

## Explaining Perceived Organizational Support based on Human Dignity Management and Employee Organizational Loyalty

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### Abstract

In this article, the relationship between perceived organizational support for human dignity and organizational loyalty with organizational productivity was explained among the employees of the General Directorate of Prisons in East Azarbaijan province in 2021. The research method was a correlational survey. The statistical population included 330 employees of the General Directorate of Prisons, of which 153 after identifying distorted questionnaires; They were selected by stratified-proportional sampling method with Cochran's formula. Collecting information using standardized organizational productivity questionnaires, management based on human dignity and organizational loyalty with content validity and reliability of 0.95 for productivity, reliability of 93 0.0 for human dignity and 0.91 for organizational loyalty. The results of SPSS software and Pearson correlation test showed; There is a direct relationship between human dignity and its indicators, as well as between organizational loyalty and organizational productivity of employees. Also, a significant direct relationship was observed between human dignity and organizational loyalty of employees. The results of multiple regression also showed: dimensions of management based on human dignity, including mental and psychological dignity, behavioral dignity, functional dignity, physical dignity, and organizational loyalty explain 55% of employees' organizational productivity, and organizational loyalty is  $0.351 = \beta$ ; Mental and psychological dignity with  $\beta = 0.3333$  and then physical dignity with  $\beta = 0.259$  had a significant contribution ( $p < 0.05$ ).

### Key words

Perceived organizational support, Productivity, Employees, Management based on human dignity, loyalty.

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### Introduction

In today's world where there is a tight competition between different organizations and this is also observed in modern government organizations, the existence of trained, expert and enthusiastic manpower is necessary for the survival of the organization and the efforts of organizations in the human resource management departments are to attract, Engagement and retention

of such employees. In this regard, the growth of labor force productivity in the fourth development plan is set at about 3.5%, which in order to realize it, it is necessary to identify the necessary solutions (1). One of the factors of retention and sustainability and increasing the desire of employees to work in the organization is their loyalty to the organization, which can be caused



by various factors. Organizational loyalty is an important factor in using all the power to achieve organizational goals and increase the productivity of human resources in the organization. Also, leaving the organization or not doing the work standard due to the lack of loyalty on the part of the employees imposes costs on the organization, and these factors highlight the importance of the existence of loyal employees to the organization (2).

Today, human societies have come to the conclusion that it is not possible to manage society, or on a smaller scale, the organization, only with laws and regulations. Besides, they need another tool called "human dignity". Paying attention to the human dignity of individuals in organizations and protecting their dignity is one of the new ideas that have been raised about paying attention to human values in organizations (3). In this regard; From the first half of the last century, the management and organization thinkers, in the form of the ideas of the human relations school in America (1920) and the democratic organization of Northern Europe, intended to pay attention to human dignity, and thinkers such as Weber, Durkheim, Smith, Veblen and Lutz have stated that one of the main results of human dignity at work is that it leads to an ethical, balanced and socially stable organization; That is, where employees and managers treat each other based on the indicators of human dignity, prosperity, efficiency and loyalty will flourish, the quality and quantity of manufactured products or services will improve, and the security and safety of employees and society will improve. found, laws and regulations are implemented justly and fairly and ethics are institutionalized in the organization (4).

Based on the effectiveness of organizational factors in the productivity of an organization as mentioned; Management based on human dignity and organizational loyalty can lead to improving the productivity of the employees of that organization. Considering that East Azarbaijan province is one of the largest prisons in the country and considering the variety of job duties of its employees; lack of loyalty of the organization's employees and low productivity as existing problems by the researcher, who is one of the employees in the said organization; It has been identified and in the present research, management based on human dignity and

organizational loyalty has been investigated in improving employee productivity.

