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## EVALUATING THE RELATIONSHIP BETWEEN WORKING PRACTICES WITH SUPERIOR PERFORMANCE AND WORKING RESULTS OF EMPLOYEES OF FOREFRONT (QUEUE) IN ORGANIZATIONS

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### ABSTRACT

The most important asset of the organizations and the cause of goals and programs realization of each organization of employees which work within there. Experts believe that without skilled manpower, capable, committed, and satisfied, realization of organizational goals is impossible. So this study aims to survey the relationship between working practices with superior performance and working results of employees of forefront (queue) in organizations. This study is a field work and in terms of method is correlation study and in terms of purpose is practical. The statistical population of this study is consisted of formal employees of Imam Khomeini port petrochemical Co. which are over 2,000 members. To data analysis, the Spearman correlation method, using SPSS software is used. The results showed that in the first and second main hypotheses it suggest that working practices with superior performance positively correlated with variables (job satisfaction and organizational commitment). It was also found that the variable dimensions of working practices with superior performance (including training and management support) are also positively correlated with variables (job satisfaction and organizational commitment). The results of the third and fourth main hypotheses showed that job satisfaction is positively correlated with organizational commitment, and job performance. On the other hand, it has been found that the organizational commitment variable also has positive relationship with job performance.

**Keywords:** Relationship, Superior Performance, Forefront.

### INTRODUCTION

The most important asset of the organizations and the agent of goals and programs realization of each organization is people that work there. Current and future periods are ages that Peter Drucker named it as discontinuity or reorganization systems' era. None of the today's phenomena and organizational communities cannot continue their survival and growth outside the environment that constantly changing. Individual performance in an organization is depends on the type of his personality and the organizational role that is responsible for and also the success and organization conditions. These conditions are considered and studied as environment, culture, feelings, communicational skills, empowerment and job performance. Human resources as the most important factor in the

organization efficiency, can using its talents and abilities, help the organization in achieving its goals and plans.

### RESEARCH LITERATURE

The term of business high performance working systems has been used for the human resources management methods set, which improves the performance. The methods that prepare employees with the skills, knowledge, motivation, commitment and freedom in important decision-makings such as innovation creation, improve quality, and ultimately quick response to such changes. These systems represent an outline of the organizational activities which include the main and related compounds, such as intervention, participation, and empowerment,

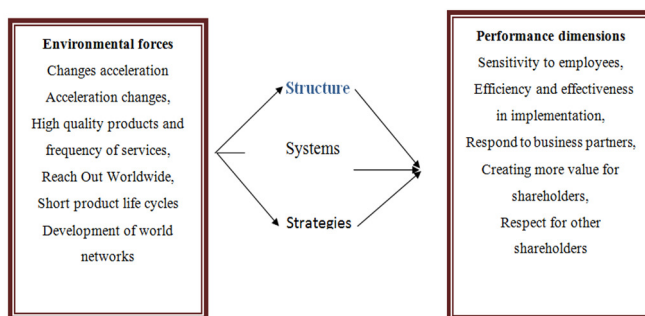
organizational development, expressing emotions, teamwork and rewards based on employees' performance. Such systems are also related with superior products, superior quality, satisfying the customer and employees and the company's financial performance in the future.

### High Performance Work Systems features

the high performance working systems are organizations that use a different management approach than other organizations. The high performance working system features, according to the Ministry of Labor of America (1993) is as follows: precise and extensive systems of recruitment, selection and training, precise and formal systems of sharing of information with people who work in the organization, the detailed design of job, processes of wide participation, evaluating the attitudes, evaluating the performances, proper working methods, pay plans and a promotion that discover the good performances of employees and give them financial rewards (Armstrong, 2002, 83-84). The basic idea of working systems with high performance is creating an organization that instead of relying on control be based on intervention, commitment, and empowerment of employees. In organizations with high intervention, its employees know themselves responsible for their actions and consider themselves participant in organizational success. They know more, work more, and have more participation. Thus will receive more power, knowledge and reward for performance at the highest level (Aringa et al., 2003, 3).

### High Performance Work Systems design

Extensive changes occurred in the context of the social, economic and competitive environment outside the organizations faced the effectiveness of an organization with a serious problem.



