Survey of relationship between Managers human skills with the organizational commitment and its impact on employee performance (Case study: Iran Insurance Company of Hamadan)

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Research Article

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ABSTRACT

The overall objective of this paper reviews the relationship of manager’s human skills with the organizational commitment and its impact on employee performance in Iran Insurance Company. This paper describes a method - Solidarity and its field is applied. Statistical society is 68 and 57 cases were selected as examples based on the Morgan. To round Data from three questionnaires organizational commitment, employee performance, personnel and human skills of Managers were used for the reliability using Cronbach’s alpha for each order (α=0.77, 0.98, 0.81) was estimated and for Variables normality Kolmogorov - Smirnov test was used. Data analysis by descriptive and inferential statistics, regression analysis, Pearson correlation, ANOVA test, and was performed using SPSS software that There is a significant relationship between emotional commitment and human skills of managers (p=0.046), There is no significant relationship between continuous commitment and the human skills of managers (p=0.726), there is no significant relationship between normative commitment and human skills of managers (p=0.963) and There is a significant relationship between organizational commitment and the employee performance (p=0.000).

Key words: human skills, organizational commitment, employee Performance, Iran insurance co.

INTRODUCTION

Today, organizations are witness a large nose rapid and non-pre changes in the environment. Increasing global competition, the development of information technology and changes in demographic characteristics workforce and customers are located in the heart of the changes. In such circumstances, managers have little time to control staff and have to spend more time and resources to identify internal and external environment, organizations, and have the staff other everyday tasks. Accordingly, various skills and competencies for managers, regardless of the type of mission and organization are necessary to. (Mugholy, 2009: 119)

Manager must be able to plan works that his staff will do, to determine criteria that should be reached, and specify the duties that eventually the flow activity of people and different departments match together. In all these activities are the managers of the skills in terms of their managerial skills. Human skills of management skills can be objective. This skill is vital for managers of institutions, particularly commercial companies. Now industry and commerce equipped with a variety of scientific instruments and precision tools to study opinions and motivations and needs of customers or buyers of the. They are aware from the low before release goods or service and condition of buyers and market. Also Leaders of successful organizations and businesses pay special attention to staff and understanding their needs and motivations and they have high human skills in this area. Emphasis on human skills in the past was important, but today is the first in importance. (Blanchard, 1996: 31)

The most important source of competitive advantage in organizations, are committed, excited and grateful task staff. Unfortunately, most of their potential not is used. So we can say that the organization's commitment to integrity, as one of the important issues in Behavioral Sciences, which is an important factor in the effectiveness of the duties and responsibilities of employees. (vatan parast moghadam, 2010: 3)

It seems organizational commitment is most common among all forms of commitment, so that the interest and attention are visible from several studies that examined the relationship between organizational commitment and
its consequences data. Workforce committed is one of the necessary conditions for effective performance in organizations, especially public business corporations. (Ashrafi, 1995: 69)

Elements of Study

Manager’s Human Skills

It is the ability to judge in work with or by the people and knowledge of fans of encourage and Utilization effective leadership. Therefore manager should be able to work with them before work with others. (Peters and Waterman, 1993: 16) Paul Hersy and Keneth Blanchard in book management, organizational behavior on the definition of human skills express that human skills is to work with and by the people, including awareness encourage fans and to take effective leadership. As technical skills with objects (physical objects) are related, human skills exclusively are watching on working with people. This skill will be embodied in quality of the person understands his supervisors, row and subordinate, (and recognize them get about) and eventually in his behavior. (Katz, 2001: 160)

Organizational commitment

Organizational commitment is positive or negative attitude of the people towards work in an organization. Organizational commitment, person have a strong sense of loyalty to the organization and recognize himself through his organization. (Estarvan, 1996: 73)

Meyyer and Allen Have expressed organizational commitment their three aspects:

a. Emotional commitment,
b. Continuous Commitment (stable),
c. Normative commitment.

Emotional Commitment

It is employee emotional linkage and his identification and his involvement with the goals and values of organization, workers who are in a strong emotional commitment to the organization will remain. They maintain their membership in the organization and continue their activities.

