.0 which indicate that variable of internalization of manager's values can predict performance of employees to 9.21%.

Table 6: Internalization of values of foreign manager & performance of employees

Variables	Count	The correlation coefficient	Significant level	Result
Internalization of values of foreign manager & Performance of employees	263	8.88%	0.000	Confirmation

There is relationship between dedication toward manager and performance of employees of Customs supervision of staff Guilan Province.

There isn't a significant relationship between dedication toward manager and performance of employees.

There is a significant relationship between dedication toward manager and performance of employees.

According to Table 7 research is accepted. Also according to this table it can be stated that intensity of correlation between two variables of dedication to manager and performance of employees is 7.78% which indicates direct relationship between two variables. From the other side determination coefficient between two variables is 208.0 which indicates that variable of dedication to manager can predict performance of employees to 8.20 %.

Table 7: Dedication toward manager & Performance of employees

Variables	Count	The correlation coefficient	Significant level	Result
Dedication toward manager & Performance of employees	263	7.78 %	0.000	Confirmation

There is a relationship between attachment to manager and performance of employees of Customs supervision of staff Guilan Province.

There isn't a significant relationship between attachment to manager and performance of employees

There is a significant relationship between attachment to manager and performance of employees

According to Table 8 research is accepted. Also according to this table it can be stated that intensity of correlation between two variables of attachment to manager and performance of employees =6.55% which indicates direct relationship between two variables. From the other side determination coefficient between two variables is 276.0 which indicates that variable of attachment to manager can predict performance of employees to 6.27 %.

Table 8: Attachment to manager & Performance of employees

Variables	Count	The correlation coefficient	Significant level	Result
Attachment to manager & Performance of employees	263	6.55 %	0.000	Confirmation

4. Suggestions

Managers and authorities shall increase their knowledge and information and skills by holding up training courses and tools such as rings of quality,

knowledge groups, conferences and etc. so that employees become interested to follow them or connect them and respect and adore their performance.

Managers shall put effort to create friendly atmosphere between themselves and other colleagues, improve team work, cooperation between employees and make their characteristics and manners compatible with value systems of their followers or vice versa so to make internalization.

Manner of the manager shall be in a way so that employees become interested to have a friendly relationship with him and adore his special characteristics such as point of view or behavior, personality and success. These manners causes pride of followers toward manager and respect and all of these causes gaining necessary and predicted objectives of the manger.

References

Bailey WR (2004). *Human performance engineering*.
Translated by Azadeh Mohamad Ali and Jamshid

Nejad Bijan, Tehran, Tehran university publications.

Carriere J and Bourque C (2009). The effects of organizational communication on job satisfaction and organizational commitment in a land ambulance service and the mediating role of communication satisfaction. *Career Development International*, 14(1): 29-49.

Chen ZX, Tsui AS and Farh JL (2002). Loyalty to supervisor vs. organizational commitment: Relationships to employee performance in China. *Journal of Occupational and Organizational Psychology*, 75(3): 339-356.

Demerouti E, Bakker AB and Schaufeli WB (2005). Spillover and crossover of exhaustion and life satisfaction among dual-earner parents. *Journal of Vocational Behavior*, 67(2): 266-289.