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The Relation between Job Resources and Organizational Performance (Case Study: branches of Refah-e-Kargaran Bank in Kermanshah City)

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Abstract

This study has already done with purpose of the Relation between Job Resources and Organizational Performance. The research method was descriptive-correlational research. Statistical population of this research is considered to all employees of branches of Refah - e -Kargaran Bank in Kermanshah City. Sample size consists of 147 people who are available and full numbered. To collect information, questionnaires of Bucker job resources and Kaplan and Norton's organizational performance have been used. Consistency of questionnaires is measured by Cronbach's alpha. Cronbach's alpha coefficient for job resources is 0.731 and its coefficient for organizational performance is 0.798. The results of data analysis showed a positive and meaningful relation with error level lower than 0.01 between job resources and their components (autonomy, social support, feedback, development and growth opportunities, and mentorship).

Keywords: Job Resources, Organizational Performance, Refah - e -Kargaran Bank, Kermanshah

Introduction

Todays, regarding the improvement and development of technology, the nature of jobs has changed from traditional and physical to intellectual and mental. On the other hand, all the businesses around the world are forced to lower their prices and increase the quality they offer to their customers. Hence, most organizations try to differ from their opponents by presenting high quality, flexible, novel and responsive services and by achieving effectiveness. It is believed that only those organizations can continue their activities in today's competitive world which have better and more optimized performance comparing to their opponents and along with using opportunities, they make use of the treats to their own benefit

(Ghorbani Zade et al.). Effective factors on organizational performance are intra organizational factors and extra organizational factors. Extra organizational factors are economic, social, political, cultural and juridical and intra organizational factors according to Bakker and Demerouti (2008) consist of job resources, individual resources, job commitments and job demands.

Research Problem

Organizational performance is one of the most important issues in management studies and it is the most important measure for organizations' success, undoubtedly (March & Sutton). Experts in human resources management believe that performance covers organization's success, performance of intra organizational groups and individual satisfaction and analysis are in individual, group and organization levels. With fast changes in technology, increasing risks, globalization and privatizations (Crocitto & Youssef), we are not able to control and manage the performance traditionally and like the old days and we should apply new approaches. Moreover, managers believe that in modern day with innovations, organizational performance, competitive and business success being at stake, employees play a critical role. Thus, organizations need employees who are energetic, sacrificial and drawn to their jobs. In other words, organizations need employees who are bound to their jobs (Eisa Khani, 2014).

Generally, one of the activities which should be done in order to attain knowledge base economy and achieve sixth development program in Iran is to consider banking system. Although, some works have been done in human resources, knowledge management, education and intra organization structure in banking of Iran, it seem that such works are not consistent enough. Refah e Kargaran Bank with more than 40 years of experience in presenting bank services and known as an active bank in Iran has 10942 personnel and 1067 branches around the country. It has made a good progress in achieving economic goals of country by presenting desirable banking services (Janebi Enayat, 2013). Moreover, it is certain that the start point for an organization is to edit and present its policy and then the employees play the major role since they are the performer of the policy. So, if they do not feel the bond with their job the organization cannot be successful. As a support to what was claimed, today we encounter the increasing number of expert employees leaving their jobs, intra organizational conflicts and clients dissatisfactions which affect the performance of organizations negatively.

Research Objectives

Main Objective:

To identify the Relation between Job Resources and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.

Minor Objective:

To identify the Relation between Dimensions of Job Resources and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.

Research Hypotheses:

Main Hypothesis

There is significant Relation between Job Resources and Organizational Performance in employees of branches of Refah - e - Kargaran Bank in Kermanshah.

Minor Hypotheses:

1-There is significant Relation between Autonomy and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.
2-There is significant Relation between Social support and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.
3-There is significant Relation between Feedback and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.
4-There is significant Relation between growth Opportunity and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.
5-There is significant Relation between Coaching and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.

