

Investigating the impact of the organization's senior management support on the performance of employees in the Chabahar Free Zone Organization

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Abstract

Job embeddedness refers to the level of interaction people have with others and groups. This concept was developed to explain the reasons why people are interested in continuing in a job or voluntarily withdrawing from that job. Job embeddedness focuses on general communication based on work theory, the person's personal values, career goals and plans.

What a person has for the future should be compatible with the wider organizational culture and the requirements of the person's immediate workplace (for example, job knowledge, skills and abilities). This study fits both descriptive and survey methods in this classification of research types. The statistical community for this research consists of leaders and experts of the Organization of the Free Zone of Chabahar, and their number is about 205 people. A simple random sampling method was used for sampling in this study. According to Cochran's formula, the estimated sample size is 123 people.

In this study, field methods and questionnaires were used to collect data, And the questionnaires used include Rooney and Gottlieb's senior management support questionnaire, and Patterson's standard questionnaire (2015) was used to measure the performance of employees.

In order to analyze the data obtained from this research, the demographic characteristics of the statistical sample are first analyzed using descriptive statistics including frequency tables. Then, the normality of the data distribution and the ANOVA test are checked in the sample using the Kolmogorov Smirnov test, and the research hypothesis is tested using the t test. Research results show that senior management support affects employee performance in Chabahar Free Zone Organization.

Keywords: senior management support, employee performance, Chabahar Free Zone Organization

Introduction

The decision of employees to stay or leave the organization in which they work is a key variable in professional studies in all disciplines. Today, most organizations face significant challenges in managing the retirement of valuable employees. Therefore, these workers face pressure and effort from managers to stay in that job or occupation, known as job restraint.

(Rodrigues, 2017) They introduced the term job embeddedness to create a comprehensive approach to employer-employee relations, and in this way explained the psychological and social limitation of employees to the respective organization and the environment in which the organization operates. Job embeddedness refers to the level of interaction people have with others and groups. This concept was developed to explain the reasons why people are interested in continuing or voluntarily leaving work.

Job embeddedness focuses on general communication. According to workplace theory, a person's personal values, career goals, and future plans must be consistent with the broader organizational culture and the demands of the individual's immediate workplace (for example, knowledge, skills, and work abilities).

People also think about how to fit into society and their surroundings. Job

embeddedness is said to increase a person's sense of attachment to the organization, both professionally and personally. The theory posits that educational programs connect individuals and their families with social, psychological, and economic relationships that include peers, work groups, and nonwork social groups, and the physical environment they have.

An increase in the number of connections between a person and a network increases the likelihood that a person will remain employed. A higher level of commitment indicates a person's greater desire to remain in the organization. On the other hand, the greater the job embeddedness, the greater the feeling of attachment to the organization both on a professional and personal level.

In a similar study, Abu Torabi (2019) showed the impact of transformational leadership on student engagement through the mediating role of organizational support and organizational implementation by administrators. When organizations pay attention to the well-being of their employees, employees reward this attention with better performance. Social communication theorists believe that the value of cross-connections increases when they are available.

When employees feel that their organization cares about their well-being, this attention comes not only from legal requirements, but also from the employees themselves, so they respond better and better to achieve organizational goals.

In this study, we investigated the effect of transformational leadership on students' emotional stability as mediated by organizational support and supervisor perspective. According to the method of conducting this research, this research is applied research, which can be considered as a kind of technology-related research. The statistical population of the study is about 708 employees of Razi Hospital in Qazvin. The sample size for each population was 269 people.

Statistical analysis was done using SPSS version 22 and Smart PLS version 3 software. The results showed that the perceived organizational support variable acts as a full mediating variable in the effect of transformational leadership on emotional commitment, and similarly, the manager's organizational embodiment variable acts as a full mediating variable in the effect of transformational leadership on emotional commitment. (Shokri, 2006).

Today, the quality of work life is considered as the global issue of human resource management and organizational development, and providing and promoting the quality of work life is considered an important goal for the operational success of an organization. The quality of working life, as one of the methods of improving the organization, has been the main focus of senior managers in recent years.