Continuous Commitment

It reflects the costs associated with leaving the organization, workers who have a primary relationship with the organization based on the continuous commitment of the organization remain, and their stay is a necessity. (Muody, 1998: 390)

Normative Commitment

It expresses a sense of faith and commitment to remain in the organization and those with strong normative commitment remain because they feel they must stay in the organization and think continue in his job, and owe the organization. Here, the organizational commitment that human resource works with trends in the organization, satisfy his work and involves him in organizational issues. (Estarvan, 1996: 77-74)

Performance of Staff

Performance is the activities of an employee after a certain time. (Azaregar, 1998: 13) performance is a set of measures and activities that the staff can be done to obtain goals defined and is measured by the indicators such as quantity and quality of work, creativity and innovation ability, the accuracy of performance, ease of access to information in the analysis of cognitive ability. (Abdullah Zadeh, 2000: 45)

The Conceptual Model for Research

This research model based on Katz (1980) managerial skills model, and Alan Meier (1991) organizational commitment, and Saadat (2001) functional studies. The following chart is conceptual model for research.
The Research Hypothesis

1. There is a significant relationship between the human skills of managers and staff emotional commitment of staff of Hamadan Iran Insurance Co.
2. There is a significant relationship between human skills of managers and continuous commitment of staff of Hamadan Iran Insurance Co.
3. There is a significant relationship between human skills of managers and normative commitment of staff of Hamadan Iran Insurance Co.
4. There is a significant relationship between organizational commitment and performance of staff of Hamadan Iran Insurance Co.

RESEARCH METHODOLOGY

The objective of this research is applied was seeking to use the concepts and Information that management thinkers have reached in their fundamental research. The research strategy is survey - descriptive and style of writing and addressing the problem is correlation.

Community Statistical Sample and Sampling

The study population consisted of all directors and employees with eight branch offices in the central province of Hamadan Iran Insurance Co. A total of 68 patients were studied with the help of Morgan table and 57 cases were selected as the sample size. Then the sample size were extracted with simple random sampling randomly.

The Data Collection Tool

In this study to collect data Field methods and questionnaires to the following is used:
For measuring organizational commitment of employees were 24 items, including a description of Allen and Meyer.

A questionnaire with 15 items measuring employee performance Patterson was such that 15 is the exponent. Human skills of managers of 10 items questionnaire instrument in Cameroon and Vetten that is descriptive of 10.

The validity of this research should have said I was initially asked to quote a few of the questions the validity is confirmed by the player.

Table 1. The Cronbach’s alpha coefficient obtained for the questionnaire

<table>
<thead>
<tr>
<th></th>
<th>number of questionnaire</th>
<th>number of questions</th>
<th>Cronbach’s alpha coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>57</td>
<td>24</td>
<td>.81</td>
</tr>
<tr>
<td>Performance of employees</td>
<td>57</td>
<td>15</td>
<td>.98</td>
</tr>
<tr>
<td>Human skills of managers</td>
<td>14</td>
<td>10</td>
<td>.77</td>
</tr>
</tbody>
</table>
Since Cronbach’s alpha to about 0.7 is appropriate, the coefficient obtained for this study is relatively high.

**Data Analysis**

SPSS statistical software (version 15) has been taken for analysis of data extracted. Analytical results are depicted in the form of tables and graphs.

**The First Hypothesis Test**

There is a significant relationship between the human skills of managers and staff emotional commitment of staff of Hamadan Iran Insurance Co.

- **H₀**: there is no significant relationship between the human skills of managers and staff emotional commitment of staff of Hamadan Iran Insurance Co.
- **H₁**: there is a significant relationship between the human skills of managers and staff emotional commitment of staff of Hamadan Iran Insurance Co.

\[ H₀: \rho = 0 \]
\[ H₁: \rho \neq 0 \]

To prove the above assumption of regression analysis is used to enter. To perform this test should be performed hypothesis regression analysis to the results of to be reliable.

a) Hypothesis of correlation between dependent and independent variables
b) Hypothesis explaining The model: is in the assumption should be able to clarify whether the independent variables (the average of independent variables on the dependent variable) are able to clarify the dependent variable.
c) Hypothesis examined the linear relationship between independent variables and dependent variables: ANOVA test in which to be used.

Table 2; investigate the correlation between emotional commitment and managers human skills. Pearson parametric test is used for this part.

<table>
<thead>
<tr>
<th>managers human skills</th>
<th>emotional commitment</th>
<th>managers human skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>-.49</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.046</td>
<td>14</td>
</tr>
<tr>
<td>N</td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

Above table shows that due to the significant level is lower than .05 correlations is significant at level 95%. So there is a significant relationship between the manager's human skills and emotional commitment.

Table 3; Explains regression model in the first hypothesis of study

<table>
<thead>
<tr>
<th>model</th>
<th>R</th>
<th>squared R</th>
<th>adjust squared R</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.49</td>
<td>.24</td>
<td>.17</td>
</tr>
</tbody>
</table>

In the above table it is observed that the R squared equal to .176 So that 17% change in the dependent variable is the result of changes in independent variables.
As can be seen significant level of F test is less than .05, therefore, null hypotheses based on Absence the linear relationship between dependent and independent variables is rejected. According to this table linear relationship between two variables is confirmed. The first hypothesis of study is confirmed and the null hypothesis is rejected.