Research Background

Zargan Moghadam studied the effects of job demands and resources on employees' content and exhaustion based on job-demand resource model. Statistical population of the research was Foolad Mobarake Esfahan employees with educational degree of diploma and higher. The results of structural equation modeling confirmed the effects of job resources on content of employees and relations between resources and job demands. However, the effect of demands on job exhaustion, effect of resources on job exhaustion and relation of job content and exhaustion was rejected.
Adibi et al studied the relation between job demands, job resources and job control with employees' deviant behaviors. The statistical population was employees of Naft o Gaz e Zagros e Jonubi (Southern Zagros oil and gas co) in Bandar Abas. Findings showed a meaningful result in role importance and ambiguity in the first stage, role ambiguity and conflict along with education, appreciation and supporting the supervisor in the second stage, and role importance and ambiguity along with education, appreciation and supporting the supervisor with job control for deviant behavior in the third stage.
Hakanen et al (2006) studied job exhaustion and organizational performance among teachers. The studied over teachers of the Education Department of Helsinki Finland and designed a model related to job commitments and tested it using structural equation modeling. The results showed no mutual relation between job commitments (job demands) and job resources. Job resources affect organizational performance.
Freeny & Tiernan (2009) studied barriers and facilitators of job resources. So, they studied 20 nurses applying a qualitative research. They found that heavy workload, lack of control, unfit and inadequate remuneration, injustice, difference in values and lack of population are factors which result in exhaustion and somehow prevent employees to feel the bond with their jobs.
Chen et al (2015) studied the relation between team independence and development in new products and found a meaningful relation between team independence and performance.
Li et al (2015) studied the role of control motivation and independence motivation in the relation between appropriateness value and job resources. Statistical population was 767 Chinese teachers in this research and the results showed that independence motivation has a positive meaningful intermediate role on effects that appropriateness value has on job resources. On the other hand, control motivation as an intermediate between appropriateness value and job resources is effective but its effect is negative.

Conceptual model of the research

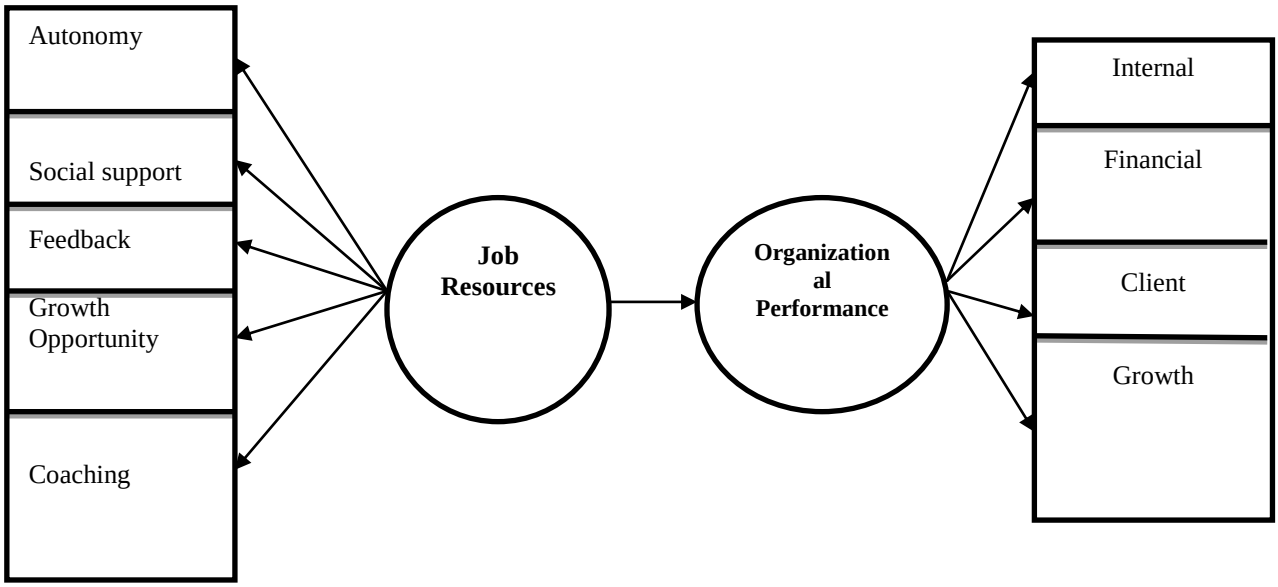


Figure 1. Research Model

Research Method

This study in terms of purpose is applied research. Regarding the method of inference, this research is descriptive – correlational Research and in terms of data gathering is survey research

Statistical population and sampling method

Due to population limits, statistical population is considered to be the population. Thus, employees of all the branches of Refah e Kargaran Bank in Kermanshah (216 people) are participated in the research. Sampling method was choosing the availability.

Table 1: the number of population members

Number	Group
37	Women
179	Men
216	Total

Testing Hypothesis of the Research

Main Hypothesis:

There is significant Relation between Job Resources and Organizational Performance in employees of branches of Refah - e - Kargaran Bank in Kermanshah.

According to the results from correlation matrix in table 2, it can be indicated that there is a relation between job resources and organizational performance in branches of Refah Bank with reliability of 0.99 and error level lower than 0.01. Also, the relation ratio is 0.436 and it is directional (positive) and medium level meaning that as the job resources level increases, organizational performance rate will increase in a good rate.

