

## Evaluating the effect of paying attention to creating opportunity on the effectiveness of employee performance (A case study in the Telecommunication Company of North Khorasan)

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### Abstract

The aim of this study is to evaluate the effect of attention to creating opportunities on the effectiveness of employee performance in the Telecommunication Company of North Khorasan. For this purpose, 128 employees in three categories of top, middle and bottom were randomly selected as the sample group. The method of collecting data was through two questionnaires of creating opportunities (researcher-designed) and the standardized questionnaire of performance effectiveness (Laurie et al.), which the reliability and validity of both questionnaires was confirmed. All data were adjusted using SPSS 18 software. In order to test the hypothesis, firstly the Pearson correlation coefficient test was used and then through the regression equation, the changes of effectiveness of performance on the basis of dimensions of creating opportunities were predicted. The results indicate that there was a significant difference ( $P$  value  $> 0.05$ ) between creating opportunities and effectiveness of employee performance.

**Key words:** management, creating opportunities, employees, performance and effectiveness

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### Introduction

Today's competitive environment has forced organizations to reorganize and downsize their organization that inevitably leads to a shorter hierarchy and less job opportunities for employees. Moreover, the institutions are under pressure, because they must either improve their efficiency or accept that a great company seizes them. The emergence of new technologies also forces employees to increase their skills and be saved from the threat of job loss (Rezaeeyan, 1993: 58). On the other hand, today the values of the employees have also changed. They expect more Self-actualization from their jobs and want to be involved in planning their career path. They are seeking opportunities to grow their career and want to increase their knowledge and skills. They also call for a balanced life that is together with values such as work, family and leisure. Changes in the business environment, have led to change in the emphasis of many concepts and even in the existing paradigms. Nowadays management of career path of people is not the responsibility of organizations anymore, but the employees at every level, should manage their own career path and also create the conditions of creating internal motivation for their own (Khorshidi, 2010: 24). Therefore, we can say that in an organization, in addition to communications and career obligations of people, progressive variables such as income, job security and organizational security also exist (Capelli, 1992: 204); variables that their increase and decrease is due to performing a series of job activities (Rasdi et al, 2009: 22). Occupation is the most important element in compensation for non-financial services. Employees expect that with employment and working for the organization, the opportunities of professional development be provided for them. In order to provide these opportunities, organizations are required to improve quality of work life of the employees. Quality of working life is not limited only to physical conditions of working or wages, but through it, every employee should be able to fully benefit from his abilities, be appointed to the favorite job, and be provided with the growth and progress opportunities. In this way, both - manpower and organization - benefit: for employees, job satisfaction and personal development and improvement in the quality of working life, and for the organization, increase of the productivity and creativity and long-term effects will appear (Gary Dessler, 1988: 536). Krueger (1993) knows opportunity as a position in the future that the decision-makers think it to be desirable and possible per se. Krueger poses opportunity against threat. He believes that opportunity refers to situations that are positive and controllable by the individual, and in contrast, threat is applied to any situation out of control with negative implications (Krueger, 2000: 7). In this definition, the term collection indicates that the person during his working life will experience more than one role or position. The term experience shows the mental aspects of career path in addition to its physical dimensions. The term "related to the job of the person" includes concepts such as job training, volunteer works and even the person's unemployment. In general we can say that career path includes trainings, goals, hopes, wishes and feelings, which are used with the roles and positions that the person undertakes during his working life. A career path in its broad sense includes non-paying works too. These definitions suggest that all businesses have a career path, not just managerial positions (Seyyed Javadein, 2009: 307).

**Effectiveness:** Experts have suggested different definitions about the effectiveness that some of them are as follows.

- Toto. Organizational effectiveness is a cyclic and continuous process which starts from designing the program and includes all the activities which are both in order to achieve organizational goals and also determine how well and desirable they have been done.

- Cummings. The organization is effective when a high percent of the related members can imagine this freedom to think that they can use the organization and its subsystems as a tool for achieving their goals (Ghorbani, 2000: 64).
- Performance: Performance literally means mode or quality of the function. So, organizational performance is an overall construct that refers to the quality of the organizational operations. The most famous definition of performance is offered by Nili et al. (2002: 8): “the process of explaining the quality, effectiveness and efficiency of past actions”. According to this definition, performance is divided into two components: 1) efficiency, which describes how the organization uses the resources in the production of products or services, meaning the relation between the real and the ideal combination of inputs to produce certain outputs; and 2) effectiveness which describes the degree of attainment of organizational goals (Rahnavard, 2008: 79).
- Boyatzis R. E. (1982) presented an interesting definition for effective performance; such that the effective performance of a job is to achieve certain predefined results for the job (such as income), through specific actions so that it will be compliant with the policies, procedures and conditions of the organizational environment (Sydanmaanakka, 2003: 180).
- Performance is the acceptability of the results for domestic and foreign customers of the organization that receive the products, services, information and functional decisions or events such as presentations and competitions (Rezaeeyan, 2011: 19).

