Organizational Commitment of Human Resources in the Context of Leadership Styles in the Organization

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Abstract – Engagement in companies is an important issue in the management and leadership of human resources, which affects the competitiveness of the company but also the employees themselves. By focusing on the individual operating levels of human resource management with an emphasis on organizational commitment, we believe that the creation of a concept forms an important basis for achieving organizational goals. If we look objectively at the involvement of employees on the part of the company management but also on the part of ordinary employees, all interested parties could come up with a real company policy that can satisfy the company. The essence of every decision-making, strategy, coordination, planning, and management is and will always be employees. In almost all organizations, there is a mission according to which human resources are the most valuable resources.

The paper aims to verify the relationship between a leadership style (orientation towards employees, participatory style) and commitment of human resources to an organization.

The results of the research, carried out on a sample of 202 respondents, confirm the direct connection between a leadership style and commitment of human resources in the organization conditions.

Keywords – organizational commitment, human resources, leadership style.

1. Introduction

In almost all organizations, there is a mission according to which human resources are the most valuable resources. To achieve their goal, companies strive to survive and succeed so that every organization has the right employees, in the right place, at the right time and with unique talent. Most organizations depend heavily on the quality of leadership and the competences of their employees [3]. Organizations, therefore, need to pay more attention to human resources, because the implementation procedures in human resources supports the maximization of the competencies of employees in the organization. Human resource management practices (recruitment and selection, rewards, training and development, employment security, performance appraisal, employee participation, career planning, motivation - job satisfaction, organizational commitment) are able to create such a type of organization which is characterized by intelligence, flexibility, and competences compared to competition in the market [11]. That, after all, moves us to leadership of employees. Organizations apply policies and procedures for leading and coordinating talented employees. These employees, in return, focus their best efforts on collaboration and dedication in devotion to their companies. In addition, the success, survival, and competitive strength of organizations are associated with the work commitment of employees [19]. In order for employees to be able to

engage in individual organizations, it is assumed that they are satisfied with their work, which means that satisfaction and dedication under the right management of employees should be an essential prerequisite for the success of companies in the world. Two variables have to play a role in building a viable working relationship between companies and their employees, as far as the above is concerned: employee leadership and employee´s commitment [4].

Abraham Maslow stated: "The fact is that people are good. Give people affection and security, and they will give affection and security to their feelings and behaviour" [17]. Ensuring the affection of employees, as well as their proven determination and commitment, will thus become a growing concern that develops human resource practices. The literature defines human resource management practices in a variety of ways that ensure the adoption of flexible work systems while including skills and competence requirements, a developmental approach to improving lifelong learning and performance, and finally, performance-based remuneration programs in employment relationships that increase motivation and determination. It is important to note that all human resource management practices are subject to an ever-changing system, including employee training [26], [10]. Relatively few outputs are published in the field of human resources education and the use of their talents, global development and problem factors that could determine the boundaries of the concept of human resource management. It is widely acknowledged that development and education are an important part of global talent management [12]. To understand the overall framework of talent, we can ask ourselves the questions: What is talent and for what purposes does it serve? Should talent development focus more on technical or general competencies, or both? What is needed for primary talent development education? Is there a way to accelerate talent development? The answers to these and many other questions should help to bring some coherence to the scope of the leadership concept with an emphasis on organizational commitment [15]. Trends in human resources education in the current labour market are directed towards the development and education of employees who lead the organization to increase performance, security and commitment to employment, effective quality of services, all under ever-increasing pressure of changes in the global environment [21]. This results in the need to change from planned to prompt unplanned education, such as online courses and E-learning for the needs of acquiring and gaining given knowledge and experience [24]. The goal of the educational organization is to achieve a continuous supply of knowledge aimed at increasing performance at a given time, but also in the longer term based on feedback. It mainly concerns learning from one's own experience, finding new possibilities and learning from one's own mistakes, which, however, foreshadows the organization as an open and dynamic system, which is open to external and internal impulses. The choice of appropriate training methods, even for high-performing workers, depends on the implementation of several factors such as training objectives, content, urgency, leadership, available training resources, and etc., [24], [6]. It is possible to apply a constantly growing range of methods for the implementation of employee training and development functions. These are mainly learning methods that we apply to compensate for the gap in the professional performance of employees or with the intention of developing a career in the human capital of the organization [12]. The more complex the tasks that training workers should be able to handle, the more active the selected training methods will have to be [7]. Different levels of education currently require different methods of education. According to [25], however, the best results are obtained by a combination of different suitable types of education. The training and development initiative is important because it helps to ensure that staff are constantly improving and keeping their skills and competences up to date. When a company invests in its employees, their retention increases. Their sense of appreciation and importance is so reinforced that they do not even think about leaving the job, and only thanks to creative methods of educating employees. In the last few years, these methods have proven to be a crucial element of management strategy, in strengthening the commitment of employees in various areas of business [8]. Several company owners have realized that investing in employee training and development not only serves as motivation, but also enables the organization to create a highly skilled workforce and strengthen their commitment to the organization's employment [9]. Increasingly, leaders of modern organizations have the task of attracting and retaining talented high-performing workers who create a competitive advantage. Modern environment, economic uncertainty, rapid changes, COVID-19, continuing globalization, growing competition, and increasing millennial generation and many other factors increase the attention and focus on commitment and proper management of individual divisions in the organization [16].

