

THE INVESTIGATION OF THE RELATIONSHIP BETWEEN THE ORGANIZATION STRATEGIES, HUMAN RESOURCE MANAGEMENT POLICIES, ATTITUDES AND BEHAVIORS OF EMPLOYEES AND THE ORGANIZATIONAL PERFORMANCE OF ANSAR BANK BRANCHES IN TEHRAN CITY

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ABSTRACT: The purpose of the present research was to investigate the relationship between the organization strategies, human resource management policies, attitudes and behaviors of employees and organizational performance of Ansar Bank branches in Tehran city. The research population is the staffs of Ansar bank branches in Tehran city, and 278 persons were selected through census method. Data collection tool was the researcher made questionnaire which its formal and substantive validity was confirmed by three experts in this field and its reliability was confirmed by Cronbach alpha. The results showed that there is a direct and significant relationship ($p < 0.05$) between the organization strategies, human resource management policies, the staffs' behavior and organizational performance of Ansar bank branches in Tehran city ; there is a direct and significant relationship ($p < 0.05$) between the organization strategies, human resource, human resource policies of Ansar bank branches in Tehran city; there is a direct and significant relationship ($p < 0.05$) between the attitudes and behaviors of employees of Ansar Bank branches in Tehran city.

Keywords: Organization strategies, human resource management policies, staffs' attitudes, staffs' behavior, organizational performance

INTRODUCTION

Strategy is a coherent and coordinated set of commitments and actions which is designed in order to take advantage of core competencies and achieving competitive advantage [1]. in human resource management, strategy is defined as a selected option and approach to acquire the organization goals along with the organization strategy and macro objectives [2]. In fact, human resources strategies, sets the organization purposes about different aspects of human resource management policies and actions [3]. The stable strategies of human resources should help the organization to manage its human resources to achieve an "optimized network" of the company's objectives and also to achieve a stable society [4]. On the other hand, because organizations are different, they have different human resources strategies [3]. In addition, the organizational performance in facilitating the organizational effectiveness is considered one of the important tasks of human resource management. In recent years, much attention has been paid to the role of organizational performance evaluation. According to the experts' opinions, an effective evaluation system for organizational performance can bring many advantages for organizations and their staffs. Strategy is a consistent (flexible) approach over time, which identifies the organizational attitudes toward achieving its goals. The purpose of the strategy is keeping and maintaining the preponderant position of the organization through investment in the strengths and minimizing the weaknesses of the organization. To do this, an organization must identify the opportunities and threats which are caused by internal and external environments [5].

Each of the organizational strategies require specific human resource strategies. Therefore, it is important that human resource strategies reflect properly the organization's key

business strategy. These practical programs enable human resources to support the organization's main strategy [6].

Human resource strategies can overcome the market conditions in favor of the organization [7]. The strategic management of human resources is considered as one of the most important and effective issues in efficiency enhancement and total effectiveness of the organization. In this regard, the establishment of a strategic appropriateness (means creating coordination and compatibility between the corporate strategy and human resources strategy) is one of the main tasks of this part of the organization, and according to it, the selection of the human resource strategy in the organization must be conducted based on the corporate's overall strategy.

However, achieving this appropriateness is confronted with some problems that we mentioned the most important problems and approaches to deal with these kind of problems.

What can be presented as the result of this research is as followings: the necessity of a common alignment and orientation of human resources (as the main asset of the organization) with the overall strategy of the corporate, the importance of the comprehensive efforts of the managers of human resources department for establishing a general linkage between the corporate strategy and strategy, different departments and the subsystems of human resources (such as recruitment methods, evaluation and promotion, etc.) [8].

Job satisfaction and organizational commitment are considered as the main job attitudes. Also, willingness to exit (retention) and organizational subordination behavior are studied as behavioral components. The behaviors and useful actions of employees is very important too. Because such behaviors facilitate the organizational effectiveness, enhance the organizational attractiveness and lead to organizational goals [9].