The table above shows that significant level of Constant value is less than .05 so alpha=0 rejects and the constant influence on the dependent variable so that can significantly participate in the equation, Significant level test of independent coefficient is lower than .05, it is appropriate to enter into the equation, in other words can affect the dependent variable.

Nonstandard equation (effect of independent variables with Interference of other variables):

\[ Y = a + (b_1x_1) + (b_2x_2) \]

Affective commitment = Human skills of managers) (-.49) + 29.63

Standardized equation (effect of independent variables without Interference of other variables):

\[ Y = (b_1x_1) + (b_2x_2) \]

Affective commitment = (Human skills of managers) (-.49)

Second Hypothesis Test of Study:

There is a significant relationship between human skills of managers and continuous commitment of staff of Hamadan Iran Insurance Co.

\[ H_0 : \text{There is no significant relationship between human skills of managers and continuous commitment of staff of Hamadan Iran Insurance Co.} \]

\[ H_1 : \text{There is a significant relationship between human skills of managers and continuous commitment of staff of Hamadan Iran Insurance Co.} \]

\[ H_0 : \rho = 0 \]

\[ H_1 : \rho \neq 0 \]
Table 6; investigate the correlation between manager’s human skills and continuous commitment. So Pearson parametric test is used.

<table>
<thead>
<tr>
<th>managers human skills</th>
<th>continuous commitment</th>
<th>managers human skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>-.103</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.726</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

| continuous commitment | Pearson Correlation   | -.103                  |
|                       | Sig. (2-tailed)       | .726                   |
|                       | N                     | 14                     | 14               |

Table 6; shows that due to significant level are greater than .05 and correlation test in the level of 95% not be significant. So there is no significant relationship between human skills of managers and continuous commitment of staff of Hamadan Iran Insurance Co. So the second hypothesis is rejected and the null hypothesis constant.

Third hypothesis test of study:
There is a significant relationship between human skills of managers and normative commitment of staff of Hamadan Iran Insurance Co.

\[ H_0 : \rho = 0 \]
\[ H_1 : \rho \neq 0 \]

Table 7; investigate the correlation between two variables, manager's human skills and normative commitment. Pearson parametric test is used.

<table>
<thead>
<tr>
<th>managers human skills</th>
<th>normative commitment</th>
<th>managers human skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>.014</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.963</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

| normative commitment  | Pearson Correlation   | .014                  |
|                       | Sig. (2-tailed)       | .963                  |
|                       | N                     | 14                    | 14               |

Table 7; shows that due to significant level are greater than .05 and correlation test in level of 95% not be significant. So there is no significant relationship between human skills of managers and normative commitment of staff of Hamadan Iran Insurance Co. So the third hypothesis is rejected and the null hypothesis is proved.

Fourth hypothesis Test of study:
There is a significant relationship between organizational commitment and performance of staff of Hamadan Iran Insurance Co.

\[ H_0 : \text{There is no significant relationship between organizational commitment and performance of staff of Hamadan Iran Insurance Co.} \]

\[ H_1 : \text{There is a significant relationship between organizational commitment and performance of staff of Hamadan Iran Insurance Co.} \]
$H_1$: There is a significant relationship between organizational commitment and performance of staff of Hamadan Iran Insurance Co.

$H_0: \rho = 0$

$H_1: \rho \neq 0$

Table 8; investigate the correlation between two variables, organizational commitment and performance. So the Pearson parametric test is used.

<table>
<thead>
<tr>
<th>Organizational commitment</th>
<th>performance</th>
<th>Organizational commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>.733**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>57</td>
<td>57</td>
</tr>
<tr>
<td>performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.733**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>57</td>
<td>57</td>
</tr>
</tbody>
</table>

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

Table 8 shows that significant level is lower than .05, so correlation test is significance in level of 95%. So there is a significant relationship between organizational commitment and performance.

Table 9; clarify the rate of regression in the fourth hypothesis of study.

<table>
<thead>
<tr>
<th>model</th>
<th>R</th>
<th>squared R</th>
<th>squared adjusted R</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.733</td>
<td>.537</td>
<td>.528</td>
</tr>
</tbody>
</table>

The above table shows that the squared adjusted R equal to .528. So that 52% change in the dependent variable is the result of changes in independent variables.

Table 10; investigate the linear relationship between dependent and independent variables using ANOVA test.

