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Relation among Occupational Experience and Occupational Specialty of the Personnel with Occupational Route in branches of Refah Bank, Tehran

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Abstract

The objective of this research is to review on relation among occupational experience and occupational specialty and occupational route of the personnel of branches of Refah Bank, Tehran City that for this reason, 290 persons are selected among personnel of the Branches of Refah Bank, Tehran City through accidental cluster sampling method and answered the research questionnaire. The contents of this questionnaire are confirmed by the elites of this area and its permanency is confirmed by Cronbach's Alpha test. In the completion of the data obtained from the questionnaire in this chapter, the research data are analyzed. In order to describe the information related to general features of the respondents, it is used from descriptive statistic indices such as abundance and percent and along with confirmation or non-confirmation of the normalizing the data distribution, it is used from Kolmogorov Smirnov test for assessing the variables and in order to analyze the research theorems, it is used from Pearson Correlation Coefficient and Regression Analysis and the results show that there is meaningful relation among occupational experience and occupational specialty with occupational route of the personnel of Branches of Refah Bank, Tehran City. It is suggested that Refah Bank employs the experienced persons and trained the new personnel by the experienced personnel and shared their experience by this method. The new-employed personnel may enjoy the sufficient skill and specialty. Also, the skills and abilities of the personnel are used by Refah Bank in order that the personnel in Refah Bank may solve easily the problem with regard to their skills when the problem occurred. Also, the personnel are empowered to submit their skills in appropriate manner.

Keywords: Occupational Experience, Occupational Specialty and Occupational Route

Introduction:

Human resource is considered as the most important capital of a human which plays the key and critical role in access of the organization to its objectives. At present, the organizations spent more expenses for attracting and maintaining the manpower to not fall behind other competitors in the field of competition. In current age, as result of existence of the competition among the organizations and companies for obtaining more profits, dominance on the available profits enjoys more special importance. If the organizations have the best technology and enjoy the best equipment, but they have not specialists and efficient manpower or they are not able to use accurately the available manpower and apply successfully on skillful and efficient environment and competition field (Rafiee 2011, 131).
Manpower are able to process other sources and create the services and goods that the organization is established for that reason. In fact, in high speed world with full of current evolution and competition, whatever have supplied the access to the competitive advantages for the organizations is the high quality, creative and dynamic manpower. So in current field, talented and knowledge-oriented manpower is the best and more important capability of the organization in the obtaining competitive advantage and also, it is considered the major intangible asset and the organizations believe that the personnel is the basic for improving the quality and productivity of all organizational processes, so this action is considered the main foundation of increase in efficiency and most valuable capital and gold key of the competition.

At present, the organizations comprehend well that in order to be successful in complex global economy and permanency in competitive business environment, they are required to have the best talents. Simultaneous with the requirement to employ, develop and maintain the talents, the organizations comprehend that the talents are critical sources to be required for management in order to access to the best results. In past, management of the talent is assigned to the personnel department as a lateral liability, so at present, management of the talent is considered more sincerely as an organizational duty that its liability shall be borne by all departments(Bhatnagar 2007, 4).

In current years, in Iranian organizations, the topic of breeding and development of manpower in different frames such as identification and breeding the talents, substitution and future directors and Sayeh managers is considered. In such field, performance of the studies and different researches for patterning and using successful experiences of developed organizations enjoys critical importance. This attention is paid to the privileges that the development of such plans has for the companies and advanced organizations of the world. On the other hand, the organizational performance is important in university studies and applied areas such as managerial rewards and remaining of the organizations which caused that obtaining sufficient recognition from this structure and how to measure it and comprehension of the efficient factors enjoy special importance. If we cannot measure it, we may not administrate the organization (Zeinoddin Bidmeshmi, 2011, 10).

The talented persons like to be part of the organization that accepted them, the organization motives them and creates the flexible working environment. In such status, it is expected that the personnel make their full effort to involve them in organizational activities.

Unfortunately, in spite of incurring enhanced expenses in attraction and employment process of the talented persons and high expenses arising from education of such persons to appear their talents, it is

seen that in action, such persons intend to leave the organization and change their job. The reasons have role in increase in such tendency is that the cases such as current organizational minimizations and more occupational opportunities created by modern technologies and easy access to mass of occupations by internet, non-occupational consent and non-necessary organizational obligation and non-qualification in organization and change of occupational requirements of the persons (Farli, 2005, 69). So, use of talent manpower is considered the required condition for success of the organizations, but it is not sufficient. They are required the suitable and creative strategies to benefit such talents. Therefore, it is required that each organization is identified well the available status of talent management process in the organization and made its effort to recognize the advantage and disadvantage points in strengthening the advantage points and removing the disadvantage points by talent management system optimization and enjoy maximum ability and self-talents capacity. As it mentioned above that we can claim that the main apprehension of the researcher or the same main question of this research is that What is the relation among occupational experience and specialization and occupational strategy of the personnel of the branches of Refah Bank in Tehran City?