In the following, some of the results obtained in recent researches that are related to the present research are presented. A research titled Human Dignity Management has been conducted as a new approach in resource management. The results of this research have shown that the intelligent and honest management of organizational employees by respecting their human dignity, by increasing the level of job satisfaction of employees, has led to an increase in their productivity and organizational success as well (5). A research has been conducted under the title of analyzing the impact of management based on human dignity on the quality of working life. The results of the research confirmed the significant positive effect of management based on human dignity and its dimensions on the quality of work life in the statistical population of the research (6). A research has been done with the title of providing a model of human dignity of employees in Islam. The results of the research at this stage show that if the amount of attention paid by employees to functional (33%), behavioral (31%), mental and psychological (30%) and physical (6%) dimensions; Then their maximum human dignity in the organization will be (1/62) (7). In a study, it is also stated that there is a significant relationship between each of the dimensions of management based on human dignity in relation to the productivity of human resources ( $p < 0.05$ ) (8).

The researchers found in their study; Using communication skills in the organization increases employee loyalty (9). In this context, researchers have mentioned human dignity as a new perspective effective in promoting the social responsibility of companies and organizations in line with the establishment of a human valuing system (10). Also, a research titled investigating the effects of human dignity in the organization has been conducted by reviewing the articles published from 2000 to 2005. In this study; The researcher has pointed out the central role of human dignity in the organization and emphasized its expression as a professional value in the organization (11). A research titled human dignity, a basic value has been conducted as a guide to human rights approach. The results of his research indicated that human dignity as a basic value

and guide in the organization can provide a wide support for the human rights approach in the organization (12). The results of the research showed that considering that people spend more time at their place of work, therefore their general physical and mental condition is very important in the work environment. Because it leads to reducing job stress and increasing the level of employee satisfaction and ultimately their loyalty to the organization (13).

Considering the importance of paying attention to the characteristics of human dignity among employees and its direct relationship in improving organizational loyalty and productivity in various domestic and foreign organizations, according to the review of the mentioned backgrounds, the purpose of this research is to determine the relationship between human dignity and its four dimensions, including dignity mental and psychological, behavioral dignity, functional dignity and physical dignity with organizational loyalty and productivity, as well as the relationship of organizational loyalty with organizational productivity and finally, the explanation of organizational productivity is based on the dimensions of human dignity and loyalty.

### Research Methodology

The current research is applied in terms of purpose and correlational in terms of the nature and method of collecting information.

The statistical population includes 330 employees of the General Directorate of Prisons of East Azarbaijan

Province in 2017, who were selected using Cochran's formula and proportional random method, 153 employees from different departments after discarding distorted questionnaires.

The measuring tool is in the form of standard questionnaires of organizational productivity, management based on human dignity and organizational loyalty by Robbins (2001) (14, 6, 15, 16), which contains 73 items on a 5-point Likert scale for research variables. It is possible that the items and indicators of each variable were designed and operationalized according to the information in table 1.

The validity of the questions related to the variables in this research was done first through the content validity method and with the guidance and opinions of experienced professors. Cronbach's alpha index was used to determine the reliability of the present research questionnaire. First, the questionnaires were randomly distributed among 30 people from the statistical sample, then the collected information was tested and using Cronbach's alpha coefficient for each variable and their dimensions of human dignity, it was obtained above 0.7. As a result, the questionnaire has acceptable validity and reliability.

Data analysis was done by field method using SPSS24 statistical software. Pearson's correlation coefficient test was used to measure the relationship between variables and multiple regression was used to explain the effects of indicators.

**Table 1: operational definition of human dignity and its dimensions, loyalty and organizational productivity among employees**

Variable	Dimension	Number of questions
Human dignity	Mentally	1-11
	Behavioral	12-23
	Functional	24-34
	Physical	35-39
Organizational loyalty	-	1-7
Organizational productivity	-	1-27

### Findings

The first hypothesis: There is a relationship between the perceived organizational support and its dimen-

sions with the organizational productivity of the employees of the General Directorate of Prisons of East Azarbaijan province.