Quality of work life refers to the psychological perception and perception of an organization's employees about the physical and mental demands of the work environment. It is not only the elements of quality that create success in the world of work, but also thinking and understanding human resources to establish justice in the field that brings benefits to the good of the elements and workers. . One of the most invisible aspects of employee performance is their loyalty to the organization.

Dependable human resources, connected to the goals and values of the organization and willing to do more than what is specified in the job description will be an important factor in the effectiveness of management. (Hosseinzadeh, 2004).

The presence of these forces in the organization, together with improved performance levels, reduced rates of absenteeism, length of service and turnover, improves the image and reliability of the organization in the community and provides a basis for the growth and development of the organization.

On the other hand, human resources with little credibility, effectiveness and organizational integrity do not achieve organizational goals, but also contribute to creating a culture of indifference to management issues and problems among other partners. (Soleimani, 2012).

Performance appraisal is the systematic and frequent measurement of people's performance in relation to how they perform their duties in a given task and determines their potential for growth and development. The cost of service is the design of all financial and non-financial benefits according to the internal and external processes of the organization, but employee participation is the inclusion of employees to decide.

And using their opinions and suggestions to improve and develop the organization and provide human resources in line with the goals and strategies of the organization and identifying opportunities. In addition, threats to the organization's external environment and the strengths, weaknesses, and capabilities of existing resources are identified as factors affecting employee performance.

In recent years, human resource management strategies have become an important part of the time and capital of large organizations. Smart managers now know that no matter how much they invest in developing and nurturing human resources, success depends on organizational efficiency and competitive advantage.

If we consider that new organizations are one of the most important things of this century, the success of these organizations depends on the correct use of resources

and good coordination to implement management strategies.

At the core of every organization's strategies and policies and the use of its members' resources, the success or failure of an organization depends entirely on how it attracts and retains human resources. (Bahrami, 2019). Strategic human resource management involves the management practices or activities implemented to provide sufficient and organized human resources to achieve organizational goals.

In practice, the strategic role of human resource management means that the organization can influence the attitudes and behaviors of employees in their efforts to achieve organizational goals. To this end, this study sought to examine the impact of senior management support on employee performance in Chabahar Free Zone organizations.

Research method

This research is practical both in terms of its purpose and the classification of types of research based on its descriptive and survey research method. The main statistical population of this study is the managers and experts of the Chabahar Free Zone Organization and their number is about 205 people according to the study. Simple random sampling method was used for sampling in the present study. According to Cochran's formula, the estimated sample size is 123 people.

In this study, field methods and questionnaires were used to collect data, and Rooney and Gottlieb's senior Manager Support Survey and Patterson's Standard Survey (2015) were used as questionnaires to measure employee performance.

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{n} \left(\frac{z^2 pq}{d^2} - 1 \right)}$$

Validity and reliability of research tools

.In this research, standard questionnaires were used to collect data

However, the aforementioned questionnaires were sent to several experts to make them more applicable to the study community and with their approval, the final draft was made.

In addition, before distributing the questionnaire to the sampled people, in order to solve potential problems, the original questionnaire was distributed among 15 statistical core groups, after which their opinions were applied to the final survey.

Therefore it can be said that this form has at least the necessary apparent validity, that is, it is valid. Cronbach's alpha method was also used to calculate reliability.

This method is used to calculate the internal consistency of measurement instruments, including questionnaires or tests that measure different characteristics.

In this study, Cronbach's alpha was calculated using SPSS21 software.

To this end, the prototype contained 15 copies of the pre-test questionnaire. And then, using the data from these questionnaires and SPSS21 statistical software, the reliability coefficient is calculated using the Cronbach's alpha method for each variable and as a whole.

Considering that Cronbach's alpha is a number between 0 and 1, and the closer it is to one, the higher the reliability of the item, it indicates the acceptable reliability of the research instrument.

To analyze the data obtained from this study, the demographic characteristics of the statistical sample were examined using descriptive statistics and frequency tables, and then an ANOVA test based on the mean of the data distribution was performed using the Kolmogorov Smirnov test. The research hypotheses are tested using a t-test.

Findings

Descriptive Statistics

Table 1. Frequency distribution according to gender

The cumulative percentage	Frequency percentage	Frequency	Gender
82.1%	82.1%	101	Male
100%	100%	22	Female
	1	123	Total

The results of Table 1 show that 82.1% of managers and experts surveyed in

Chabahar Free Zone Organization are men and 17.9% are women.



