

## A Study of the Relationship between Manager's Social Growth and Employee's Job Performance

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### ABSTRACT

The aim of this study was to study the relationship between manager's social growth and employee's job performance. The manager's social growth was considered as the independent variable and employees' job performance as dependent variable. This study was descriptive–correlative, and had applied its objective in a practical manner by means of library research. The statistical population included 140 employees of Kermanshah Mehr Financial and Credit Institution. Among them, 103 persons were selected as the sample group by means of Talkman table. The sampling method is random-classified (quota), and the data for the variables were collected by means of a standard questionnaire - the social growth variable through Wineland questionnaire and job performance from an M. A. thesis survey by Chegani ( $\alpha = .877$ ). The reliability and validity amount was 0.943 which had been measured and confirmed by alpha coefficient test. Then, SPSS Software was used to analyze the data using Spearman correlation coefficient test and Chi-square test. The results indicated that the social growth variable was significantly related to employee's job performance, behavioral-personal criteria, and performance (managerial, technical, and executive) criteria.

**KEYWORDS:** Social Growth, Performance, Job Performance, Performance Assessment.

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### INTRODUCTION

Intellectuals call the new millennium as the age of business based upon the development of knowledge, where no longer, human is considered as the management machinery tool. Rather, he is such reliable and valuable capitals for the organization that result in competitive advantage. Indeed, this situation is unprecedented. In the past, when wealthy people spoke of their wealth, they meant the ownership of factories, machinery, inventories, and physical as well as natural resources. However, for them, in the future in which we are living, when we deal with organizations properties and capitals, the intention is the extent of the organization's gained knowledge, and to what extent, organizations utilize their human resources with perceived capabilities as the centerpiece of knowledge-oriented economy.

Over the past few decades, much attention was paid to the employees' behavior in the environment. A wide range of behaviors was examined and their meanings were analyzed. These included pro-social and extra-role behaviors in the organization. The aim of this research is to conceptualize those personal behaviors in which the individual is committed to his/her long-term involvement in the realization of organization services. "The behaviors were not, in the past, applied to the evaluation of employee performance" (Waldman 1998, p. 32).

Recent researches confirmed that the employee's behaviors and especially their social growth, is a crucial part in interacting with the internal and external environment, and the quality of services to be provided. The literature reviewed on the topic indicated that employee's perception of the service quality is negatively or positively affected by their attitudes and behavioral responses. Two special controversial issues in strategic human resource management (HRM) are performance assessment and management, which can be considered as progressive tool to develop organization and employee's performance.

Performance management can partly detect the problems and give practical solutions, if it is designed and implemented with its own requirements and prerequisites in the organization. Performance management is a comprehensive attitude to individual and organization performance, and thereby, it creates a kind of synergy between individual and organization performance through specific mechanisms.

Since human beings are sociable, and being sociable only would be meaningful through social communication contexts, living a lonely life can be meaningless or even impossible in the modern world. Social growth is an extremely important factor for human beings, because they are currently dependent on each other. When social growth is considered in its broader sense, it will exactly amount to a full-fledged development. However, if social development is compared against political, and economic development, it needs to be sought in the nature of personalities, families and the presence of appropriate social institutions such as "education, higher education, social security services, etc" (Tavasoli 2004, p. 137).

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In this study, social growth is the independent variable and job performance is the dependent variable. An employee performance is shaped by his/her personality type and the organizational role he/she may undertake in addition to the organizational conditions and situation. Thus, the performance will influence all the organization activities, and thereby the societal administration. The continuation of interpersonal relationship demands some socio-psychological factors. One of the most important socio-psychological factors is social growth. Well organized and valued social relationship would heighten the sense of independency and personal value, and help an individual give an appropriate public image and evaluate him/herself realistically. Consequently, others evaluate him/her properly, whereby he/she would be able to comprehend him/herself better, and increase his/her self-confidence.

## LITERATURE REVIEW

Human beings grow according to three different aspects: (1) physical growth, that is, one grows up physically and becomes strong; (2) mental growth such as the repertoire of words, experiences, and skills needed to resolve the problems; and (3) social growth.

**Social growth:** Unlike mental growth, social growth is not easy to be distinguished. In the case of social growth, a person is well-grown only when he/she reaches the highest level of social growth at which he/she can communicate consistently. Social growth is an indicator of public growth and evolution. In fact, it is one of the most important attributes of personality, which should be considered.

**Performance assessment:** Performance is a multidimensional concept, which can be variably measured based on different factors. A more comprehensive approach to performance may be reached, if it would be defined on the basis of behavior and outcomes. This approach was well developed by Brumbrach, who argued that "performance meant both behavior and its results" (*qtd. in Armstrong, 2006: 13-14*). Behaviors are the converted form of mental performance to actual one. Not only behaviors are means of acquiring results, but also they are naturally achievement. It means that, they are the product of "physical and mental" effort to do things, and can be evaluated regardless to the "outcomes" (*Armstrong, 2006: 13-14*).