<table>
<thead>
<tr>
<th></th>
<th>sum of squares</th>
<th>degrees of freedom</th>
<th>Mean square</th>
<th>F statistic</th>
<th>significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>3423.245</td>
<td>1</td>
<td>3423.245</td>
<td>63.745</td>
<td>.000</td>
</tr>
<tr>
<td>residual</td>
<td>2953.597</td>
<td>55</td>
<td>702.53</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6376.842</td>
<td>56</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As can be seen significance level of F test is less than .05, therefore, null hypotheses based on Absence the linear relationship between dependent and independent variables is rejected. According to this table linear relationship between two variables is confirmed. The fourth hypothesis of study is confirmed and the null hypothesis is rejected.
Table 1: displays the regression coefficients.

<table>
<thead>
<tr>
<th>unstandardized coefficients</th>
<th>Standard coefficient</th>
<th>t statistic</th>
<th>significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Standard error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Constant</td>
<td>33.43</td>
<td>2.39</td>
<td>-</td>
</tr>
<tr>
<td>Staff Performance</td>
<td>.485</td>
<td>.061</td>
<td>.733</td>
</tr>
</tbody>
</table>

The table above shows that test of significant level of Constant value is less than .05 so alpha=0 rejects and the constant influence on the dependent variable so it can significantly participate in the equation, Significant level test of independent coefficient is lower than .05, it is appropriate to enter into the equation, in other words can affect the dependent variable.

Nonstandard equation (effect of independent variables with Interference of other variables):

\[ Y = a + (b_1 x_1) + (b_2 x_2) \]

Commitment of staff = 34.33 + (.73) Staff Performance

Standard equation (the independent variable without other variables):

\[ Y = (b_1 x_1) + (b_2 x_2) \]

Commitment of staff = (.73) Staff Performance

RESULTS

Leaders of successful organizations and companies pay special attention to staff and understand their needs and motivations and have high skills in the areas of human resource. Emphasis on human skills in the past was important, but today is the first in importance. In one hand the most important source of competitive advantage in organizations is the dedicated, excited and grateful task staff. Also committed Labor is one of the necessary conditions for effective performance in organizations, especially in public business corporations. Results of this study showed that the human skills of managers impact on employee emotional commitment. As mentioned earlier, the ability of managers to work with and through people and knowledge of techniques, strategies to proper use of encourage to aim organizational goals and involvement employees with a sense of commitment, persistence in organization and communicate his identity to values of the organization. But according to the regression equation, by increasing manager’s human skills in the emotional commitment among employees is approximately 50% decrease. Becker and Bilings believe the distinction exists between those who committed to low levels of organization, such as working groups and direct supervisors with those who are primarily committed to the highest levels of the organization such as senior management and organization as a whole. Richerz believes that it is not enough to understand organizational commitment within the organization, but is also required to associate centers of commitment. in the Other place Richers (1985) associate that centers of commitment includes commitment to excellent management, staff, supervisors, work groups, partners and customers and believe that the staff can be committed by focus their attention to these centers according to the degree of compliance with their goals and values differently. The reason may be due levels organizational posts among them. Or, according to Porter (1974), the commitment can be results of the three subs:

- accepting the goals and values
- willingness to work with the organization to aim its goals
- The desire to stay in the organization.

Therefore conclude that the existence of meaningful communication, human skills among managers cannot increase shelf life and sense of commitment and involvement and attachment on the value of systems perspective lonely.

The results of the previous discussions indicate that there is no significant relationship between human skills of managers and the ongoing commitment of staff. Words that need to remain in the organization. Results is
different With Saruqi A. (1996) examined the “impact on the organization's commitment to service managers, experts tend to leave the Islamic Republic of Iran Railway Company”. But with the state of Reza Farahani (2008) is consistent. The reason was probably because more research is needed in the community. Finally be concluded that manager's human skills have no significant influence on the level of ongoing commitment among employees.

The results of the previous discussion indicate that there is no significant relationship between human skills of managers and normative commitment of employees. As previously mentioned, there is no significant relationship between the managers ability and in working by and with the people and knowledge of the techniques and strategies to encourage proper use to organizational goals and with normative commitment and sense of faith and commitment to remain in the organization- absent of the. Finally be concluded that manager's human skills have no significant influence on the level of normative commitment among employees. The results of previous discussions indicate that there is a significant relationship between organizational commitment of employees and their performance. Also as mentioned previously there is relationship between organizational commitment, the commitment consist of emotional, normative and continuous with employee's actions and activities to aim defined goals of organization. The obtained regression equation to determine the relationship between two variables, showing that manager's human skills affect ranged to about 70% to job performance. Results exactly with the overall result of the research by Kass keley and berg, Parker and Reza Farahani dolat abadi (2008) is consistent. Finally be concluded that organizational commitment among employees have a significant influence on performance.

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