**Fig. 1.** Requirements of high performance organizations  
Source: Singh, 2002, 30

Therefore, there is tendency of organizations to become organizations with superior performance. So,

the identification of environmental changes seems inevitable phenomenon. These environmental changes are classified to six categories in form of environmental forces that each one briefly has been described (Rahimian and Goudarzi, 2008, 24-25).

Richard and Moger (1999), called high performances teams as dreamy teams and described seven features with that distinguish this team from other teams, including (Kestka et al., 2001, 124-125): High understanding - shared vision - creativity space - shared ideas - removing progress obstacles - active networks - learning from experiences.

### The impact of high performance working systems on organization performance

The goal of high performance working systems is affecting on the company's performance through enhancing the employees and teams productivity and achieving higher level of skill, competence, commitment and motivation of employees, increasing the work quality and customer services, qualitative increase in the customer services level, increase in profits, more grow and creating more value for shareholders, is by the help of the company's employees (Armstrong, 2002, 83). The findings of empirical studies about the effectiveness of high performance working systems provide positive results to company's performance. But in the case of the manner of this effect and its causes, no evidence is available. Likely the relationship between high performance working systems and the performance caused by group influence is of external variables. In other words, the impact of these systems on the company's performance is because of such variables. Number of variables of organizational context, such as the size and extent of the company's performance exist that are related to the company's decision to accept the high performance working systems and receiver performance. It is expected that while companies with better performance have more tendency to use sophisticated methods of human resources management (HRM), but these systems can significantly enhance this performance to justify its existence (Rahimian and Goudarzi, 2008, 27). David P. Hanna believes that organizations with high performance doesn't come accidentally or through policy or ordering something, but are outlined. And all these organizations are designed in such a way that will reach to results should be.

### High performance teams

The formation of teams and teamwork is the most important things that happen in today's organizations.

This fact that teams play a critical role in the success of the organization has been proven in practice and theories and studies have endorsed it. Synonyms related to teams are numerous, including self-commended groups, quality control loops, high performance working systems, and socio-technical systems. Working as a team, is another feature of the high performance working systems. As Robbins and Coulter (1999) believe, teamwork has more complete and different information and, because of the extensive participation of members in providing new ideas, ultimately the team finds legitimacy. Also the teamwork has significant impact on organization's performance and productivity.

### **Employees training process**

To achieve the objectives, the organizations, both small and large, should have the cadre of qualified and competent personnel. Elementary school, high school and college, are the systems to training and education of knowledge and information that ready people enter the society and provide effective services. But people who are employed by the organization, in addition to this information, need professional training to achieve the acquired technical knowledge to perform the task. These trainings help employers to play more active and effective role in achieving the organization's objectives (Sa'adat, 2011,174).

The benefits of training are as follows: No one at the beginning of the entrance to organization is familiar with all the aspects of their jobs and should take the time to everyone learn do well. Holding the training courses by qualified and experienced instructors, minimize the learning time and increase efficiency of the staffs. Staffs' training helps to solve operational problems. Complaints and grievances in the workplace is often the result of poor and ineffective management and often can be solved by training the officials in areas such as labor relations, human relations and leadership (Sa'adat). Training methods in a classification has been divided into two categories: 1-in the job training: the person is in his own job and we training to him that usually has vocational approach and is designed for operational managers .2- off the job training: the persons has been free of the job and is training that this training is longer and its objective is earning perceptual skills and generally is designed for middle and supreme managements.

### **Job satisfaction**

It refers to positive tendencies or feelings that people have toward their jobs. It means that whatever the

person has a high job satisfaction, so will greatly love his job, through it satisfy their needs and as a result will have positive feelings towards it (Samuels 2003, 9). Herzberg's theory is one of the most common and practical cases of job satisfaction survey. Based on the above theory, factors affecting job satisfaction are classified to two categories including support factors (external) and attitudinal and motivational factors (internal). Various studies on job satisfaction shows that various variables are associated with job satisfaction that these variables can be classified into four groups (Broker, 2003, 91):

- 1- Organizational factors
- 2- Environmental factors
- 3- Job nature
- 4- Personal factors

Job satisfaction leads to increase the person's productivity, be commitment to the organization, to ensure the physical and mental health, increase life satisfaction and learn new job skills quickly. Lack of job satisfaction, cause reduction of productivity, efficiency and employees' morale that low morale in the work, is very unfavorable. (Carmeli, 2005, 86-64).