Theoretical basis of research:

One occupational strategy is the working life way which is combined with personal motivations and thoughts that the personnel select in their roles, comprehension of such concepts is that the occupational strategy includes the set of jobs that a person promotes it during his life way (Ahi and Bejani, 2012, 26). In continuation, two cases from occupational models and theories are pointed.

Occupational Way Development Theory in viewpoint of Hall (1976):

Hall is one of the theorists of occupational way development who believes that the some personnel continue the occupational ways for themselves. Original of this kind of the newest thought about occupational route of the persons is returned to the self-selection and personal freedom and personal imagination on success. Main framework of this pattern is the newest thought on consent from occupational way as follows:

1- The persons make their effort to control the progress of occupational promotion route and the person makes decision to obtain the extra education and research for special jobs and get out of the organization.

2- Freedom, growth and self-selection are considered as the most important personal values.

3- The person follows this subject to create the balance among job, organization, family, friends and entertainment and it is not considered that the leaving work is very difficult for him.

4- Success is defined specifically, this subject may be included the traditional objectives, money, progress and determination and also, it is possible to include the perfection request, self-respect and strong and glad friendship relations obtained through non-occupational activities.

5- The active and compatible person designs his working courses throughout his life, of course, all designs of the person conform the organization plans (Seyed Javadin, 2008, 3).

The Theory of Patricia Mc Lagan (1989):

Mc Lagan introduced the occupational progress way development as one of the most important theories and subjects of breeding manpower. He deems that the occupational progress development is one of three

main efficient activities on the organization which is developed as the main process of the organizations. In his belief, main concentration of occupational progress way development is to guarantee the progress coordination, way design and job progress of the persons and occupational progress management processes of the organization to materialize an optimum combination among the requirements of the person and organization. The question is propounded that this coordination proposed in the organizational world is very reality-oriented.

- Occupational ways of perpendicular progress are passed less.
- High percent of persons work in the small organizations.
- The organizations may not apply based on lifetime job.
- The organizations relied on experienced working forces.
- The persons are encouraged for accepting their occupational way and it is requested them to foresee their occupational progress ways in working life period.

The topics from this kind result in changing the comprehensions to creating factors of occupational progress way of the addressees and in-charge of occupational progress ways.
It is worth mentioning that the model under study will be the current research based on Patricia Mc Lagan theory (1989).

Research Background

In management of the talent, two topics of occupational experience and occupational skill enjoy very high importance. The results of the research of Fahimi Haghverdi (2014) showed that there is the meaningful relation between talent and efficiency management of the manpower in the personnel. Also, there is the meaningful relation among attracting the talent and selecting the talent and using talent and developing the talent and maintaining the talent and efficiency of the manpower in the personnel. The results of the Ashegh Hosseini Mehrvani research (2011) showed that there is the meaningful and direct relation among organizational performance and talent management. Consequently, the organization may witness the changes in the performance by using the talent management plans. Hills (2014) introduced five key strategies in the field of substitution with title of breeding substitute or smart management of the talents:
Coordination of training substitute plans with organization strategy, evaluation of leadership potentials, partnership of the talents in planning and using different development methods (experience, education and coaching) and creation of a widespread network for talent management planning.
Hart (2013) in the research entitled “talent management planning pathology in service organizations of the health and treatment in Australia expressed that whatever such organizations make smaller among service organizations of the health and treatment in the Australia, they have less tendency to participate in the talent management plans. The smaller organizations have no tendency to participate in strategic talent management plans, but they have concentrated on growth and development activities and the successful large organizations have official management plans for breeding substitute.