The results of Pearson's correlation coefficient test in table 2 show that between the management based on

human dignity and its dimensions with the organizational productivity of the employees of the General Directorate of Prisons in East Azarbaijan province with

different intensities; There is a significant direct relationship.

**Table 2: Correlation between human dignity management and its dimensions with organizational productivity of employees**

Variable	N	Organizational productivity		
		R	P	R <sup>2</sup>
Mental dignity	153	0.61	0.002	0.37
Behavioral dignity	153	0.58	0.000	0.33
Functional dignity	153	0.57	0.000	0.32
Physical dignity	153	0.59	0.000	0.35
Management of human dignity	153	0.65	0.000	0.42

The second hypothesis: there is a relationship between organizational loyalty and organizational productivity of employees of the General Directorate of Prisons of East Azarbaijan province.

The results of the Pearson correlation coefficient test in Table 3 show that there is a significant direct relationship between the organizational loyalty and the organizational productivity of the employees of the General Directorate of Prisons in East Azarbaijan province.

**Table 3: Correlation between organizational loyalty and organizational productivity of employees**

Variable	N	Organizational productivity		
		R	P	R <sup>2</sup>
Organizational loyalty	153	0.59	0.000	0.35

The third hypothesis: The organizational productivity of the employees of the General Administration of East Azerbaijan Prisons can be explained from the dimensions of human dignity management and organizational loyalty of the employees.

In order to explain the organizational productivity of the studied employees based on the sum of the four components of human dignity management (mental-psychological-behavioral-functional-physical) and the organizational loyalty of the employees and presenting the model; Multiple regression was calculated and

measured step by step, among them; In the first step mental and psychological dignity, in the second step organizational loyalty and in the third step physical dignity were significant and the results in table 4 showed that the multiple correlation coefficient of these factors with the organizational productivity of employees is equal to 0.75 and coefficient Determination = 0.57 and net determination coefficient = 0.56 have been obtained and 44% can be explained by variables outside the subject of this research.

**Table 4: Multiple correlation coefficient to explain productivity from the dimensions of human dignity management and organizational loyalty of employees**

Shape	Multiple correlation coefficient	R <sup>2</sup>	R <sup>2</sup> Adjusted
1	0.75	0.57	0.56

In total, according to the information in table number (5), by removing the constant value of alpha by standardizing the explanatory variable values, it can be seen

that mental and psychological dignity with beta = 0.333, loyalty with beta = 0.351 and physical dignity with Beta

= 0.259, which play an important role in explaining the organizational productivity of employees.

**Table 5: Coefficients of regression variables by step by step method**

Predictor variables	Raw coefficients		Standard coefficient Beta	t	Sig.
	B	Std. error			
Constant function	7.11	6.26	-	1.137	0.258
Mental dignity	0.731	0.144	0.333	5.082	0.000
Organizational loyalty	1.342	0.235	0.351	5.72	0.000
Physical dignity	1.005	0.26	0.259	3.86	0.000

### Discussion

This article was done with the aim of explaining perceived organizational support based on the management of human dignity and organizational loyalty of employees. The research results showed; Management based on human dignity in the organization and its dimensions including mental and psychological dignity, behavioral dignity, functional dignity and physical dignity have a direct and moderate or strong relationship with the organizational productivity of employees. Also, a significant direct and medium relationship was observed between organizational loyalty and organizational productivity. Also, it can be explained from the organizational loyalty and the four dimensions of human dignity management to the extent of 55% of the organizational productivity of employees that mental-psychological dignity; Organizational loyalty and physical dignity had the greatest impact. Human dignity is an important category that has received special attention in Islamic culture, because it is the guardian of many divine and human values and leads to the regulation of relationships between people. According to new theories; In addition to the effect of organizational factors in improving the organizational productivity of employees; Paying attention to management indicators based on human dignity in the organization, including establishing order and justice, honesty and truthfulness, friendly interaction and humility in front of employees' mistakes, involving employees in decision-making, and most importantly, the importance of observing safety, health and physical health points. The staff has been taken into consideration. In the reality of management based on ethics and human dignity, human beings not only have