On the other hand, the concept of organizational performance has been one of the most controversial concepts in personnel services and management activities during the last few decades, and it can be said that “as performance management introduces a set of diverse viewpoints and excites different feelings, it is one of the most complicated activities and processes of human resource management. In many organizations, this issue is considered as an integral part of human resource management programs and it is a useful tool in professional development and it is used for several purposes. According to Bernardin, data which are obtained from performance measurement is widely used for service compensation, performance improvement and documentation [10]. Also, it can be used in the decision about staffs (such as promotion, transfer, dismissal and discharge from service), training needs analysis, and staffs development, research and program evaluation. Ivancevich listed the objectives of staff evaluation as the staffs development, motivation creation, human resource planning and recruitment and establishing effective communications between employees and supervisors [11]. The results of Zahedi and Rafiee study entitled "the investigation of the relationship of coordination between human resources strategy and ethical decision strategy with organizational performance: a study in research organizations of the Agriculture Ministry " showed that coordination between human resources strategy and ethical decision strategy improves the performance [12]. As coordination between the human resources strategy increases, the organizational performance improves. The results of Ehsani and Alvani research (2000) showed that there is a direct and significant relationship between the performance and effectiveness of human resources and if the organization invests on the evaluation system for performance, the organization's effectiveness will be improved and also the increase of attention to the performance evaluation system will bring about better job satisfaction of personnel [13]. For the organization success, the coordination must be established successfully among different organizational levels inside each subsystem, in interaction with different subsystems, in interaction of systems with systems which constitutes their environment are the systems that have successfully established [12]. Today banks as one of the most important and vital service institutions are confronted with challenges and issues of organizational performance in this organization is very important, therefore, the existence of transformational

and capable managers in this institution is considered as a competitive advantage and attention to the transformational leadership and organizational performance, organization strategies and human resource management policies in banks, not only is the cause of the banks survival, but also it causes the prosperity and development and enhancement of the banks performance. This research aims to investigate the relationship between the organization strategies, human resource management policies, attitudes and behaviors of employees and organizational performance of Ansar bank branches in Tehran city and presenting executive strategies in this field.

The research conceptual model

Each conceptual model is a starting point and baseline for conducting studies and research, and it identifies the research variables and the relationships among them. In other words, it can be said that conceptual model or the subjective map and the analytical tool is a strategy for starting and conducting research so that, it is expected that during the execution of the research, the variables and their relationships and interactions are studied and tested, and if it is needed, some factors are added to it or removed from it [14].The aim of present research is to investigate the relationship between the organization strategies, human resource management policies, attitudes and behaviors of employees and organizational performance of Ansar bank branches in Tehran city. Therefore, the research variables are the organization strategies, human resource management policies, the attitude and behavior of employees, organizational performance, and with respect to the introduced variables, the research model is derived from Anastelsiya. A. Katuya which is shown in Figure 1. [15]

It is noteworthy that in the area of organization strategies, human resource management policies, employees' attitudes and behaviors and the relationship between organization strategies, human resource management policies, organizational performance, various studies have been conducted but employees' attitudes and behaviors and organizational performance has not been studied. It is north worthy that, no research is conducted about studying the relationship between organization strategies, human resource management policies, employees' attitudes and behaviors and organizational performance in Iranian administrative

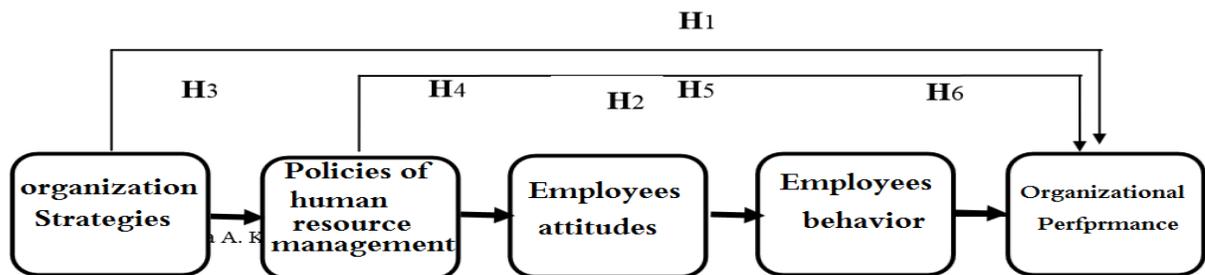


Figure 1

organizations especially Ansar bank branches in Tehran city, therefore it highlights the innovation and novelty feature of the present research.

Research assumptions:

1. There is a significant relationship between organization strategies and organizational performance of Ansar Bank branches in Tehran city.
2. There is a significant relationship between organization strategies and the policies of human resource management and organizational performance of Ansar Bank branches in Tehran city.
3. There is a significant relationship between organization strategies and the policies of human resource management of Ansar Bank branches in Tehran city.
4. There is a significant relationship between policies of human resource management and employees’ attitudes of Ansar Bank branches in Tehran city.
5. There is a significant relationship between employees’ attitudes and behaviors of Ansar Bank branches in Tehran city.
6. There is a significant relationship between employees’ behaviors and organizational performance of Ansar Bank branches in Tehran city.

