Predicting the organizational performance based on the employees’ job career anchors in Kermanshah Ministry of Education

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Abstract

Introduction: This study aimed at examining the power of career anchors and predicting organizational performance among employees of education in Kermanshah.

Method: By using descriptive correlation method, a sample of 144 staff was chosen randomly according to their group. Data were gathered through career anchors questionnaire and questionnaire of organizational performance. The reliability of questionnaires was measured by Cranach coefficient. The Career anchors dimensions questionnaire α= 0.83 and organizational performance questionnaire α= 0.89. The data analyzed based on research hypothesis with using of Person correlation coefficient and Regression analysis. Findings showed that 1. There is a positive and significant relationship between career anchors with organizational performance (r= 0.79, p=0.001). Also career anchors factors are significant predicting of organizational performance (R²=62, p=0.001).

Conclusion: In conclusion, it can be stated that according to career employees, the performance of their organization plays an important role. So, this career gives employees the ability to create more harmony between people and their needs.

Keywords: Career Anchors, Organizational Performance, Staff, Education in Kermanshah.
Introduction

When valuable human resources are considered as the most important strategic resource of organizations, advanced organizations try to understand the mutual interactions and quality of qualitative human resources. Effective management is the key to their success to employing new managerial and qualitative methods. They believe that the quality staff is a valuable asset that creates competitive advantage (Iqbal et al, 2006). Therefore, the major determinant of the society’s progress and development in today’s changing world is the rate of being equipped with efficient and creative human resources in organizations (Fereidooni, 2004). While labor, capital, and land were considered as the main factors of production in the past, nowadays changes in technology, human resources, and increased productivity are counted as factors of progress and development (Amyryan, 2013). Therefore, it can be claimed that human factor is one of the effective factors in achieving an excellent level of performance which is the final goal of all human activities. Considering employees as the largest and the most important capital and asset is a phenomenon that has attracted more attention in recent two decades. In order to achieve its goals, an organization needs to understand how its employees perform which cause positive changes. Lack of sufficient and complete understanding of the employees’ potential talents and weaknesses is due to managers and supervisors’ failure to evaluate the quality and quantity of the employees correctly (Iranzade et al, 2007). Since mass formation of human capital is necessary to achieve sustainable development, necessary measures need to be figured out for human capital formation. In this regard, first, organizations should be responsible for it. Second, educated and expert individuals should accept the responsibility for the essential roles and missions in the organization. And third, the organization needs to be provided with appropriate budget so that it can take a proper step to achieve predetermined goals. In addition to satisfying the individuals’ mental and physiological needs, motivation for progress should be established among them (Ghalavandi, 2010).

As a link between organizations and individuals, the concept of job career is investigated from both internal and external aspects (Alizadeh, 2009). External job career includes jobs and opportunities through which individuals’ progress and is defined as job career organizational indices while internal job career covers tendency, values, understanding, and reactions that affect job experiences and bring about important results for the individuals’ satisfaction, commitment, remarkable growth of performance, and their maintenance in an organization. Employees’ tendency toward job career is an important construct in their internal job career. Job career is a certain point that does not allow the individuals to go far away from that point and always return them to the same point (Arizisamani et al, 2009; Soltanzadeh et al, 2013). Proportion between individuals’ job tendencies and work environment causes job satisfaction and increased commitment and performance while lack of proportion between the two brings about job dissatisfaction and job change (Ituma et al, 2007). On the other hand, the formation history of performance evaluating system officially goes back to three centuries, and
over time it has evolved according to the organizations’ needs. If an appropriate performance evaluating system is developed according to the organization’s qualification, it can establish the bases for an organization and improve the employees’ performance (Moses Khani et al, 2009). With an increase in competition in production and services, organizations need indices and patterns to evaluate their performance (Ghanbarzadeh, 2012). It can be stated that job career is an informed attempt by the individual to get aware of skills, tendencies, values, opportunities, limitations, choices, and achievements and identify job-related goals and design a plan to achieve them (Shimon et al, 2004). It is also a motivation for individuals’ self-management in their jobs, and individuals who are actively involved with their jobs in the form of self-management are more successful in distinguishing the value of their occupational investment (Verbruggen et al, 2007). Promotion and development in job career require essential information and enormous attempts which guarantee its success. Schein claims that any individual only has one correct job career which appears with some work experience while Feldman and Bolino believe that any individual can have several job careers (Ghalavandi, 2010; Danziger et al, 2008). In a study, job career was defined as the individual’s self-concept which is made of three components: (1) Talent and capacity to understand oneself, (2) Evolved feeling about tendencies and needs, and (3) Essential and important values that are related to job career (AbasPour, 2008). By paying attention to job career, employees can show their creativity in the areas of their expertise and resolve many problems of the organization (Soltanzadeh et al, 2013). The present study was conducted in order to investigate the relationship between the employees’ job career in Kermanshah Ministry of Education and their organizational performance. The study population consisted of 501 individuals. After career anchors were recognized, their effect on the employees’ performance was examined.