### **Organizational commitment**

Porter (2001) defines commitment as a sense of loyalty, having identity and a sense of individual and job and organizational responsibility. Presence of this factor can have mutual relationships with administrative agents and measures. These factors increase the efficiency and effectiveness of the organization and consequently increase their commitment. Commitment achieved when the person has the sense of responsibility and independence toward his behavior and actions. In other words, in this sense, talking alone is not enough and must be followed by responsibility (Moshabaki, 1999, 5). In general, it can be mentioned that efficient human resources is an organization's main advantage over other organizations. Presence of human resources committed to the organization can reduce absence, delay and displacements, caused a significant increase in organizational performance, mental exhilaration of the staffs and manifesting organizational admirable targets and also achieving personal goals (Bahrami et al., 2010).

In the analysis of the factors affecting on organizational commitment, as well as its effects and consequences, the theoretical model of Moody et al (1982) can be used.

In their theoretical model, they expressed four categories of the factors affecting on organizational

commitment and positive outcomes of organizational commitment as follows:

- Individual features, such as age, gender, education level, race, work experience, that have considerable impact on a person's level of commitment to his organization.
- Features related to the role, such as the job identity or career challenges, role conflict and role ambiguity that are considered as other factors related to organizational commitment.
- Structural features, such as organization's size, concentration level and organizational formality, and monitoring area are the factors affecting organizational commitment.
- Work practices that occur over the person's work lifetime in the organization is a major factor that affects the psychological dependence of employees.

The dimensions of these factors include job attitudes, job satisfaction, organizational trust and a sense of belonging to the organization.

## RESEARCH HYPOTHESES

*The first major hypothesis:* high performance working practices is directly related to job satisfaction.

*The first sub-hypothesis:* Job satisfaction is directly related to training.

The second sub-hypothesis: management support is directly related to job satisfaction.

The second major hypothesis: high performance working practices is directly related to organizational commitment.

*The third sub-hypothesis:* organizational commitment is directly related to training.

**Table. 1: general results of research hypotheses test:**

| result                                | correlation coefficient | error level | significance level | hypothesis              |
|---------------------------------------|-------------------------|-------------|--------------------|-------------------------|
| and significant relationship positive | .544**                  | 0.01        | 0/000              | First major hypothesis  |
| Positive and significant relationship | 0/444**                 | 0/01        | 0/000              | First sub-hypothesis    |
| Positive and significant relationship | 0/471**                 | 0/01        | 0/000              | Second sub-hypothesis   |
| Positive and significant relationship | 0/609**                 | 0/01        | 0/000              | Second major hypothesis |
| Positive and significant relationship | 0/503**                 | 0/01        | 0/000              | Third sub-hypothesis    |
| Positive and significant relationship | 0/521**                 | 0/01        | 0/000              | Fourth sub-hypothesis   |
| Positive and significant relationship | 0/474**                 | 0/01        | 0/000              | Third major hypothesis  |
| Positive and significant relationship | 0/452**                 | 0/01        | 0/000              | Fourth major hypothesis |
| Positive and significant relationship | 0/773**                 | 0/01        | 0/000              | Fifth major hypothesis  |
| Positive and significant relationship | 0/605**                 | 0/01        | 0/000              | Sixth major hypothesis  |

The fourth sub-hypothesis: management support is directly related to organizational commitment.

*The third major theory:* job satisfaction is directly related to organizational commitment.

Fourth major hypotheses: job satisfaction is directly related to job performance.

*Fifth major hypothesis:* organizational commitment is directly related to job performance.

*Sixth major hypothesis:* high performance working practices is directly related to job performance.

## ANALYSIS

In this study the relationship between high performance working practices and working results

of frontline employees of Bandar Imam Petrochemical Complex has been evaluated. In this way, in order to examine the relationship between model variables, ten hypotheses are proposed. To test the proposed hypotheses, the needed data have been acquired from 337 questionnaires and using Spearman correlation test, have been analyzed; the achieved data provided as follows:

In the first and second major hypotheses it is found that high performance working practices positively is correlated with variables (job satisfaction and organizational commitment). It was also found that the various dimensions of high performance working practices (including management training and

support) are also positively correlated with variables (job satisfaction and organizational commitment). The results of the third and fourth major hypotheses showed that job satisfaction is positively correlated with organizational commitment and job performance. On the other hand, it was found that the organizational commitment variable is positively related to job performance. Finally, in the last hypothesis it was found that high performance working practices positively related to job performance and this hypothesis is also accepted.