Figure 1. Frequency distribution according to gender

Table 2. Abundance distribution according to education

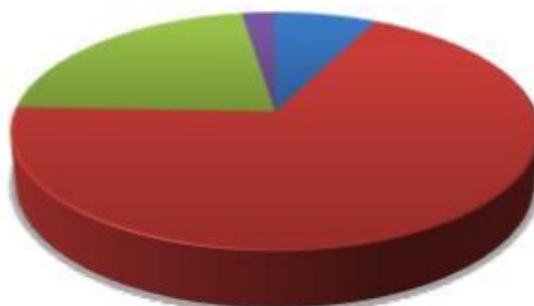
The cumulative percentage	Frequency percentage	Frequency	Education level
7.3	7.3	9	Associates' degree
75.6	68.3	84	Bachelor's degree
97.6	22.0	27	Master's degree
100	2.4	3	Doctoral degree
	1	123	Total

The results of Table 2 show that 7.3% of the managers and experts studied have associates' degree, 68.3% of the studied managers have a bachelor's degree, 22%

of the studied managers have a master's degree, and 2.4% of the studied managers have a Doctoral degree.

Figure 2. Frequency distribution according to education

Table 3. Frequency distribution according to age



The cumulative percentage	Frequency percentage	Frequency	Age
13/0	13/0	16	Between 20 and 29 years
79/7	66/7	82	Between 30_39
94/3	14/6	18	Between 40_49
100	5/7	7	Over 50 years
	1	123	Total

Looking at the results in Table 3, 13% of managers and professionals surveyed were between 20 and 29 years old, and 66.7% of managers surveyed were between 30 and 39

years old. And 14.6% of the managers surveyed were between 40 and 49 years old and 5.7% of the managers surveyed were over 50 years old.

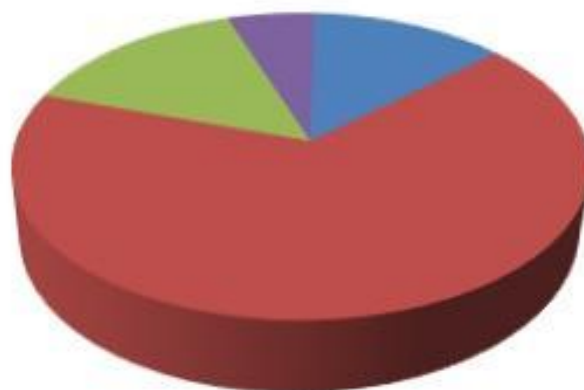


Figure 3. Frequency distribution according to age

Table 4. Frequency distribution according to work experience

The cumulative percentage	Frequency percentage	Frequency	Work experience
72/4	72/4	89	Less than 5 years
91/1	18/7	23	Between 5_12 years
97/6	6/5	8	Between 12_20
100	2/4	3	20 years and above
	1	123	Total

The results of Table 4 show that 72.4% of the managers and experts under investigation have less than 5 years of work experience and 18.7% of the managers under investigation have between 5 and 12 years of work

experience and 6.5% of the managers under investigation have between 12 and 20 years of work experience and 2.4% of the surveyed managers have more than 20 years of work experience.

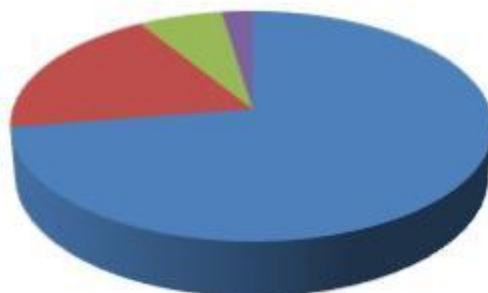


Figure 4. Frequency distribution according to work experience

Inferential statistics

In this section, we will use parametric or nonparametric tests to test our hypotheses. First, the significance of the variables was established using the Kolmogorov-

Smirnov test, and then the research hypothesis was tested using the t-test.