Background

In their study, Zakerfard et al (2008) indicated that there was a significant difference between men and women in regard with all orientations of job career, i.e. functional-technical competence, general management qualification, autonomy-independence, security-stability, entrepreneurship creativity, devotion and sacrifice, pure challenge, and lifestyle. Moreover, there was a positive significant relationship between organizational commitment and job insight. Alizadeh (2009) concluded that there was a positive significant relationship between organizational (normative, sustained, and emotional) commitment anchors like functional-technical competence, general management qualification, security-stability, entrepreneurship creativity, autonomy-independence, service, devotion, and sacrifice, pure challenge, and lifestyle. Moreover, anchors of functional-technical competence, pure challenge, and autonomy-independence were significant predictors of organizational dimensions and commitment.
The results of the study carried out by Ghalavandi (2010) indicated that there was a positive significant relationship between functional-technical competence and general management qualification and all dimensions of organizational performance among faculty members. Moreover, it was clarified that components of functional-technical competence, general management qualification, autonomy and independence and pure challenge are significant predictors for the components of organizational performance.

In their study, Soltanzadeh and Ghalavandi (2013) reported that there was a positive significant relationship between job anchors of faculty members and their organizational socialization. Moreover, the components of job anchors could positively and significantly predict organizational socialization.

Rajayypur and Rahimi (2008) indicated that there was a positive significant correlation between the conversion process of knowledge management and the rate of performance. They also showed that there was no significant difference between the mean actualization of knowledge management components of faculty members in terms of age, gender, field of study, and employment status.

In their study, Arizisamani et al (2009) stated that there was a positive significant relationship between types of organizational commitment and authority. There was a significant difference between men and women regarding all orientations of career. Women obtained a higher mean in job security, lifestyle, service, devotion, and sacrifice compared to men.

In a study, Ghanbarzadeh (2012) reported that organizational performance was not at a favorable level based on the Balanced Scorecard. Moreover, there was a positive significant relationship between intellectual capital and organizational performance.

HoonTan and Choo Quek (2001) indicated that there was a positive significant relationship between functional-technical competence, independence-autonomy, entrepreneurship creativity, lifestyle, security and stability, general management qualification, pure challenge, devotion and sacrifice, and internal and external performance satisfaction.

The results of the study carried out by Ramakrishna and Potosky (2004) indicated that there was a significant relationship between security and stability, functional-technical competence, general management qualification, entrepreneurship creativity, and independence-autonomy and the goals of the organization.

Earl (2005) indicated that anchors like functional-technical competence, general management qualification, autonomy-independence, security-stability, entrepreneurship creativity, service, devotion and sacrifice, pure challenge, and lifestyle had a positive effect on job satisfaction. Moreover, the anchor of lifestyle was of top priority which was selected by over
50% of the respondents, and the anchor of occupational management was of secondary priority which was selected by 20% of the respondents.

Danziger and Valency (2008) concluded that there is a major difference between self-employed and governmentally-employed individuals in terms of anchors like entrepreneurship creativity, independence-autonomy, pure challenge, job security and stability, lifestyle, and functional-technical qualification.

Rose et al (2006) indicated that job satisfaction, balance, and efficiency are major predictors of life quality.

Chiu et al (2007) concluded that there was a significant relationship between job career and occupational features. In other words, job career can predict the possibility of success in certain jobs.