Conceptual Model of the Research:

Model is obtained from Latin root of Modus. Model helps us to be conducted to the phenomena which we can not see them. The small partial model or small renovation of a large thing is that it is equal with

performance of a real thing (Bazargan and colleagues, 2013, 11). The model is the relation among theoretical design and collection and information analysis work. In social sciences of the models include signals, it means that the features of such experimental phenomena (including details and their relation) are mentioned through concepts related to each other. So, this is the model reflecting the reality and visualized the determined aspects of real world which has relation with the issue under review. The major relations among the said aspects make obvious the said aspects and finally, it is supplied the possibility to experimental and theoretical test with regard to the identity of this relation. After the testing the model, the part of real work parts is comprehended better. In abstract, it shall be said that the mode is the group of concepts and indices to facilitate the selection of work and collection of the necessary information for the testing the theories (Irannejad Parizi, 2009, 56), so the research model is as follows:

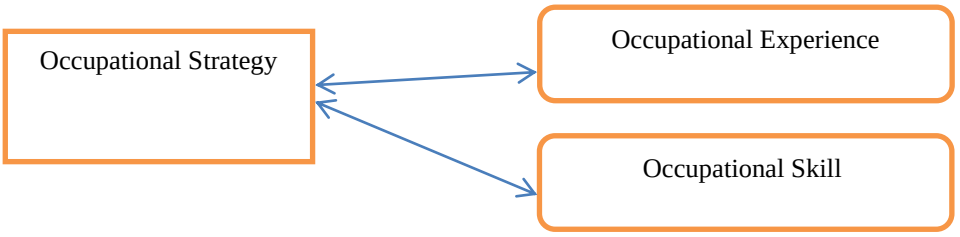


Figure 1. Research Model (Dokkoo and colleagues, 2009; Claussen and colleagues, 2012)

Research methodology

This research is the correlative type in view of applied objective and descriptive execution. The statistical society of the research includes all personnel of the branches of Refah Bank, Tehran City that their number was equal to 1184 persons. Sampling method of the research is the cluster accidental research that based on Cochran Formula, 290 persons from personnel are studied. To collect the information, it is used from library studies methods and field research. Therefore, with regard to the collection of data, it is used from two types of tools to review on documents and deeds of the questionnaire. In review of the deeds and documents, it is used from library sources, articles and necessary books and information global network to collect the information in the field of fundamental of theory and literature of research. The questionnaire of Clavsin and colleagues is used in field part. In order to review on virtual and conceptual review of the questionnaire, it is used from five viewpoints of the theorists and elites and its justification is confirmed. In order to assess the permanency of Cronbach's Alpha after executing the pilot, it is used from questionnaire that the results are mentioned in table 1:

Table 1: Research Questionnaire Permanency:

Variables and Indexes	Number of Questions	Cronbach's Alpha Quantity
Occupational experience	3 questions	0.73
Occupational Skill	4 questions	0.77
Occupational route strategy	13 questions	0.88
Total questionnaire	20 questions	0.91

In order to analyze the data, it is used from SPSS software and findings are submitted in two parts of descriptive and inferential statistics and along with confirmation and non-confirmation of normalization of data distribution, it is used from Kolmogroph Smirnoph test for assessing the variables and after ensuring the normalization of research variables distribution, it is used from Pierson Correlation coefficient test to analyze the research theories.

Research Findings

64.8 % from respondents are men, 35.2 % of them are women. On this basis, the most answers are related to the men. 0.3 % of respondents are 25 years and smaller, 36.2 % are among 26 to 35 years old, 54.8 % are among 36 to 45 years old and 8.6 % are among 46 to 55 years old in addition that no one of the sample members are not more than 55 years old. It represents that this subject that the age group among 36 to 45 years old and after than are 26 to 35 years old who are allocated the most numbers of the respondents to themselves.

The lowest numbers are related to age group more than 55 years old and 25 years old and lower. The 85.9 % of research respondents are married and 14.1 % of them are single, it represents this subject that the most percent of respondents are related to the married persons. 7.2 % of the respondents are allocated to the questionnaire of this research having high school diploma or less, 7.6 % has Associate Degree diploma, 45.5 % have Bachelor's Degree and 39.3 % have Master's Degree and 0.3 % have Doctorate or higher. So, the most abundance percent of sample members belonged to the persons having Bachelor's Degree, Master's Degree, Associate Degree and Diploma or lower and Doctorate. 9.7 % of participants in the research have 5 years services record or less, 21.4 % among 6 to 10 years, 25.5 % among 11 to 15 years, 29.7 % among 16 to 20 years, 6.6 % among 21 to 25 years and finally, 7.2 % of them are served more than 26 years. So, the most respondents are related to the persons with service among 16 to 20 tears and low abundance is related to the persons with service records among 21 to 25 years.

Table 2: Descriptive Statistics of Research Variables:

Variable	Quantity	Minimum	Maximum	Average	Criteria Deviation	Variance
Occupational Experience	290	1.00	5.00	3.38	0.71	0.50
Occupational Skill	290	1.00	6.50	3.46	0.74	0.54
Occupational Way Strategy	290	1.73	4.40	3.13	0.48	0.23

With regard to the obtained results, it is determined that among variables, the highest average is related to the occupational skill variable with quantity of 3.46 and less average is the network size variable with quantity of 3.08.