As far as performance is related to employees, it is a mixture of behaviors and outcomes determined by management. If employees keep on acting as guided by the leadership and achieving the intended outcomes, their performance will be considered as ideal. In any case, it should be noticed that, due to all the "factors" having an impact on a particular "situation", both the specified behavior and the intended outcomes should be "rational and logical".

"Performance appraisal involves the formal steps that should be taken to measure and inform employees of their corresponding duties and responsibilities, and of the intended attributes and characteristics as well as understanding their potential talents in order to grow well in multiple dimensions" (*Abtahi 1998, pp. 223*).

Sherman and his coworkers believed that the official programs to evaluate performance and competence have been long practiced in organizations and no longer could be considered as innovative (*1999, 302*). The US Federal Government started its personnel assessment program in 1842, after its official legislation by Congress. At the present time, performance appraisal practices are going on in the public and private organizations.

Sherman and his coworkers introduced two main reasons for the use of performance appraisal including: (1)

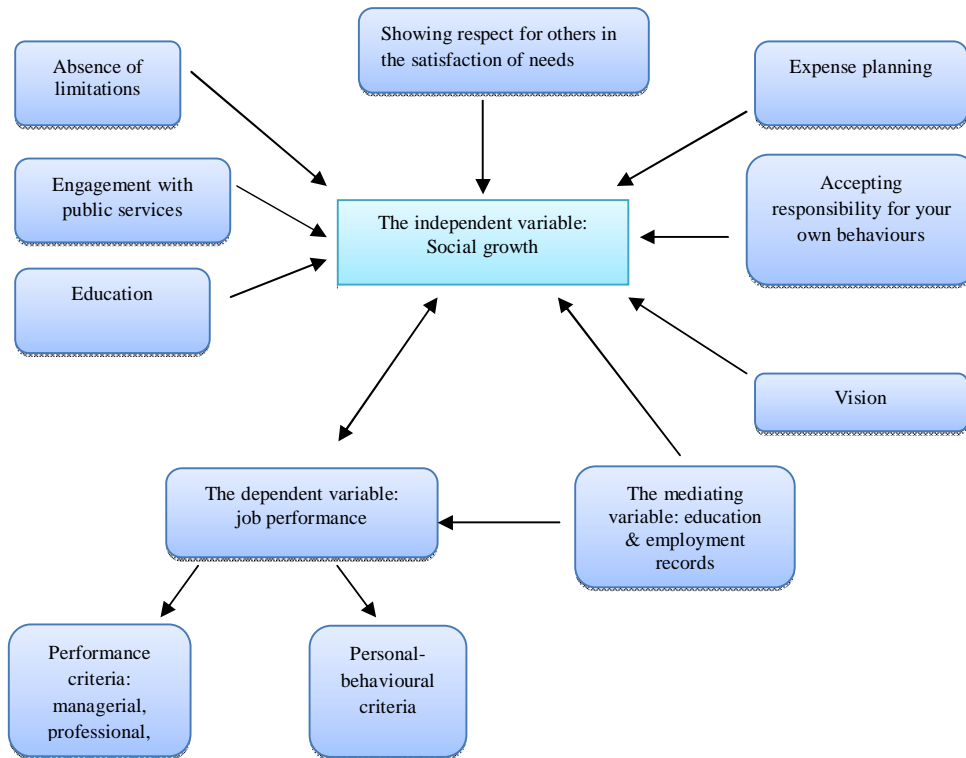
*administrative purposes, and (2) developmental purposes.*

**(1) Administrative purposes:** Appraisal programs provide the essential inputs for a wide variety of HRM activities. The researches, for example, show that performance appraisals are widely known as the cornerstone of decisions making to compensate the services and to remunerate the individuals. A performance-based payment system is now prevailing in most organizations. Performance appraisal is directly related to many HRM duties such as the decisions about promotion, turnover and termination. The data collected through performance appraisal are likely to be applied to human resource planning, verifying the validity of employment selection tests, staffing, personnel selection, employee development, job orientation, and detection of employees' potentials.

**(2) Developmental purposes:** From an individual development perspective, the evaluation provides the needed feedback to discuss the weak and strong aspects of the people. Appraisal process, regardless to the level of employee's performance, provides a situation to identify the discussing areas and to adjust new planning in order to achieve a high level of performance. The focus, in the new approaches to performance appraisal, is on training and provision of development programs for the employees.

**Conceptual Framework**

**Figure 1 (Conceptual Framework of the study)**



- *The social growth* is examined through the indexes such as facing no limitation, taking responsibility of one’s own behavior, cost management, paying attention to others’ needs, participating in non-profit activities, and education.
- *Performance analysis* is examined through the personal and behavioral, and performance criteria (managerial, professional, and operational).
- *The personal and behavioral criteria* are examined through the indexes such as having moral (Islamic) behaviors, being well looking, being trustful, having good behavior with costumers, being honest in behavior and speech, being patient in case of improvement, being industrious in job skills, having good relationship with coworkers, being flexible, being cooperative, accepting errors, and following regulations.
- *Performance criteria (managerial, professional, and operational)* are examined through the indexes such as obeying related regulations, being exact and on time at work, trying to solve others’ problems, controlling appropriately, paying attention to organizational aspect, being interested in working, being innovative and creative, being perseverant, being responsible, taking care of equipment, pioneering at work, being aware of instructions, and following activities until their conclusions.