Mays (2007) concluded that there was a significant correlation between employees’ job satisfaction and job satisfaction factors including functional-technical competence, managerial qualification, security-stability, entrepreneurship creativity, autonomy-independence, service and devotion and sacrifice, pure challenge, lifestyle, survival, and performance.

Singh Bhatt (2011) concluded that technical competence was important for financial managers of companies while for human resources managers service orientation is the most important. However, both management sectors, i.e. financial and human resources are equally important.

In their study, Hsinh Chen et al (2006) concluded that it is necessary propose clear and effective strategic goals in order to achieve strategic issues. Evaluating scales should be based on the components of balanced scorecard using a simple and clear method.

Murali (2008) reported that evaluation has four perspectives including internal process perspective, financial perspective, customer perspective, and learning perspective. Therefore, to examine the performance, first, work procedures in an organization should be paid close attention, followed by the level of the organization in achieving its financial goals. Afterwards, the customers’ satisfaction which guarantees the organization’s survival needs to be taken into special account. Finally, it should be taken into account that how much the organization have performed effectively in order to achieve development and learning.

In their study, Farneti and Guthrie (2008) concluded that evaluating the employees’ performance through balanced scorecard method would result in more satisfaction. They showed that the employees were satisfied with the application of this method and the customers were also satisfied with the organization and the employees’ performance. Moreover, the mayors and the city councils used them to determine strategic issues.
Two hypotheses were posed in the present study:
1. There is a significant relationship between job career and all aspects of organizational performance.
2. Organizational performance can be predicted according to job career.

Method

The present study was carried out using a correlational descriptive method. The statistical population consisted of all 501 employees of Kermanshah Ministry of Education in 2013-14. First, to determine the size of the study sample, an initial study was carried out on 30 individuals, and then the collected data were utilized to calculate the variance of the population. Variance calculation was carried out through the two questionnaires of job career and organizational performance, and finally the sample size was determined to be 144 based on the pre-calculation of the questionnaire variance. Since the study sample consisted of three groups, stratified sample method that was appropriate to the sample size was employed for each group. The present study utilized Standard Questionnaire of Job Career and the Questionnaire of Organizational Performance as the main data collection instruments.

(A) Standard Questionnaire of Job Career which is based on Edgar Schein Model and composed of eight anchors including functional-technical competence, general management qualification, security-stability, entrepreneurship creativity, autonomy-independence, service and devotion and sacrifice, pure challenge, and lifestyle. This questionnaire was validated by Danziger et al and in Iran has been employed by Keshtehgar (2000), Rajabzadeh and Elahi (2008), Alizadeh (2009), Arizi et al (2009), Ghalavandi (2010), Amirtash et al (2011), Soltanzadeh (2012) in order to investigate job career and planning the job career. (B) The Questionnaire of Organizational Performance was developed based on Kaplan and Norton’s model of Balanced Scorecard and includes financial perspectives, customer, internal processes, learning, and development. This questionnaire has been evaluated in numerous studies conducted in Iran and other countries. Some of these studies are those conducted by Barati et al (2006), Abzari et al (2007), Ardakani et al (2008), Ghalavandi (2010), Ghanbarzadeh (2012) which were aimed at examining the performance of employees from perspectives proposed by Kaplan and Norton.

In order to calculate the reliability of the questionnaires, Cronbach’s Alpha Coefficient was employed. The total reliability coefficients for job career and organizational performance questionnaires are presented in Table 1, below.
Table 1. The total reliability coefficient of job career and organizational performance questionnaires

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Reliability Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Career Anchors</td>
<td>0.836</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>0.896</td>
</tr>
<tr>
<td>Perspectives</td>
<td></td>
</tr>
</tbody>
</table>

The reliabilities of Job Career and Organizational Performance Questionnaires were respectively 0.836 and 0.896.

Reliability coefficients for each subscale of the Organizational Performance Questionnaire are presented in Table 2.