Table 3: Results of Data Distribution Normalization Test:

Variable	Kolmogroph-Smirnoph		Result of Normalization
	Statistic	Meaningful	
Occupational Experience	1.351	0.051	It is normal
Occupational Skill	1.2	0.094	It is normal
Occupational Way Strategy	1.101	1.102	It is normal

With regard to the obtained meaningful levels larger than 0.05, it may be concluded that the variable in mistake level, first type 0.05 has normalization distribution.

Theory: There is the relation among occupational experience and occupational way strategy of the personnel of the Refah Bank's branches, Tehran City.

To review the relation among occupational experience and occupational way strategy of the personnel, it is used from Pierson Correlation Coefficient Test.

The results are mentioned in table 3:

Table 3: Results of Pierson Correlation Coefficient Test:

Variables	Personnel Occupational Way Strategy	
	Pierson Correlation Coefficient	Meaningful Level
Occupational Experience	0.234	0.000

As observed in table 3, correlation coefficient among occupational experience and occupational way strategy of the personnel is 0.234 which has the meaningful relation relatively average and positive (direct) and 0.05 level. (meaningful level: 0.000 < 0.05). Consequently, there is the relation among two direct and average variables. So, we can say that the theory is confirmed and there is the relation among occupational experience and occupational way strategy of the personnel of the branches of Refah Bank, Tehran City in such a manner that when one of the variables is increased, another may be increased and when it is decreased, another one is decreased.

To design the regression model, it is used from regression test. The regression model processing details among occupational experience variables and occupational way strategy of the personnel of the branch of Refah Bank, Tehran city are shown in table 4.

Table 4: The Results of Regression Model Processing among occupational experience and occupational way strategy:

Regression Coefficient	Estimation Mistake	Fixed Coefficient	Standardized Coefficient	T Test Index	Meaningful level
0.158	0.039	2.594	0.234	4.076	0.000
Parameter	Correlation Coefficient	Determination Coefficient	Variance Analysis Test Index	Model Meaningful Level	Vatson Camera Index
Occupational Experience	0.234	0.055	16.616	0.000	1.947

Since the Vatson Camera index quantity (1.947) is obtained among 1.5 to 2.5 from above table, we can accept the regression mistake sentences independency theory. Consequently, the said models from suitable processing enjoys independency conditions of the sentences. As per the table data, the model determination coefficient shows that about 0.055 from changes in personnel occupational way strategy are determined by occupational experience variable. Also, the results of variance analysis test in this table show that the changes quantity determined in this model has been 0.05 level, so this model has been for determining the changes in variables of suitable personnel occupational way strategy. There is the meaningful relation among the occupational experience and occupational way strategy of the personnel of the branches of Bank Refah, Tehran City. With regard to the meaningful level of occupational experience regression zero coefficient test, it is obtained lower than the first type mistake of 0.05. Being positive of regression coefficient is obtained for the index which represents the direct relation with occupational way strategy variable of the personnel. It means that whatever the occupational experience is located in higher level, personnel occupational way strategy variable will allocate more quantities. Regression model considered for this relation is shown abstractly as follows:

2.594 + (Occupational Experience) 0.158 = Personnel Occupational Way Strategy

Theory 2: There is the meaningful relation among occupational skill and personnel occupational way strategy of Bank Refah, Tehran City.

In order to review the relation among occupational skill and occupational way strategy of the personnel, it is used from Pierson Correlation Coefficient Test. The results are mentioned in table 5:

Table 5: The Results of Pierson Correlation Coefficient Tests

Variables	Personnel Occupational Way Strategy	
	Pierson Correlation Coefficient	Meaningful Level
Occupational Skill	0.309	0.000

As mentioned in Table 5, correlation coefficient among occupational skill and occupational way strategy of the personnel is 0.309 that is direct positive and relatively average relation and it is in meaningful level of 0.05. (Meaningful level = 0.000 < 0.05). Consequently, relation among two variables is direct and average. So it can be said that the theory is confirmed and there is the meaningful relation among occupational skill and occupational way strategy of the branches of Refah Bank, Tehran City in such a manner that when one of the variables is increased, another is increased and when it is decreased, another variable is decreased.

In order to answer this theory, it is used from regression test. The regression model processing details among occupational experience variables and occupational way strategy of the personnel of the branch of Refah Bank, Tehran city are shown in table 10-4.