**Research Methodology**

In order to evaluate the management of development path, the researcher-designed management questionnaire of development path was used in which there are 27 items, and in order to measure the effectiveness of evaluation of the employee performance, the standard questionnaire of effectiveness of evaluation of performance from Larry et al. (2004) was used which contains 19 items. The results found from Cronbach's alpha coefficient for the questionnaires related to management of development path was 0.86 and for the questionnaires related to the effectiveness of performance was 0.92 which indicates that the questions of the questionnaire have an acceptable scientific reliability. The population of this study was all of the employees of Telecom Company of North Khorasan at 2014, who are 200 people. The study population consisted of a selected sample of the population which is 128 of the managers and employees who based on determining the sample size through Cochran formula, forms our study population.

The conceptual model of this study is done based on the steps for choosing the super job, which refers to the steps 2 and 3 of this theory which are intended to assess the impact of managing development path on the effectiveness of performance of Telecommunication Company of North Khorasan.

In this study, management of the development path is the independent variables and the effectiveness of performance is the dependent variable. Figure 1 shows the dimensions of the model and the relations between them.

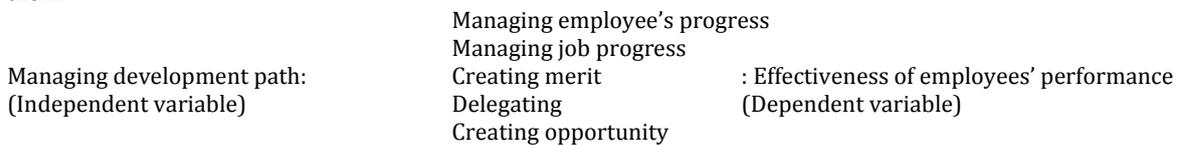


Figure 1: Conceptual model

**Results and Analysis**

Information related to the sex of respondents shows that 54.3% of the respondents are male and 54.7% of the respondents are female. This ratio shows that the number of females is more. Also the majority of the subjects meaning 64.5% of them have bachelor's degree, and in terms of work experience are scattered in six periods, that the results show that the majority of them have 10-14 years of working experience. Most of the studied people in this research, in terms of employment, are from the corporate forces that consist 44.9% of the whole.

**Testing the research hypothesis**

The secondary hypothesis of this study is that “there is a relationship between creating opportunity and effectiveness of employee performance of Telecom Company of North Khorasan”.

In order to test, this hypothesis is transformed to the statistical hypothesis H<sub>1</sub> (representing claims) and H<sub>0</sub> (representing the opposite of claims).

H<sub>0</sub>: There is not a relationship between creating opportunity and effectiveness of employee performance of Telecom Company of North Khorasan.

H<sub>1</sub>: There is a relationship between creating opportunity and effectiveness of employee performance of Telecom Company of North Khorasan.

H<sub>1</sub>:  $\rho \neq 0$  claim

H<sub>0</sub>:  $\rho = 0$  the opposite of claim

This hypothesis was tested using Pearson correlation test. The results of this test are shown in Table 4-1.

Table 1: The results of Pearson correlation test for the fifth hypothesis

variable	Evaluating performance	
Secondary hypothesis Creating opportunity	Correlation	0.191
	Meaningfulness	0.03
	Sample size	127

The above table shows that the correlation between creating opportunity and effectiveness of employee performance of Telecommunication Company of North Khorasan exists at a significant level, that given the evaluated significance of 0.03, at the reliability level of 0.95, it can be argued that the  $H_0$  is rejected and its opposing hypothesis meaning  $H_1$  is confirmed and accepted. So there is a relationship between creating opportunity and effectiveness of organizational performance of the employees of Telecom Company of North Khorasan. That is to say, with increased attention to creating opportunities in the organization, the assessment of organizational performance of the employees also will go up. The results of this research are consistent with findings of Giles (1983). He believes that creating opportunities and participation in the organization affairs, lead to the effectiveness of performance. In this way, information flows bilaterally between employees and management and employees find the opportunity to transmit their suggestions and ideas to the participatory management. The management and the employees make decisions together, and management to a large extent believes in the knowledge and experience of the employees and uses their help in the decision makings. Management completely trusts the employees and delegates them the right for decision-making and choosing, along with responsibility, and the employees make decisions about issues, with authority and responsibility. He points out that participation in the decision-making leads to indication of employees' creativity and sense of responsibility among them.

### Conclusion

According to the results obtained from the hypothesis of creating opportunity in this study in which the relationship between creating opportunity and effectiveness of employee performance in Telecom Company of North Khorasan is investigated, the findings show us that giving opportunity to people to be successful in their work and allowing them to be free at a certain level, is the key to motivate them; while trying to control and manage their capabilities has a quite opposite result. So it is recommended that people be free to communicate with their work and with each other, rather than their behavior be under control and focus. So it is necessary for the management of Telecom Company of North Khorasan, that in order to manage the development path, pay serious attention to the three important elements of creating opportunity, managing progress, and managing development path, and have effective planning in this regard; and given that managing development path leads to increase of effectiveness of employees' performance, thus the management of Telecom of North Khorasan should pay attention to this important point and have necessary planning in order to manage development path.

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