Table 2. Reliability coefficients for subscales of Organizational Performance Questionnaire

<table>
<thead>
<tr>
<th>Organizational Performance</th>
<th>Reliability Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perspectives</td>
<td></td>
</tr>
<tr>
<td>Financial</td>
<td>0.782</td>
</tr>
<tr>
<td>Customer</td>
<td>0.799</td>
</tr>
<tr>
<td>Internal Process</td>
<td>0.803</td>
</tr>
<tr>
<td>Learning and Development</td>
<td>0.744</td>
</tr>
</tbody>
</table>

Face and content validities of each questionnaire are presented separately as follow.

1. The Standard Job Career Questionnaire had content validity; however, since it was localized, few modifications were applied and its face and content validity was confirmed by experts and professors in the field of Education Sciences. The factorial analysis of the job career questionnaire revealed 8 dimensions (functional-technical competence, general management qualification, autonomy-independence, security-stability, entrepreneurship creativity, service and devotion and sacrifice, pure challenge, and lifestyle) in which 69% of the variance of the questions was extracted. KMO=0.826 and Bartlett Tests (P<0.000) indicated that the sample size was sufficient, and these factors existed in the statistical population. The results of factorial loads of over 3% orthogonal rotation resulted in the 8 target dimensions.

2. Standard Questionnaire of Organizational Performance Perspectives had content validity; however, since it was localized, few modifications were applied and its face and content validity was confirmed by experts and professors in the field of Education Sciences. The factorial analysis of the job career questionnaire revealed 4 dimensions (financial, customer, internal processes, and learning and development) in which 77% of the variance of the questions was extracted. KMO=0.826 and Bartlett Tests (P<0.000) indicated that the sample size was sufficient, and these factors existed in the statistical population. The results of factorial loads of over 3% orthogonal rotation resulted in the 4 target dimensions.
was extracted. KMO=0.913 and Bartlett Tests (P<0.000) indicated that the sample size was sufficient, and these factors were available in the statistical population. The results of factorial loads of over 3% orthogonal rotation resulted in the 8 target dimensions.

**Results**

The results of the present study were examined in the form of descriptive and inferential data. The study sample consisted of 74.3 men and 25.7% women. Regarding their education, 5.6% had diploma, 21.5% had associate’s degree, 59% had bachelor’s degree, 13.9% had masters and higher degrees.

In order to examine the normal distribution, one-sample Kolmogorov-Smirnov Test was utilized, and the results indicated that significance level in all variables was over 0.05, which indicates that the data had normal distribution. These results are presented in Table 3, below.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Report</th>
<th>Statistic</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Career</td>
<td>.86</td>
<td>.43</td>
<td></td>
</tr>
<tr>
<td>Organizational</td>
<td>.79</td>
<td>.55</td>
<td></td>
</tr>
</tbody>
</table>

The results presented in Table 4, below, indicate that the observed r proved that there was a significant relationship between job career and organizational performance (0.79) (P<0.05).

Table 4. Correlation coefficient between the study hypotheses and organizational performance

<table>
<thead>
<tr>
<th>Component</th>
<th>Organizational Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Job Career</td>
<td>0.79</td>
</tr>
</tbody>
</table>

Since the relationship between job career and organizational performance is significant, multiple regression analysis was employed in order to examine which subcomponents of job career were stronger predictors of organizational performance. The results of this analysis are presented in Table 5.
Table 5. The results of multiple regression analysis of the relationship between job career and organizational performance

<table>
<thead>
<tr>
<th>Predicting Variable</th>
<th>Criterion Variable</th>
<th>$F$</th>
<th>$P$</th>
<th>$r^2$</th>
<th>$B$</th>
<th>$P$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical-Functional</td>
<td>Organizational Performance</td>
<td>3.34</td>
<td>.000</td>
<td>.84</td>
<td>.71</td>
<td>.000</td>
</tr>
<tr>
<td>General Management</td>
<td></td>
<td>.27</td>
<td>.18</td>
<td></td>
<td></td>
<td>.29</td>
</tr>
<tr>
<td>Autonomy-Independence</td>
<td></td>
<td>.37</td>
<td>.25</td>
<td></td>
<td>.42</td>
<td>.70</td>
</tr>
<tr>
<td>Security-Stability</td>
<td></td>
<td>.42</td>
<td>.43</td>
<td></td>
<td>.70</td>
<td>.000</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td></td>
<td>.18</td>
<td>.001</td>
<td></td>
<td>.229</td>
<td>.02</td>
</tr>
<tr>
<td>Creativity</td>
<td></td>
<td>.11</td>
<td>.000</td>
<td></td>
<td>.83</td>
<td>.06</td>
</tr>
<tr>
<td>Sacrifice</td>
<td></td>
<td>.02</td>
<td>.06</td>
<td></td>
<td>.24</td>
<td>.80</td>
</tr>
<tr>
<td>Pure Challenge</td>
<td></td>
<td>.13</td>
<td>.01</td>
<td></td>
<td>.52</td>
<td>.12</td>
</tr>
<tr>
<td>Lifestyle</td>
<td></td>
<td>.01</td>
<td>.000</td>
<td></td>
<td>.13</td>
<td></td>
</tr>
</tbody>
</table>