Table 6: The Results of Regression Model Processing among occupational experience and occupational way strategy:

Regression Coefficient	Estimation Mistake	Fixed Coefficient	Standardized Coefficient	T Test Index	Meaningful level
0.200	0.036	2.434	0.309	5.514	0.000
Parameter	Correlation Coefficient	Determination Coefficient	Variance Analysis Test Index	Model Meaningful Level	Vatson Camera Index
Occupational Experience	0.309	0.096	30.408	0.000	1.863

Since the Vatson Camera index quantity (1.863) is obtained among 1.5 to 2.5 from above table, we can accept the regression mistake sentences independency theory. Consequently, with regard to the charter 8.4 related to mistakes abundance distribution and normal distribution and their comparison, distribution of the mistakes are approximately normal, so the said models from suitable processing enjoy independency conditions of the sentences. As per the table data, the model determination coefficient shows that about near to zero from changes in personnel occupational way strategy are determined by occupational experience variable. Also, the results of variance analysis test in this table show that the changes quantity determined in this model has been 0.096 level, so this model has been for determining the changes in variables of suitable personnel occupational way strategy. There is the meaningful relation among the occupational experience and occupational way strategy of the personnel of the branches of Bank Refah, Tehran City. With regard to the meaningful level of occupational experience regression zero coefficient test, it is obtained lower than the first type mistake of 0.05. Being positive of regression coefficient is obtained for the index which represents the direct relation with occupational way strategy variable of the personnel. It means that whatever the occupational experience is located in higher level, personnel occupational way strategy variable will allocate more quantities. Regression model considered for this relation is shown abstractly as follows:

2.434 + (Occupational Experience) 0.200 = Personnel Occupational Way Strategy

Conclusion:

The results show that there is the meaningful relation among occupational experience and occupational way strategy of the personnel of Branches of Refah Bank, Tehran City. With regard to the result, 5.5 % from personnel occupational way strategy changes of the Branches of Refah Bank is determined by occupational experimental variable. Such results show that there the meaningful impression of occupational experience variable with Beta standard coefficient equal to 0.234 and T= 4.076 on occupational way strategy variable of the personnel of the branches of Refah Bank, Tehran City. So, it can be concluded that there is the meaningful relation among experimental experience and personnel occupational way strategy of the Branches of Refah Bank, Tehran city. So, the first sub-theory of the research with more than 95 % is confirmed. Also, being positive of regression coefficient is obtained for the index which represents the direct relation with occupational way strategy variable of the personnel of branches in Refah Bank, Tehran City. The results of this research conformed to the results of the studies of Fahimi Haghverdi (2014), Karimi and Hosseini (2010), Suzan Dourdast and Estephan Vilham (2012), Sally and colleagues (2012). The results show that there is the meaningful relation among occupational skill and personnel occupational way strategy of the branches of personnel of Refah Bank, Tehran City. With regard to the results, the model determination coefficient shows that 9.6 % of personnel occupational way strategy changes of the personnel of the branches of Refah Bank, Tehran City is determined by occupational skill variable. The results show that there is the meaningful impression of occupational skill variable with Beta standard coefficient equal to 0.309 and T=5.514 on personnel occupational way strategy coefficient of branches of Refah Bank, Tehran City. So, it may be concluded that there is the meaningful relation among the occupational skill and occupational way strategy of the personnel of the branches of Refah Bank, Tehran City. So, second sub-theory of the research is confirmed with assurance more than 95 %. Also, being positive of occupational skill variable regression coefficient represents the being direct of the relation with personnel occupational way strategy variable of the branches of Refah Bank, Tehran City. It means that whatever the occupational skill is more, personnel occupational way strategy of the branches of Refah Bank, Tehran City will allocate more quantities. The results of this research conformed to the results of the studies of Rafiee (2011), Shojaei and Dari (2008). The results showed that there is the meaningful relation among occupational experience and personnel occupational way strategy of branches in Refah Bank, Tehran City, so it is proposed that Refah Bank selects the experienced persons for employment of the personnel and in this parallel, it is suggested that the new-employed personnel are trained by experienced personnel to share their experience by their experiment in order that the new-employed personnel enjoy sufficient skill. Also, the results showed that there is the meaningful relation among occupational skill and personnel occupational way strategy of the branches of Refah Bank, Tehran City, so it is suggested that the personnel skills and abilities are used by Refah Bank in order that the personnel may remove the problem easily with regard to the their skills in case of any problem. Also, it is suggested that the personnel are delegated to submit their skills in good manner.

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