

Survey on the Impact of Organizational Commitment and Green Creativity on Job Performance of Mobarakeh Steel Company Employees in Isfahan

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Abstract

The purpose of this study is to investigate the effect of organizational commitment and green creativity on the job performance of Mobarakeh Steel employees in Isfahan. In this study, a cross-sectional study based on a questionnaire was performed to collect data from a sample of 168 people who are employees of Mobarakeh Steel Company in Isfahan. The content validity of the questionnaires was confirmed using the opinion of experts and the construct validity was confirmed using factor analysis. The reliability of the questionnaires was also confirmed by Cronbach's alpha method. Structural equation modeling was used to test the research hypotheses. According to the research findings, green organizational commitment ($\beta = 0.25$) and green creativity ($\beta = 0.53$) have a significant effect on job performance.

Keywords: Survey, Organizational Commitment, Green Creativity, Job Performance, Mobarakeh Steel Company

INTRODUCTION

The implementation of green human resource management in organizations is of great importance and this issue is of particular importance in the steel industry. The purpose of this study is to identify the necessary contexts for the implementation of green human resource management in the steel industry. In recent years, various businesses have used a strategic tool called green human resource management. This new strategy is also pursued in order to achieve competitive advantages. Environmental management systems design and provide structures through which the products of various businesses are less harmful to the environment.

Green human resource management is one of the most important aspects of environmental human resource systems. Now is the time for different businesses to use environmental strategies to achieve significant competitive advantages.

The success of these strategies is directly related to the right actions and decisions. In this process, what leads the organization to greater success is the level of awareness of employees about the environment, its protection and, of course, responsibility for it.

In recent years, most organizations have been paying close attention to the environment, but they have overlooked the very important point that they must first educate and inform their employees about this new issue. For example, if employees and human resources are not aware of important issues such as waste management techniques, environmentally friendly products, green products and interaction with environmental partners, the organization's actions will face many problems.

In a word, it can be said that if the organization does not take advantage of the existence of forces aware of the environmental category, the probability of its success in this field in creating differentiation and competitive advantage over other competitors will practically fail. Employees must feel responsible for the environment with all their being. Green human resource management requires people who, with a sense of responsibility in their actions and tasks and in cooperation with other forces, make it possible and practical to implement green and environmentally friendly ideas.

On the other hand, the relationship between job performance and variables such as green creativity and green organizational commitment is a very important issue. The present study has tried to contribute both theoretically to the existing literature on the relationship between these variables and to be used by managers in the organization. Another innovation of this research is that each of these variables of creativity and commitment have not been studied before in order to be green, and in this research, each of these variables is treated from a point of view that seems to have been researched so far. They have not dealt with it anymore.

In the 1990s, studies on greening became popular in organizations. The main explanation for this trend is the development of environmental management systems and the beginning of ISO 14001, which is the largest environmental management system in the world. As the number of studies on organizational greening increased, it became clear that organizations needed support for human resource techniques such as training, performance appraisal, and rewards for greening. The most important study at that time was related to human resources and environmental management system. This study was conducted by Vermeier (1996) in his book (Green People). The need for human resource management support for green issues was reinforced by studies that more broadly discussed the positive effects of human resources on corporate performance.

Since then, a number of studies have been conducted on the subject that emphasize the following:

- * Human resource techniques are important for the implementation and maintenance of environmental management systems;
- * Human aspects are important for adopting more advanced environmental techniques;
- * Development of products with lower environmental impact requires human resource support; And
- * Environmental education is one of the main methods through which human resources support environmental management (Renwick et al., 2008).

Green human resource management requires human resource techniques (recruitment, selection, performance appraisal, training, and rewards) and environmental goals and "dimensions of human resource management" or "new forms of labor organization", such as organizational culture, work Teamwork, and segregation for employees.

According to the above, the purpose of this study is to investigate the effect of organizational commitment and green creativity on the job performance of Mobarakeh Steel employees in Isfahan.

RESEARCH METHODOLOGY

In studies related to structural equations, the relation $5q \leq n \leq 15q$ is usually used to calculate the sample size. In the above formula, q is the number of questions in the questionnaire and n is the sample size. Considering that the number of questions in the questionnaire is 23 questions, based on this, 180 questionnaires were distributed, of which 168 questionnaires had correct information and were used to analyze the data.

The data collection tool is a questionnaire that consists of three parts; The first part includes the introduction of the research goal; In the second part, the questions related to the measurement of variables are given and in the third part, the demographic characteristics are stated.

Questions related to green human resource management including 8 questions (questions 1 to 8 of the questionnaire), Jabor (2011) and Yang and Mahdi Yousef (2016).

Questions related to green creativity including 4 questions (questions 9 to 12 of the questionnaire), Maltri and Alasdair (2009).

Green organizational commitment questions including 5 questions (questions 13 to 17 of the questionnaire), Allen and Meyer (1990).

Job performance questions including 6 questions (questions 18 to 23 of the questionnaire), Patterson (1970).

The face validity of the questionnaire was confirmed by holding several sessions and using the opinion of the supervisor and experts of Mobarakeh Steel Company and factor analysis was used to evaluate the validity of the structure. Table 3-1 shows the values of the factor loads related to the variables. As can be seen, factor loads have appropriate values (values greater than 0.3).