H0: The variables under study have a normal distribution

H1: The variables under study do not have a normal distribution

Table 5. Kolmogorov-Smirnov test to check the normality of each of the variables under investigation

Supporting organizational processes	Senior management support	
٠,٠٣٨	٠,٠٤٨	Kolmogorov-Smirnov test
٠,١٧٨	٠,٢٢١	Significance level

From the results in Table 5, it can be seen that the significance level of the study variables is greater than the confidence level of 0.05, so the hypothesis H0, that the study variables are normally distributed, is not rejected and the hypothesis H1 is rejected. . Therefore, a T-test was used to test the hypothesis.

Hypothesis test

In this part, the normality of the data distribution of the statistical sample is examined and the influence of the independent variables on the dependent variable (the performance of the employees of the

Chabahar Free Zone Organization) and the structure of the system are examined. T-test is used in the research questionnaire.

The support of the senior management of the organization is effective on the performance of employees in the Chabahar Free Zone Organization.

H0: Senior management support is not effective on employee performance

H1: Senior management support is effective on employee performance

Table 6. The impact of senior management support on employee performance

sig	Standard deviation	Mean	Variable
•/•••	•/••	•/••	Senior management support

According to the results of Table 6, and due to the significance level of the test, which is less than the error level of 0.05, the null hypothesis is not confirmed. And with a probability of 95%, we can accept the claim that the support of senior management affects the performance of employees in the organization of Chabahar Free Zone.

H0: The support of the organization's processes is not effective on the employees' performance in the Chabahar Free Zone Organization.

H1: The support of the organization's processes is effective on the employees' performance in the Chabahar Free Zone Organization.

ANOVA test

This test is used to quantify the effect or lack of an independent grouping variable on the dependent variable. This study uses it to determine the effect or absence of descriptive variables (level of education, age and level of work experience) on the relationship between the support index of senior managers. And the employee performance of this test was used.

Level of education

H0: The education level of the employees does not affect the senior management support index on the performance of the employees.

H1: The education level of employees has an effect on the influence of the senior management support index on the performance of employees.

Table 7. ANOVA test for the level of employees education

Test result	Error rate	Significance level	F	Hypothesis
Confirmed H0	•/••	•/•••	•••/•••	The support of the senior management of the organization is effective on the performance of employees in the Chabahar Free Zone Organization.

Based on the data obtained from Table 7 of this test, It was concluded that the level of education of the employees does not affect the relationship between the indicators of senior management support and the performance of employees.

Age

H0: The age of the employees not affect the senior management support index on the performance of the employees.

H1: The age of the employees an effect on the influence of the senior management support index on the performance of the employees.

Table 8. ANOVA test for employee age

Test result	Error rate	Significance level	F	Hypothesis
Confirmed H0	•/••	•/•••	•••/•••	The support of the senior management of the organization is effective on the performance of employees in the Chabahar Free Zone Organization.

Based on the data obtained from Table 8 of this test, it was concluded that the age of the employees does not affect the relationship between the indicators of senior management support and the performance of employees.

Work experience

H0: The level of work experience of the employee does not affect the senior

management support index on the performance of the employees.

H1: The level of work experience of the employee has an effect on the influence of the senior management support index on the performance of the employees.

Table 9. ANOVA test for the amount of work experience of employees

Test result	Error rate	Significance level	F	Hypothesis
Confirmed H0	0.05	0.05	29.112	The support of the senior management of the organization is effective on the performance of employees in the Chabahar Free Zone Organization

Based on the data obtained from Table 9 of this test, it was concluded that the level of work experience of the employees does not affect the relationship between the indicators of senior management support and the performance of employees.

Conclusion

The results in Table 1 show that 82.1% of the managers and experts surveyed by the Chabahar Free Zone Organization were male and 17.9% were female. The results of Table 2 show that 7.3% of managers and professionals had associates' degree, 68.3% of managers had a bachelor's degree, 22% of managers had a master's degree and 22% of managers and 2.4% had a Doctoral degree.

The results of Table 3 show that 13% of the surveyed managers and experts are in the age range of 20 to 29 years and 66.7% of the surveyed managers are in the age range of 30 to 39 years. And 14.6% of the investigated managers are in the age range of 40 to 49 years and 5.7% of the investigated managers are in the age range of 50 and above.