For many organizations, retaining talented employees is a strategic part of human resources management. This is because organizational commitment is defined as the psychological bond between an individual and an organization linked

with many outcomes [22]. Many of the researchers' findings have led to an examination of the factors that shape organizational commitment. There is empirical evidence on the mentioned issue, which dealt with the plan of work, leadership, communication, support of co-workers, adaptation of work in the context of organizational commitment. On the contrary, fewer researchers addressed the issue of leadership and the dispositional possibility of coordination to the predecessors of organizational commitment [5].

The concept of organizational commitment is based on studies that have examined work and social connections among employees. The reason for these studies was the belief that committed and dedicated employees have greater potential to improve performance, reduce fluctuation, and support human resources management. Due to the diversity of interpretations of the relationship between organizational commitment and human resource management, the theoretical background suffers from a lack of the basic nature of a construct defined by connections between three categories such as affective, normative, and continual, which together define the mainstream of many studies and research. Although this mainstream still represents a common consensus, it does not accept some areas between affective and normative commitment. In addition, empirical evidence has shown that organizational commitment is in contradiction to affective commitment in relation to important consequences such as attendance and performance.

At present, organizations prefer proven practices and approaches to HRM. Together with business plans, these procedures complete an open and flexible style of employees' care [1]. Many studies of employees' care, organizational commitment, and human resource management practices suggest that employees' retention depends on the level and element of commitment. It is generally accepted that organizational commitment in an organization can take different forms, and the results of applying it to a business tend to produce different results [20]. In general, three different elements of devotion are recognized:

1. The goal of commitment - refers to the focus and source of the object of satisfaction and commitment. An individual or group may be committed to a wide variety of different goals and focuses, and at the same time, but the commitment is the same regardless of goal. In addition, it can be assumed that each workplace has different goals (regardless of the aspects and dimensions of the organization), which are the basis of global commitment and in the hierarchical structure of the organization. Employees' commitment and obligations may not be interrelated (individuals

committed to their work but not to a company), although they overlap with different business objectives (commitment to a superior may affect commitment to the organization).

2. The power of commitment - reflects the intensity or degree to which individuals find themselves devoted to a goal or focus. According to [15], the conceptualization of commitment is dynamic, on the other hand relatively stable, but may not necessarily be consciously perceived or deliberate as an individual's social construct in society. Unlike the global perspective, the power of commitment is unique (an individual may be committed to fulfilling multiple business goals, but the power of commitment has the same uniform significance regardless of goal or focus).

3. Rational commitment - explains why employees hold on to a certain work commitment at all costs (how and what makes sense for the employee and what he can rationalize towards the goals of commitment). According to [15] an employee may have multiple reasons for a particular commitment or obligation. These rational reasons may change with time, be subconscious or back in the employee's consciousness over time.