Cronbach's alpha was used to calculate the reliability. The values obtained can be seen in Table 2. Due to the fact that the reliability of each criterion is higher than 70%, so the reliability of the questionnaire is confirmed

Table 1: Results of confirmatory factor analysis

Variable	Items	Factor loads	Significance level
Green human resource management	Q1	0.70	0.001
	Q2	0.76	0.001
	Q3	0.79	0.001
	Q4	0.70	0.001
	Q5	0.59	0.001
	Q6	0.52	0.001
	Q7	0.47	0.001
	Q8	0.68	0.001
Green Creativity	Q9	0.48	0.001
	Q10	0.71	0.001
	Q11	0.56	0.001
	Q12	0.36	0.001
Green organizational commitment	Q13	0.78	0.001
	Q14	0.39	0.001
	Q15	0.61	0.001
	Q16	0.66	0.001
	Q17	0.52	0.001
Job Performance	Q18	0.49	0.001
	Q19	0.61	0.001
	Q20	0.49	0.001
	Q21	0.58	0.001
	Q22	0.61	0.001
	Q23	0.51	0.001

Table-2: Cronbach's alpha values related to the reliability of the questionnaire

Variable	Conbach's alpha
Green human resource management	0.835
Green Creativity	0.702
Green organizational commitment	0.774
Job Performance	0.702

Descriptive and inferential statistics are used to analyze the data. Structural equation modeling is also used to investigate causal relationships. The software used are SPSS 20 and AMOS 20. A summary of the statistical methods used is shown in Table 3. As can be seen, in the descriptive statistics section, frequency and mean are used, and in the inferential statistics section, several different tests are used. Confirmatory factor analysis is used to evaluate the construct validity of the questionnaire. Structural equation modeling is used to test the research hypotheses.

Table -3: Methods of data analysis

I tem	Method used	Application	Statistical software
Descriptive Statistics	Abundance average	Description of the statistical sample of the research	SPSS
Inferential statistics	Confirmatory factor analysis	Checking the construct validity of the questionnaire	AMOS
	Structural equation modeling	Investigating the causal relationship between variables and examining research hypotheses	AMOS

RESULTS

Green organizational commitment has a significant effect on job performance in Isfahan Mobarakeh Steel. Table 4-10 shows the test results of the third hypothesis. Given that the critical value is greater than 1.96, the third hypothesis is confirmed.

Table 4: Test result of the third hypothesis

Direction	Beta coefficient	Critical value	P	Result
Green organizational commitment has a significant effect on job performance in Isfahan Mobarakeh Steel.	0.25	2.03	0.042	Confirmation

Green creativity has a significant effect on job performance in Isfahan Mobarakeh Steel. Table 4-11 shows the test results of the fourth hypothesis. Given that the critical value is greater than 1.96, the fourth hypothesis is confirmed.

Table 5: Test result of the forth hypothesis

Direction	Beta coefficient	Critical value	P	Result
Green creativity has a significant effect on job performance in Isfahan Mobarakeh Steel.	0.53	2.63	0.009	Confirmation

In 2016, F. Badir et al. Showed in a study that leaders' technical competence has a positive relationship with creative work behavior and employee or subordinate learning. In addition, learning work behavior has a minor mediating effect on the relationship between leaders' technical ability and subordinates' creative work behavior. Demont et al. (2016) also showed in a study that green HRM directly and indirectly affects green behavior, but this effect only indirectly affects extra-role green behaviors, in which case the green atmosphere Psychology plays a moderating role. Individual green values modulate the influence of mental green atmosphere on external green behavior, but the ability of green green atmosphere or green HRM does not have a role in internal green behavior. Green HRM affects both internal and external green behaviors of employees.

In a study, the results showed that teamwork, normative and emotional commitment have a positive role in job satisfaction, while continuity commitment indicates a negative relationship with job satisfaction. It seems that the employers of this organization should focus on the continuous commitment of the employees in shaping the employees' desire for their commitment in the organization. Because the construction industry is highly dependent on manpower, employers need to assess existing compensation and professional knowledge, motivate employees by assigning important tasks, and create a work environment that inspires and motivates workers. To increase their job satisfaction (Drop et al., 2016). A study that comprehensively examines and evaluates the relationship between high-performance work operations and company performance. The results based on a sample of companies show that these methods and procedures have a significant economic and statistical effect on employee performance. These predictions emphasize the effects of high-performance operations on firm performance, provided there are internal relationships and relationships with competitive strategy (Shaukat et al., 2015).

Fazlullah in a 2015 study showed that there is a positive and significant relationship between job satisfaction and employee performance. Meyer et al. (2010) in a study entitled "The fit of organizational-individual culture and organizational commitment of employees under the conditions of organizational change: a longitudinal study" in which the statistical population is the employees of a large energy company and 621 people were selected as a sample. In this study, the perception of the superiority of one of the four components of organizational culture as well as the degree of emotional commitment and intention to stay in the organization. Analyzes showed that the appropriateness of culture and perceived culture had a

positive relationship with criterion variables over time. The strongest reasons for the relationship were found to include the fit of the components of the culture, especially the goal setting for change.

CONCLUSION

According to the obtained results, since the critical value is more than 1.96. Green organizational commitment has a positive and significant effect on job performance in Isfahan Mobarakeh Steel. Also, since the critical value is greater than 1.96. Green creativity has a positive and significant effect on job performance in Isfahan Mobarakeh Steel.

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