The results presented in Table 5 indicate that the test statistic is significant (43.34) for the relationship between the components of job career and organizational performance ($P=0.000$). $R^2$ indicates that 0.72 of the organizational performance is determined by the component of job career. Moreover, the regression coefficients indicate that functional-technical competence ($\beta=0.27$), general management ($\beta=0.25$), autonomy and independence ($\beta=0.37$), and security and stability ($\beta=0.42$) can predict organizational performance positively and significantly.

**Conclusion**

Analyzing the study hypotheses indicated that there is a positive significant correlation between job career and organizational performance. The results of the study are in agreement with those of the studies carried out by Ghalavandi (2010), HoonTan and Choo Quek (2001), Ramakrishna and Potosky (2004), and Mays (2007). Ghalavandi reported that there is a positive significant relationship between job career and organizational performance. HoonTan and Choo Quek concluded that there is a positive significant relationship between organizational performance and anchor like functional-technical competence, autonomy-independence, entrepreneurship creativity, lifestyle, pure challenge, security-stability, general management qualification, service and devotion and sacrifice, and internal and external satisfaction.
Ramakrishna and Potosky stated the effect of job career anchors on job satisfaction and efficiency (performance) was positive. Mays also reported that there is a positive significant relationship between job career anchors and motivation, performance, and employees’ job satisfaction. Based on the results of the present study, it can be stated that paying attention to an increase in job content, skills, use of talents and acquired skills, and employment of individuals with managerial competence can affect the employees’ organizational performance. Individuals with a lifestyle not only pay attention to both organization and life but also try to align their organizational and personal needs. Paying attention to such features can be effective in the employees’ performance.

According to the results of the present study, following suggestions are made to the authorities of education.

1. The authorities should assess the employees’ job career. This will lead to coordination between needs and individuals. This point is also an important information resource for both individual decisions on job career changes and organizations in order to help the individuals change their job career.

2. They need to establish grounds for employees so that they can express their ideas fearlessly about organizational issues in order to enable the organization to make use of their capacities in proposing appropriate solutions to resolve and deal with problems.

3. According to the results of the present study, technical competence and the employees’ performance were correlated; therefore, it is recommended that management positions should not be filled with individuals with functional-technical anchor and those who prefer remain in their job and are not committed not to accept management positions.

4. The results of the study also indicated that there was a positive significant relationship between general management and organizational performance. Therefore, it is suggested that different management positions are filled with individuals who possess management anchors, are interested and committed to accept responsibility, deal with problems analytically, and seek opportunities to utilize their managerial capacities.

5. It was also concluded that there was a positive relationship between autonomy-independence and the employees’ performance; therefore, it is recommended that opportunities should be created so that employees can feel independent in their work and avoid whatever restricts this feeling.

6. It seems by using employees with pure challenge job career in seemingly irresolvable issues, tasks, and problems, their capacities can provide the organization with appropriate solutions to solve the problems.

7. According to the results of the present study, the feeling of job security and stability can enhance the employees’ organizational performance; therefore, it is suggested employing process should be accelerated, and the employees’ promotion
should be based on systematic and clear rules so that their feeling of job security and stability can be boosted.

8. It is suggested that fair competition should be established among employees so that their creativity can increase. Authorities should assign responsibilities to employees so that they feel more valuable and efficient.
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