



Research Paper

The circular role of perceived organizational trust in the relationship between fifth-level leadership and job commitment

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Abstract

The purpose of this research was to investigate the moderating role of performance evaluation in the relationship between emotional commitment and job success of employees. The statistical population of the research was made up of all the employees of Razi Psychiatric Hospital in the number of 311 people. The sample size of the research was calculated as 172 people based on the Karjesi and Morgan table and the stratified random sampling method was used. The data collection tool was performance evaluation questionnaires (Parker, 2001). career success (Porath et al, 2011) and emotional commitment (Allen & Meyer, 1990). To determine the validity of the research tool, confirmatory factor analysis was used and to determine the reliability of the research tool, Cronbach's alpha coefficient was used. To analyze the data, the structural equation technique was used by SmartPLS statistical software. The research findings showed that There is a positive and significant relationship between emotional commitment and job success of employees with a path coefficient (0.278). There is a positive and significant relationship between emotional commitment and job success of employees, taking into account the moderating role of performance evaluation, with a path coefficient (0.167).

Keywords:

performance evaluation, emotional commitment, career success.

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Extended Abstract

Introduction

Success in a job is an adaptive work that can help people in guiding and changing their work situation to improve their personal development (Imani et al, 2015). Career success refers to the degree of success of a person in having flexible work experience and professional achievements. (Liu et al, 2015). According to the definition (Spreitzer et al, 2012), success shows the individual's experience of vitality and learning. When people achieve, they feel progress and move, which includes the feeling of learning (more understanding and knowledge) and the feeling of vitality (being full of energy) (Massah et al, 2017). It seems that one of the indicators that can impact the emotional commitment of employees to have an impact on the success of employees. Emotional commitment is the employee's feeling of emotional attachment, identification and participation with the organization. The organization provides development opportunities in order to increase the competence of employees, the quality of a sense of emotional attachment and maintaining a better experience (Faraz & Lenkla, 2016). Affective commitment is both an investment in human resource management and an insight into emotional commitment is intrinsic motivation and its consequences are deeply related to the individual employee. Among other things that seem to have an effective role in increasing the job success of employees is the extent to which the managers of the organization evaluate the activities of their employees and provide feedback to them. Receiving job feedback makes employees feel more responsible for their work and in Get more satisfaction before doing their duties. Performance evaluation means determining, measuring and scoring performance standards. If the performance of the employees is evaluated fairly and correctly, it will motivate them and create enthusiasm in them, and they will show up at their workplace with extra energy and will transmit this energy to their other colleagues. The result of this will be an effective step for the organization's success in achieving its goals (Rahimi, 2022). Razi Psychiatric Hospital is one of the most important medical organizations in our country, paying attention to the different dimensions of the working life of its employees can provide appropriate solutions to improve their job performance. None of the above variables have addressed the relationship between the three main variables at the same time. This has made the researcher in the present study to look at the relationship between emotional commitment and performance evaluation with the job success of employees. This question should be answered if there is a relationship between emotional commitment and job success considering the role of moderator of performance evaluation of Razi Psychiatric Hospital employees?

Theoretical framework

Emotional commitment is a kind of interest and dependence on the organization and acceptance of the goals and values of the organization. People who have a high degree of emotional commitment make a lot of effort to achieve the goals of the organization (Horwitz & Horwitz, 2017). When an organization experiences changes, employees ask themselves if these changes are in line with its accepted values. and if the answer is positive, they will continue their activities in the organization in question. This after commitment has a very close relationship with attitudinal commitment and as dependence and belonging to the organization through accepting organizational values. and the desire to stay is defined (Nasehifar & Mohamadkhani 2016). Performance evaluation is a process by which the work of employees is examined and evaluated at certain intervals and formally. Performance evaluation is a formal process; which makes the worker self-aware of the diagnostic feedback of the positive or negative results of job performance. Evaluation means measuring the amount and how of a person's productivity and judging it. Performance evaluation is the examination of strengths



and weaknesses related to the work of an individual or a group; In an organization (Nazari et al, 2015), in order to identify the characteristics to maximize employee cooperation, they identified a state of mind that is called success, a state defined as a shared sense of learning and a sense of vitality. (Imani et al, 2015). Although few researches have been done in the field of success in the past decades, the background of the researches related to success are the studies conducted by Maslow (1943), Rajerz (1996) and Alderfer (1972).) returns. (Hosseini, 2023) in a research conducted on girls' primary teachers in Babol city concluded that performance evaluation has a significant effect on teachers' job commitment due to the mediating role of job motivation. (Hamidi, 2023) in a research conducted on municipal employees. Isfahan concluded that organizational commitment among employees can be increased by using talent management strategies in the process of recruiting and retaining employees, as well as using the employee performance evaluation system. (Mahdich & Abdolahi Noorali, 2022) in their research investigated the dual effect of commitment to Islamic values and performance evaluation elements on the effectiveness of the employee performance evaluation process and concluded that the effect of providing appropriate feedback and commitment to Islamic values on The effectiveness of performance evaluation is significant.

Research Methodology

The research method is descriptive-correlation. The statistical population of the research was made up of all the employees of Razi Psychiatric Hospital, numbering 311. The sample size was calculated based on the Karjcsi and Morgan table of 172 people, and the relative stratified random sampling method was used. Data collection tools were questionnaires. Performance evaluation was (Parker, 2001), job success (Porath et al, 2011) and emotional commitment (Allen & Meyer, 1990). For data analysis, structural equation technique was used by SmartPLS statistical software.

Research Findings

The results related to the first hypothesis showed that the significant statistic between the variable of emotional commitment and job success is equal to (3.800), which is greater than the value of (1.96) and shows that the relationship between emotional commitment and success A job is significant at the confidence level (95%). Also, the path coefficient between these two variables is equal to (0.278) and shows the positive relationship between emotional commitment and career success. In other words, one unit change in emotional commitment will increase 0.278 units in career success. This means that emotional commitment has a positive and direct relationship with job success. The results related to the second hypothesis showed that the significant statistic between the variable "performance evaluation × emotional commitment" and "job success" is equal to (2.064) which It is greater than the value (1.96). Therefore, the moderating effect of "performance evaluation" in the influence of "emotional commitment" on "career success" is accepted. Also, according to the value of the path coefficient (0.167), it is clear that "performance evaluation" has a positive moderating role in the influence of "emotional commitment" on "career success".

Conclusion

The purpose of the current research was to investigate the moderating role of performance evaluation in the relationship between emotional commitment and job success of employees. The current research is in line with the results of (Shibanania & Khademi, 2020), (Somoye & Eyupoglu, 2020), (Setiawati & Ariani, 2020). Employees who have a positive emotional commitment to the organization have a high competitive spirit. Such people are engaged in organizational activities without the opinions of others and perform the assigned tasks in the



best possible way. spend in this organization, they will be very happy and they will feel proud to talk about their organization with others. These people consider the problems of the organization as their problems and show extra effort on the way to achieve the organizational goals. Employees who have high mental health, are committed to their organization and consider it impossible to leave this organization. According to the results of the research, it is suggested that the officials and managers of the hospital use measures to create internal motivation in the employees or Employees should be motivated by this orientation. On the other hand, the hospital management should try to draw and present the vision and mission of the organization and justify the employees in their work units. Managers of different hospital units can make them feel useful by specifying the goals of the hospital for the employees and showing their role in realizing the company's goals.