Obviously, there may be many elements or reasons at present, but the exact number and structure is not yet determined by the literature. Although many studies support a general framework for this issue, we can find many exceptions that support alternative models of organizational commitment along with their outputs. The results of organizational commitment under the influence of leadership can take various forms of emotions, positive or negative, regarding the focus or organizational goals. It is these outputs that are considered by many researchers to be an effective response that depends on the justification of commitment. Another outcome may be the commitment of employees that does not belong to the goal. The goal includes the intentions and behaviour of employees (financial evaluation and financial growth of the organization is shown with employees as a commitment to fluctuation, absence, and delay).

From a global perspective, manufacturing and industry face many challenges each year, not least emphasizing the loss of trust, loyalty, and commitment of not only customers but also employees. The current corona crisis is forcing companies to review their relations with the ones involved and offer increasing security to fulfil promises related to human resources. It is the value of leadership and decision-making that is perceived as the most important part of maintaining employee commitment and avoiding fluctuation in general. Argue that the path of influence between leadership and shared values may be the most important factor in leadership. In the services sector in particular, shared values lead to greater diversity and clarity of

roles, commitment to work responsibilities and the quality of top management services [7]. In addition, management creates qualified leaders, who are often referred to as "brand champions". This means that such people are essentially storytellers who can use simple techniques and leadership methods to inspire others to be devoted and believe in the message of their work [13].

Believes that it is management through professionals that keeps employees together and constantly develops new talents among current employees. Managers' caring for employees' concerns and their security is a basic prerequisite for encouraging employees to live with the commitment to their jobs [14]. Such management and leadership features have a particular impact, especially now during the corona crisis and in general during changes in organizations. Explanation that at times when the status of a company is questioned, leadership during the critical point is needed most of all. Such management understands when organizations can fight in the current state, which can affect change of overcoming resistance, inspire, and evoke commitment to non-devoted and unmotivated employees. The consensus linking the above variables is the privilege of retaining talents as human resources and commitment to achieving market competitiveness. Our research may speak of a direct link between management and commitment of human resources. Organizational commitment is a state of psychological connection to the workplace and its components. In this paper, commitment is considered to be a critical variable to examine the reason for its impact as a direct link to human resources. The influence of individual variables helps us to create and evaluate a model of the value of direct connection [16].

2. Methodology

The methodology used for the purpose of determining the impact of these variables consisted of five questions that assessed the commitment of human resources and seven questions where employees evaluated the approach of the manager (leadership style). The evaluation of the manager's approach itself was focused on whether the manager supports employees, gives them space, and is interested in their needs. We consider such leadership to be participatory or leadership using a coaching approach. Items were rated on a scale of 1 - strongly disagree to 6 - strongly agree. The reliability of the questionnaire is shown in Table 2.

The aim was to verify the direct effect of a leadership style on human resources' commitment. The research sample consisted of 202 respondents (human resources), of which 100 were men and 102 women aged 20 to 63 years (average age was 37.63 years).

The hypothesis for this research was the assumption that a leadership style has a direct connection token commitment of human resources. The model was also tested with other variables such as gender and age. However, neither a direct nor an indirect connection to latent variables has been demonstrated. For the purposes of describing human resources management, we decided to focus only on the leadership approach to human resources.

3. Results and Discussion

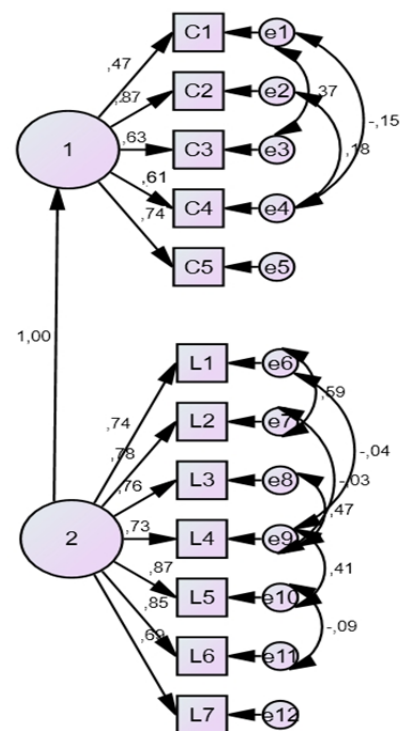The aim of the paper was verified through structural modeling (SEM).