METHOD:

The present research is a descriptive and correlational study. The statistical population of the present research includes staff experts and managers of Ansar Bank branches in Tehran city, which it is equal to 278 persons. Due to the limitation of the volume of statistical population and also the access of research to all of the members of the statistical population (due to the job position), census method was used instead of sampling method. The data collection tool was a researcher made questionnaire. In this questionnaire, there are 5 questions about demographic variables, 8 questions about organization strategies, 12 questions about human resource management policies, 3 questions about the employees’ behaviors and 26 questions about organizational performance. Pilot execution was used for evaluating the face validity, so that questionnaires were distributed among 30 person of the research samples, the questionnaires were completed and the way, in which the questionnaires were completed, was evaluated. In pilot phase, it was found that the research samples has understood exactly the research goals, and the researcher evaluated successfully the issues

which were the research objectives and the questions were clear to respondents, therefore, the questionnaire had face validity. The basis for content validity of this research was the judgment of experts and comprehensive review of the literature, for this purpose, after the questionnaire was designed, each question was checked by 3 experts and the appropriateness of the items to the variables was evaluated. After the conducted investigation, improper and ambiguous items were removed or modified. The evaluation of the reliability and repeatability of the questionnaire items was conducted by using Cronbach's alpha, which its value was 0.901 for the organization strategies, 0.9052 for human resource management policies, 0.858 for employees' attitudes, 0.736 for employees’ behaviors, 0.863 for organizational performance; it showed the acceptable reliability of the questionnaire. In this research, data analysis was performed by using SPSS software in two descriptive and inferential levels. Data description was done by using descriptive statistics and inferential statistics of Kolmogorov-Smirnov test and Pearson correlation test were used to evaluate the assumptions based on the levels of variables evaluation.

RESULTS:

In this study, 278 individuals of staff experts and managers of Ansar bank branches in Tehran city were studied. 35 persons (12.6%) of the samples were 26 to 30 years, 105 persons (37.8%) were 31 to 35 years, 64 persons (23%) were 36 to 40 years, and 74 person (26.6%) were more than 40 years. 35 persons(12.6%) were single and 243 persons (87.4 %) were married. 79 persons (28.4 percent) had Associate degree, 159 persons (57.2%) had Bachelor's degree, and 40 persons (4.4%) had Master's degree. 173 persons (62.2 percent) were employed formally and 95 persons (34.2%) were employed based on contract. 35 persons (12.6%) had less than 5 years of work experience, 45 persons (16.2%) had 6 to 10 years of work experience, 109 persons (39.2%) had 11 to 15 years work experience, and 59 persons (21.2%) had 16 to 20 years of work experience, and 30 persons (10.8%) had work experience over 20 years. 38 persons (13.7%) had a staff director post, 130 persons (46.8%) had staff assistant post, 55 persons (19.8%) had the branch manager post, 55 persons (19.8%) were staff experts. Kolmogorov-Smirnov test was used to study the normal or abnormal distribution of variables

Table 1-Statistic related to the Kolmogorov–Smirnov test

Variable	k-s	p
Organization strategies	3.121	0.186
Policies of human resource management	0.958	0.318
Employees’ attitudes	2.324	0.140
Employees’ behaviors	2.222	0.121
Organizational performance	2.030	0.100

Table 2. Correlation matrix of the research variables

		Organization strategies	Policies of human resource management	Employees' attitudes	Employees' behaviors	Organizational performance
Organization strategies	correlation coefficient 'p'	1 -	0.681 P<0.001	0.478 P<0.001	0.148 0.014	0.614 P<0.001
Policies of human resource management	correlation coefficient 'p'	0.681 P<0.001	1 -	0.756 P<0.001	0.334 P<0.001	0.743 P<0.001
Employees' attitudes	correlation coefficient, 'p'	0.478 P<0.001	0.756 P<0.001	1 -	0.349 P<0.001	0.660 P<0.001
Employees behaviors	correlation coefficient, 'p'	0.148 0.014	0.334 P<0.001	0.394 P<0.001	1 -	0.311 P<0.001
Organizational performance	correlation coefficient 'p'	0.614 P<0.001	0.743 P<0.001	0.660 P<0.001	0.311 P<0.001	1 -

As Table 1 indicates, significance level is higher than 0.5, thus, the results showed that the distribution of variables were normal, and parametric analysis can be used for analyzing the research assumptions. Pearson correlation test was used for testing the assumptions and the results are shown in Table 2: As Table 2 shows, there is a direct and significant relationship between the organization strategies and organizational performance; policies of human resource management and organizational performance; organization strategies and policies of human resource management; policies of human resource management and employees' attitudes; employees' attitudes and employees' behaviors; employees' behaviors and organizational performance of Ansar bank branches in Tehran city.