## DISCUSSION AND CONCLUSION

According to the first major hypothesis, given that the significance level is equal to (0.000), and this value is less than the error level (0.01), therefore, this hypothesis is significant and has positive and significant relationship between high performance working practices and job satisfaction in Bandar Imam Petrochemical and it can be concluded that by increase / decrease in high performance working practices, the job satisfaction will increases / decreases. The result of this hypothesis is in correspondence with the results of Gibbs and Achilles research in 2013.

According to the first sub-hypothesis, given that the significance level is equal to (0.000), and this value is less than the error level (0.01), therefore, this hypothesis is significant and has positive and significant relationship between training and job satisfaction in Bandar Imam Petrochemical and it can be concluded that by increase / decrease in training, the job satisfaction will increases / decreases. The result of this hypothesis is in correspondence with the results of the researches of Zaker Fard research in 2011, Amin et al. in 2014, Gibbs & Achilles in 2013.

According to the second sub-hypothesis, given that the significance level is equal to (0.000), and this value is less than the error level (0.01), therefore, this hypothesis is significant and has positive and significant relationship between management support and job satisfaction in Bandar Imam Petrochemical and it can be concluded that by increase / decrease in management support, the job satisfaction will increases / decreases. The result of this hypothesis is in correspondence with the results of Gibbs & Achilles research in 2013.

According to the second major hypothesis, given that the significance level is equal to (0.000), and this value is less than the error level (0.01), therefore, this hypothesis is significant and has positive and significant relationship between high performance working practices and organizational commitment in

Bandar Imam Petrochemical and it can be concluded that by increase / decrease in high performance working practices, the organizational commitment will increases / decreases. The result of this hypothesis is in correspondence with the results of Gibbs & Achilles research in 2013.

According to the third major hypothesis, given that the significance level is equal to (0.000), and this value is less than the error level (0.01), therefore, this hypothesis is significant and has positive and significant relationship between job satisfaction and organizational commitment in Bandar Imam Petrochemical and it can be concluded that by increase / decrease in job satisfaction, the organizational commitment will increases / decreases. The result of this hypothesis is in correspondence with the results of the researches of Golparvar et al. in 1393, Tavakoli et al. in 1388, Koohestani in 1386, Torkamaan in 1380, and Gibbs & Achilles research in 2013.

According to the third sub- hypothesis, given that the significance level is equal to (0.000), and this value is less than the error level (0.01), therefore, this hypothesis is significant and has positive and significant relationship between training and organizational commitment in Bandar Imam Petrochemical and it can be concluded that by increase / decrease in training, the organizational commitment will increases / decreases. The result of this hypothesis is in correspondence with the results of the researches of Amin et al. in 2014, and Gibbs & Achilles in 2013.

According to the fourth sub- hypothesis, given that the significance level is equal to (0.000), and this value is less than the error level (0.01), therefore, this hypothesis is significant and has positive and significant relationship between management support and organizational commitment in Bandar Imam Petrochemical and this hypothesis is accepted. So it can be concluded that by increase / decrease in management support, the organizational commitment will increases / decreases. The result of this hypothesis is in correspondence with the results of Gibbs & Achilles research in 2013.

According to the fourth major hypothesis, given that the significance level is equal to (0.000), and this value is less than the error level (0.01), therefore, this hypothesis is significant and because the Spearman correlation coefficient is (0.452), therefore by 99% assurance it can be said that there is a positive and significant relationship between job satisfaction and job performance in Bandar Imam Petrochemical and this hypothesis is accepted. So it can be concluded

that by increase / decrease in job satisfaction, the job performance will increases / decreases. The result of this hypothesis is in correspondence with the results of Gibbs & Achilles research in 2013.

According to the fifth major hypothesis, given that the significance level is equal to (0.000), and this value is less than the error level (0.01), therefore, this hypothesis is significant and because the Spearman correlation coefficient is (0.773), therefore by 99% assurance it can be said that there is a positive and significant relationship between organizational commitment and job performance in Bandar Imam Petrochemical and this hypothesis is accepted. So it can be concluded that by increase / decrease in organizational commitment, the job performance will increases / decreases. The result of this hypothesis is in correspondence with the results of Gibbs & Achilles research in 2013.

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