Figure 1. Structural model of variables
(1 commitment of human resources, 2 leadership style)

The suitability of the model was assessed on the basis of the limit values of the suitability of the model, see Table 1.

Table 1. Assessment of model suitability

Determinant	Recommended Values	Model Value
NFI	≥ 0,9	0,928
CFI	≥ 0,95	0,984
RMSEA	< 0,08	0,07
CMIN/DF	< 3,00	2,512

Table 1 indicates the close agreement of the model with the data. However, the results are within the given values, so we can consider the model to be statistically reliable. These determinants describe

NFI (normed fit index), CFI (comparative fit index), RMSEA (root mean square error of approximation) and CMIN / DF (hi-square value). The limit values of the model are described by [23].

To determine the reliability of the model, the reliability was tested using Cronbach's Alpha, where the results are considered acceptable (Table 2).

Table 2. Cronbach´s Alpha

Latent variable	Cronbach´s Alpha	Number of items
Commitment of human resources	, 716	5
Leadership style	, 919	7

The structural model shown in Figure 1 describes the relationship between latent variables: Human resource commitment and leadership style. Standardized regression weights are used to describe the degree of dependence. Dependence values are divided into mild (0.5 - 0.7), strong (0.7 - 0.9) and very strong (0.9 - 1).

Table 3. Relationship between the latent variables

Latent endogenous variable	Latent exogenous variables	Estimate
Human resources commitment <--- leadership style		1

The value of the standardized regression weight is equal to 1. Table 3 explains the direct relationship of the latent exogenous variable to the endogenous variable. This means that the more management is interested in employees, giving them space for opinions and suggestions, the more dedicated employees are. Despite the above result, 13.1% of respondents answered in supplementary questions that managers often limit the independence of employees and approach to them authoritatively. 21.3% of respondents stated that although their relationship with the manager is good, managers cooperate and communicate with them only when they have to. 65.6% of respondents indicated that the manager creates space for their self-realization. Thus, a total of 34.4% of employees stated that the manager does not give them enough space. We consider this result to be not insignificant.

4. Conclusion

Management is closely related to the issue of human resource engagement and employee's engagement. The research findings are in line with studies by healthcare organizations that show a link between leadership style and employee commitment [2], [18]. Concluded in their research that managers' knowledge of leadership styles is low to none. Providing additional information about leadership theories helps managers understand the importance of applying the right leadership style in their organizations. The effectiveness of participatory leadership can be examined from a cultural point of view. In the cultural dimensions between manager and employee, participatory leadership style is considered desirable and effective. The authors' findings confirm a significant direct connection between leadership style and commitment to human resources in the conditions of a Slovak's organization. The authors point out and emphasize the importance of human resource management practices. Nevertheless, in practice, there are companies that perceive employees as an inhuman factor or a thing that creates money for them and nothing more. This direct impact of access to employees on their commitment is an important outcome, which means human resource management practices. Employee's turnover and fluctuations are an unpleasant phenomenon that affects the name of the organization, but also the time and financial investment in the constant search for and training of new employees.

Management executives, talented employees and managers should understand the impact of different leadership styles on employee commitment. The main key to strengthening this concept is to provide education and training to develop effective leadership behaviors that will have a positive impact on employee's commitment to leadership styles. Organizational commitment is not just a theoretical problem, but has financial and structural implications for the current frequency of the organization due to the need to hire and train new employees. Ultimately, after many decisions, companies prefer to save on costs before investing in human resources again. If managers do not improve the organizational maturity of human resources, do not support a culture of teamwork, cooperation and participation, and do not adequately improve the organizational structure, they endanger the existence of the organization in the long run. It should not be forgotten that employees and their managers form the most important part of the management pillar of the organization, without which the performance elements would not make a profit.

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