CONCLUSION:

The results of the present research showed that there is a direct and significant relationship between organization strategies and organizational performance of Ansar Bank branches. For converting intangible assets into tangible assets and results, which its result is the effective output of the organization, first, it is necessary to establish alignment and compliance between intangible assets and organization strategies (which will be implemented) and second, a coherent and integrated program must be implemented for using intangible assets. Therefore, appropriate organization strategies can play a crucial role in improving the organizational performance. This findings of the present study is consistent with the results of Hosseini (2010) research[16]. The results showed that there is a direct and significant relationship between policies of human resources management and organizational performance of Ansar bank branches in Tehran city. The policies of human resources management is based on the important role of human resource management which emphasizes on the strategic nature of human resources and the integration of human resource strategy with the organization strategy. In fact, strategic management of human resources deals with the relationship between human resources management and the organization strategic management which this important factor has an important role in improvement of organizational processes and enhancement of the results, this finding is consistent with the result of Zahedi and Rafiee research [12].

The results showed that there is a direct and significant relationship between the organization strategies and policies of human resource management of Ansar bank branches in Tehran city. In the evolution procedure of the strategy concept, dozens of methods has been designed and presented for developing strategies to help the organizations leaders. During these long years, the changes were most focused on the development practices and the expected concepts (sustainable competitive advantage) were not under questions and achieving them has been the main and the first priority of the strategy development during all eras. We should pay attention to the key point that the business challenges can't be solved with its previous logic and requires a new logic to have an appropriate response to the problems based on the new conditions. During these years, the strategies development was originated from considering the procedures as linear occurrences and considering the future as a continuous factor, then it used probabilities logic and finally, designing different scenarios for the probable futures has evolved, and these factors can play an important role in enhancement of organizational policies. This result of the present research is consistent with the results of Ehsani and Alvani (2000) [13]. The results showed that there is a direct and significant relationship between the policies of human resources management and employees' attitudes of Ansar bank branches in Tehran city. Today, the issue that human resources is the major factor of change in the advanced organizations, is an objective reality, and the point that any change would not be accepted without the support of human resources in the organizations is becoming one of the fundamental beliefs. Accordingly, the role of human resource development in enhancement of organizational performance is considered very important and qualifying the human resources has become one of the most important and rapid tasks of the staffs training system. This belief helps the organization to ensure that it will implements well its future programs of business in terms of financial, manufacturing, combining products, learning technologies and required resources. The results of this study is consistent with the results of Zahedi and Rafiee research (2011) [12]. In the past, the results of studies had showed that the strategy of human resources of an organization and relationship with the employees is effective on the efficient performance of the

organization [17]. Bamiatzi VC, and Kirchmaier T. (2014) have also mentioned this issue. Results indicated that there is a significant and direct relationship between employees' attitudes and employees' behaviors of Ansar Bank branches in Tehran city[7]. Attitude is the combination of beliefs and emotions that prepares the person to look positively or negatively at others, different objects and groups. Attitudes summarize the evaluation of objects and therefore, they undertake prediction or guidance of actions or future behaviors. The finding of this study is consistent with the results of Seyed Javadin and Moshfeq research (2008) [18]. The results indicated that there is a significant relationship between employees' behavior and organizational performance of Ansar Bank branches in Tehran city. The behavior of each individual is toward achieving a goal which will bring about profit for him in a right or wrong way (according to his belief). Some of the effective factors on the employees' behavior are :the role of formal and informal norms, individual attitudes and psychological pressures, stress in the workplace, these factors must be well known. Overcoming the behavior is effective or ineffective and this depends on the point that how much can the person decrease the pressure factor, and this matter forms the employees' behavior and determines the organizational performance, the results of the present research is in agreement with the results of Arabi and Moghadam research [20] and Seyed Javadin and Moshfeq [19]. Other studies has investigated that organization strategies depends on the leadership style of managers and the leadership style of managers is effective on the organizational performance [20] . Based on the results of the present research, it is suggested that the bank managers should attempt that Ansar Bank strategies be in a direction for reducing the cost and price. Also, technical working group was formed in order to satisfy the customers and with a comprehensive planning, it is attempted that Ansar Bank strategies be in a direction for improving innovation and proper quality of services. In this context, it is recommended to take necessary arrangements so that the work system of bank become flexible and special attention be paid to the employees' requirements. With respect to the special position of recruitment system in the organization, it should be attempted that the recruitment system becomes effective and selection and appointment of employees be done in high accuracy. It is suggested that comprehensive laws, regulations and guidelines, concise and appropriate with policies of human resources management, be developed and implemented. Also, authority and autonomy should be given to employees in order to make better the policies of human resources management, efficient and up to date motivations and encouragements can be used for this purpose. Improving the communication ways of bank with customers, continuous theoretical and practical training for personnel's during their service is recommended for using their maximum capabilities and abilities and understanding strength, weak, opportunities and threaten points in the area of the organization strategies and policies of human resource management, revising periodically the training and development systems of the bank, providing a context for creativity and innovation for the employees and the managers' attention to meritocracy, attention to the comments and suggestions of the employees

and using motivational techniques for the employees by the managers.

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