The results of Table 4 show that 72.4% of the supervisors and experts who are the subject of the study have less than 5 years of work experience, and 18.7% of the supervisors who are the subject of the study , has 5-12 years of work experience

and 6.5% of the managers in question have 12-20 years of work experience, and 2.4% of the managers who answered the survey have more than 20 years of work experience.

According to the results in Table 5, the significance level of the research variables is higher than the confidence level of 0.05, so the hypothesis H0, which states that the research variable is normally distributed, is not supported, and the hypothesis H1 is not rejected . If it is not, use a T-test to test the hypothesis.

According to the results in Table 6, the significance level value of the test was found to be less than the error level of 0.05. Therefore, the unconfirmed hypothesis is not confirmed, we can accept the statement with 95% probability that senior management support affects the work of employees in the Chabahar Free zone Organization .

Based on the data obtained from Table 7 of this test, it was concluded that the level of education of the personnel does not affect the relationship between the indicators of senior management support and the performance of employees.

Based on the information obtained in Table 8 of this test, it is concluded that the age of employees does not affect the

relationship between key management support indicators and employee performance. Based on the data obtained in Table 9 of this test, it is concluded that the level of work experience of the employee does not affect the relationship between the indicators of support to the senior management and the performance of the workers.

Research shows that if organizations want to adapt to changes in today's competitive environment and create a sustainable competitive advantage in this environment, the only solution is to invest in human capital. Therefore, focusing on human rights and meeting their needs and wants is the essence of competition in today's highly competitive world. On the other hand, today's forward-thinking organizations emphasize the proper implementation of internal recovery strategies to be effective and move forward.

There is evidence that there is a positive relationship between the two categories of senior management support and employee performance in the Chabahar Free Zone organization.

Considering the importance of the implementation of these two categories in organizations, the results of this study can serve as a guide for managers of organizations to make relevant decisions during their implementation.

In general, the results of the studies carried out in the Chabahar Free Zone organization showed that paying attention to human resources and creating motivation in them has an effect on their performance.

Since the organization of the Chabahar Free Zone is considered one of the most effective organizations in the economy of resistance in the context of sanctions, obtaining a competitive advantage by improving the performance of effective employees in achieving the vision of the

organization. Managers and leaders of organizations can take steps in this direction by creating the right kind of leadership and management, monitoring results and employee compensation systems, and correct and timely payments.

The management of Chabahar Free Zone should inform the workers how to calculate the profit and salary and please the workers by paying the wages on time. Other important factors to consider are the work environment of your employees. The work environment must be quiet, well ventilated and well lit, so that employees can have peace of mind. And staying focused at work and establishing the right relationships and building relationships with colleagues.

Another reason is to focus on acquiring, selecting and hiring talent and developing a concrete plan for career success. This helps build trust in the organization and the employees who work and benefit from the work of the employees. Another concern of managers and supervisors in an organization is to adequately and timely inform employees about changes in operating procedures.

On the other hand, management processes must be developed cooperatively so that not only the needs of the organization are met but also that the employees know how to carry out these processes. Managers should also try to strengthen the spirit of cooperation among employees. Communication within and between employees is considered a tool to improve the performance of an organization. Chabahar Free Zone organizations benefit from facilitating communication within the organization, especially through the IT infrastructure.

Another thing that should be considered when organizing the Chabahar Free Zone is the current training system of the organization. The organization must

organize training for employees according to their daily needs and at the same time provide them with training resources. Finally, training programs should be modified and revised according to changes in technology.

Suggestions

As mentioned, the ANOVA test results of this study show that the descriptive variables of education level, age and work experience have no effect on the effect of senior support indicators on employee performance in the Chabahar Free Zone organization.

Therefore, in the field of future studies and research, it is suggested that other researchers investigate the reasons for this lack of effect. Since this study was conducted in Chabahar Free Zone Organization, It is suggested that

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researchers conduct this study with other organizations and compare the results with each other.

Organizations must pay special attention to the role of human resources as one of the strategic indicators in the category of senior management support, because organizational approaches and organizational structure can have an instrumental and purely functional view of human resources and skills, motivations and even interests. Ignore them because it can affect the performance of the organization. Therefore, it is recommended that other researchers further investigate the reasons why such approach and courage are preferred over human resources in free zone organizations.

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