value, but are considered the value axis of management and organization. Therefore, the goal and goal of the management style is based on human dignity, human spiritual excellence, and the sustainability of organizational values on the human axis. The four main dimensions of human dignity management in organizations include mental and psychological dignity, behavioral dignity, functional dignity and physical dignity, two of which are completely subjective and two of which are objective (14). Considering that behavioral and performance dimensions are objective and visible; Therefore, to some extent, managers apply them in the organization in the face of employees. The results obtained in the present study are consistent with the results of the following studies (5-8, 13). In his research, he came to the conclusion that management based on human dignity has a positive effect on improving the organization's productivity. But the two dimensions, mental, psychological and physical, which are the reactions of managers and the actions they take for the physical and mental well-being of employees in the organization; On the part of the employees, they were mentioned as more effective dimensions in increasing organizational productivity in the present research. In the analysis of this result, it can be said that the employees who spend most of the day in the office and with their colleagues perform their duties; If human dignity is respected for him; Physically and mentally relaxed, and also by observing the appropriate behavior and performance of managers and officials above him in the organization; The efficiency of your work increases and the productivity of the organization increases.

But another result of the research showed the existence of a relationship between organizational loyalty and organizational productivity of employees. Considering that the productivity in the organization is possible when the employees consider themselves as belonging to the organization and consider themselves dependent on the organization in any situation and perform their duties with hard work and support the goals of the organization in the form of rules and professional ethics. The results obtained in the present study are consistent with the results of the following studies (17-19). In separate researches, they concluded that loyalty in the organization leads to an increase in organizational performance and productivity. In the analysis of such a relationship, it can be concluded that organizational loyalty is created among employees when they are first satisfied with the environment of the organization in various issues; One of these important cases is the satisfaction of management practices based on human dignity by managers and officials in mental-psychological, behavioral, functional and physical dimensions. In fact, by gaining the trust of the employees by the managers by respecting the human dignity, the loyalty of the employees to the organization can be increased, as a result of which the productivity of the organization will also increase.

## Conclusion

Therefore, in the current research, if the managers of the organization pay attention to the mental-psychological and physical dignity of the employees, the productivity of the organization will increase significantly. theirs, which is about the cases related to prisoners; They need morale and mental well-being at their workplace, and besides that, they need to create safety, health and hygiene; Therefore, paying attention to these two subjective dimensions is more effective in improving the organization's productivity than its two objective dimensions. As a result, managers and officials of the General Directorate of Prisons of East Azarbaijan Province should apply the correct behaviors in creating the mental well-being of employees, such as creating self-confidence, dealing with employees appropriately, and the ability to control an-

ger and welcome constructive criticism from employees, and maintain the respect of employees in the organization's environment, as well as the importance to physical health and compliance with health and safety points in the organization's environment provide the means to increase the productivity of the organization. But organizational loyalty was also discussed; It has a significant effect on improving the organizational productivity of employees. As a result, in addition to the important role of managers and officials by applying human dignity management; The employees themselves should be diligent, obey the professional ethics in the organization and perform the assigned tasks correctly and within the framework of the organization's rules, so that along with the management measures of the officials; can increase the productivity of the organization. Therefore, it is suggested to the employees to express their ideas and creative thinking by communicating with colleagues and managers in order to achieve the goals of the organization and also to interact with each other and to increase their loyalty to the organization in a way that will increase the productivity of the organization. will also increase. To realize this important matter, the behavior of the managers themselves will be very effective in being a role model in the way they treat employees, and therefore it is suggested that as a practical model, the managers themselves with ethical and generous behaviors, management combined with human dignity in the office All the prisons of East Azarbaijan province should be institutionalized. There were limitations in conducting the present research, the main of which was the limitation of the measuring instrument to the questionnaire.

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