Table 2: Relation between job resources and organizational performance

Variable	Organizational performance	
Job Resources	Correlation Coefficient	Significance level
	0.436	0.001

The results of table 3 and multiple correlation coefficient shows that predict variable has a fairly suitable correlation with the criterion variable. Also, adjusted coefficient which is determined (R2adj=0.185) shows that job resources predict variable has been able to indicate 18.5 percent of changes in organizational performance criterion variable. So, the rest of changes (81.5 percent) which is known as quantity squared error are affected by variables outside the model.

Table 3: summary of statistics related to job sources and organizational performance model

Model Summary				
Model	Multiple Correlation Coefficient	R2	R2adj	Standard Error of Estimate
1	0.436	0.190	0.185	0.438
Predict variable: job resources		criterion variable: organizational performance		

According to results of table 4, F (34.076) is meaningful in error level lower than 0.01. In fact, this result shows that predict variable can be indicative and is able to explain the change ratio and variance of criterion variable. In other words, regression model is almost suitable for this research whereby we can indicate changes in organizational performance criterion variable based on changes in job resources predict variable.

Table 4: variance analysis results

Model	Sum of Squares	Degree of Freedom	Mean Square	F	Sig
Regression	6.549	1	6.594	34.076	0.001
Total	27.866	145	0.192		
	34.414	146			

According to findings in table 5, standard regression coefficient for organizational performance variable (0.436) in error level lower than 0.01 is meaningful. Consequently, it can be indicated that job resources variable of Refah Bank affects organizational performance growth. It means with an increase in a standard deviation in job resources variable, organizational performance value is increased equal to 0.436 units of standard deviation.

Table 5: Regression coefficient effects of predictive variable on criterion variable

Model	Non-Standardized Coefficients		Standardized Coefficient		
Predict Variable				T	Sig
1	B	Standardized Error	Beta		
(stable)	3282	0.266	-	8.758	0.001
Job Resources	0.394	0.067	0.436	5.837	0.001

First Minor Hypothesis:

There is significant Relation between Autonomy and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.

According to the results obtained of correlation matrix in table 6, it can be indicated that with confidence of 0.99 and error level less than 0.01, there is a relationship between Autonomy and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah. Also, the amount of this relationship is equal to 0.403 and it is directional (positive) and in medium level. It means that as the Autonomy level increases, organizational performance rate will increase in a good rate.

Table 6: Relation between Autonomy and organizational performance

Variable	Organizational performance	
Autonomy	Correlation Coefficient	Significance level

	0.403	0.001

Second minor Hypothesis:

There is significant Relation between Social support and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.

According to the results obtained of correlation matrix in table 7, it can be indicated that with confidence of 0.99 and error level less than 0.01, there is a relationship between Social support and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah. Also, the amount of this relationship is equal to 0.381 and it is directional (positive) and in weak level. It means that as the Social support level increases, organizational performance rate will increase in a weak rate.

Table 7: Relation between Social support and organizational performance

Variable	Organizational performance	
Social support	Correlation Coefficient	Significance level
	0.381	0.001

Third Minor Hypothesis:

There is significant Relation between Feedback and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.

According to the results obtained of correlation matrix in table 8, it can be indicated that with confidence of 0.99 and error level less than 0.01, there is a relationship between Feedback and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah. Also, the amount of this relationship is equal to 0.369 and it is directional (positive) and in weak level. It means that as the Feedback level increases, organizational performance rate will increase in a weak rate.

Table 8: Relation between Feedback and organizational performance

Variable	Organizational performance	
Feedback	Correlation Coefficient	Significance level
	0.369	0.001

Fourth Minor Hypothesis:

There is significant Relation between growth opportunity and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.

According to the results obtained of correlation matrix in table 9, it can be indicated that with confidence of 0.99 and error level less than 0.01, there is a relationship between growth Opportunity and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah. Also, the amount of this relationship is equal to 0.237 and it is directional (positive) and in weak level. It means that as the growth opportunity level increases, organizational performance rate will increase in a weak rate.

Table 9: Relation between growth opportunity and organizational performance

Variable	Organizational performance	
growth Opportunity	Correlation Coefficient	Significance level
	0.237	0.001

Fifth Minor Hypothesis:

There is significant Relation between Coaching and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah.

According to the results obtained of correlation matrix in table 10, it can be indicated that with confidence of 0.99 and error level less than 0.01, there is a relationship between Coaching and Organizational Performance in employees of branches of Refah - e -Kargaran Bank in Kermanshah. Also, the amount of this relationship is equal to 0.395 and it is directional (positive) and in weak level. It means that as the Coaching level increases, organizational performance rate will increase in a weak rate.

Table 10: Relation between Coaching and organizational performance

Variable	Organizational performance	
Coaching	Correlation Coefficient	Significance level
	0.395	0.001

The results of table 11 and multiple correlation coefficients show that predict variables there is a fairly suitable correlation with the criterion variable. Also, adjusted coefficient which is determined (R2 adj=0.183) shows that predict of dimensions of job resources variable has been able to indicate 18.3 percent of changes in organizational performance criterion variable. So, the rest of changes (81.7 percent) which is known as quantity squared error are affected by variables outside the model.

Table 11: Summary of statistics related to dimensions of job sources and organizational performance model

Model Summary				
Model	Multiple Correlation Coefficient	R2	R2adj	Standard Error of Estimate
1	0.495	0.211	0.183	0.438
Predict variable: dimensions of job resources criterion variable: organizational performance				

According to results of table 12, F (7.526) is meaningful in error level lower than 0.01. In fact, this result shows that predict variable can be indicative and is able to explain the change ratio and variance of criterion variable. In other words, regression model is almost suitable for this research whereby we can indicate changes in organizational performance criterion variable based on changes in job resources predict variable.

Table 12: Variance analysis results

Model	Sum of Squares	Degree of Freedom	Mean Square	F	Sig
Regression	7.249	5	1.450	7.526	0.001
Total	27.165	141	0.193		
	34.414	146			

According to findings in table 13, standard regression coefficient for organizational performance variable (0.262) in error level lower than 0.01, just for Coaching variable is meaningful. Consequently, it can be indicated that coaching variable of branches of Refah Bank effects on organizational performance growth. It means that with an increase in a standard deviation in coaching variable, organizational performance value is increased equal to 0.263 units of standard deviation.

Table 13: Regression coefficient effects of predictive variable on criterion variable

Model	Non-Standardized Coefficients		Standardized Coefficient		
Predict Variable				T	Sig
1	B	Standardized Error	Beta		
(stable)	2.396	0.287	-	8.337	0.001
Autonomy	0.099	0.079	0.138	1.250	0.213
Social Support	0.106	0.071	0.159	1.485	0.140
Feedback	0.028	0.080	0.042	0.352	0.726
Growth & Improvement Opportunities	0.54	0.75	0.68	0.717	0.474
Coaching	0.196	0.77	0.263	2.534	0.012

Conclusion

The results obtained of analysing for research main hypothesis showed that with confidence of 0.99 and error level less than 0.01; there is significant Relation between Job Resources and Organizational Performance in employees of branches of Refah - e - Kargaran Bank in Kermanshah. The amount of this relationship is 0.436 and it is directional (positive) and medium level meaning that as the job resources level increases, organizational performance rate will increase in a good rate. Also, adjusted coefficient which is determined (R2adj=0.185) shows that job resources predict variable has been able to indicate 18.5 percent of changes in organizational performance criterion variable. So, the rest of changes (81.5 percent) which is known as quantity squared error are affected by variables outside the model. According to results of regression coefficient standard for organizational performance variable (0.436) in error level less than 0.01 is meaningful. Consequently, it can be indicated that job resources variable of Refah Bank affects organizational performance growth. It means that with an increase in a standard deviation in job resources variable, organizational performance value is increased equal to 0.436 units of standard deviation. The result is in agreement with the results of researches performed by Chang and Angeline (2010) and Nakagawa (2014). It seems that job resources reduce job demands and related physiologic and psychological costs. They are also effective in achieving career goals and motivate people's learning and improve personalities. Also, they play the role of intrinsic motivation since they provide growth opportunities, learning and improvement of employees. They play the role of extrinsic motivation since they have an instrumental role in achieving career goals (Bakker & Demerouti, 2007). Consequently, they improve organizational performance.

To indicate such results, it is believed that mentoring in organizations is a short time relation to improve performance through simplifying learning which needs particular personalities and conditions. However, it can be done in groups and teams sometimes. Manager (as a mentor) plays the role of a facilitator and tries to make his employees to reach in a suitable level of self-contemplation, based on operational and

goal based plans he provides. Such works done by mentor (manager) helps people and teams conquer their career problems and even personal challenges. Generally, mentor (manager) does not have a commanding role. He steps in and guides when feels necessary or at times he thinks the organization is going in the wrong direction (Vali et al 2011).

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