**MATERIALS AND METHODS**

The present study is descriptive – correlative, and has applied its objective in a practical manner by means of library research. Since, it measures the relationship between two variables; therefore, it can be considered as a correlative one.

The statistical population includes 140 employees of Kermanshah Mehr Financial and Credit Institution. Among them, 103 persons were selected as the sample group by means of random-classified sampling approach based on Krejcie and Morgan Table. To collect the data needed, both field work and library-based studies are employed. For the theoretical foundations and the literature review, a library-based approach including a variety of books and research papers as well as English & Persian publications, is used. In the field study, the data are collected through a survey in which the researchers distribute the questionnaires among the employees in a meeting at Institution. The data regarding social growth are collected using Wineland standard variable, and for the job performance the data are collected based on a questionnaire used in an M.A. thesis (Alireza A. Chegani, 2010). The reliability and validity amount was 0.943

which had been measured and confirmed by alpha coefficient test. Then, SPSS Software was used to analyze the data using Spearman correlation coefficient test and Chi-square test.

### FINDINGS

**The Research hypotheses are as the followings:**

**The 1<sup>st</sup> primary hypothesis:** There is a relationship between managers’ social growth and employee’s job performance in the organization.

**H<sub>0</sub> (The Null Hypothesis):** There is no relationship between managers’ social growth and employee’s job performance.

**H<sub>1</sub> (The Alternative Hypothesis):** There is a relationship between managers’ social growth and employee’s job performance.

**Table 1 (Spearman correlation coefficient test on the 1<sup>st</sup> primary hypothesis)**

Correlation Coefficient Test		Employee’s job performance
manager’s social growth	correlation coefficient	0.365
	Sig.	0.000
	number	103
the test result		H <sub>1</sub> is confirmed- the hypothesis is significant

Table 1 shows that since the significance is lower than 0.05, the alternative hypothesis is confirmed; therefore, manager’s social growth is significantly related to employee’s job performance.

**The 1<sup>st</sup> secondary hypothesis:** There is a relationship between manager’s social growth and employee’s behavioral and personality criteria.

**H<sub>0</sub>:** There is no relationship between manager’s social growth and employee’s behavioral and personality criteria.

**H<sub>1</sub>:** there is a relationship between manager’s social growth and employee’s behavioral and personality criteria.

**Table 2 (Spearman correlation coefficient test on the 1<sup>st</sup> secondary hypothesis)**

Correlation Coefficient Test		Employee’s job performance
manager’s social growth	correlation coefficient	0.252
	Sig.	0.010
	number	103
the test result		H <sub>1</sub> is confirmed-the hypothesis is significant

As the results show, manager’s social growth is significantly related to employee’s behavioral and personality criteria.

**The 2<sup>nd</sup> secondary hypothesis:** There is a relationship between manager’s social growth and employee’s performance (managerial, executive, and technical) criteria.

**H<sub>0</sub>:** There is no relationship between manager’s social growth and employee’s performance (managerial, executive, and technical) criteria.

**H<sub>1</sub>:** There is a relationship between manager’s social growth and employee’s performance (managerial, executive, and technical) criteria.

**Table 3 (Spearman correlation coefficient test on the 2<sup>nd</sup> secondary hypothesis)**

Correlation Coefficient Test		Employee’s job performance
manager’s social growth	correlation coefficient	0.382
	Sig.	0.000
	number	103
the test result		H <sub>1</sub> is confirmed the hypothesis is significant

As it is shown in table 3, the significance indicates that there is a significant relationship between manager’s social growth and employee’s performance (managerial, executive, and technical) criteria.

**The result of Chi-square test on the correlation between “social growth” and “employment records”:** The findings indicated that; because the significance is 0.008 (P < 0.05); therefore, there was a significant difference between the frequencies observed and those expected. The possible result, therefore, was that managers’ social growth was different according to their different employment records.

**The result of Chi-square test on the correlation between “behavioral–personal criteria” and “employment records”:** The findings indicated that; because the significance is 0.724, (P > 0.05); therefore, there was no significant relationship between the frequencies observed and those expected. Consequently, it was inferred that, according to their employment records, the managers’ views about employees’ behavioral–personal criteria were the same.

**The result of Chi-square test on the correlation between “performance criteria” and “employment records”:** The findings indicated that because the significance was 0.140 ( $P > 0.05$ ); therefore, there was no significant difference between the frequencies observed and those expected. Consequently, it was inferred that administrators had the same view about performance criteria according to their employment records.

**The result of Chi-square test on the Correlation between “social growth” and “organizational position”:** The findings indicated that because the significance is 0.849 ( $P > 0.05$ ); therefore, there was no significant relationship between social growth and organizational position; rather, they were independent of each other. Indeed, according to managers’ organizational positions, their views about social growth were the same.

**The result of chi-square test on the correlation between “performance criteria” and “organizational position”:** The findings indicated that because the significance is 0.073 ( $P > 0.05$ ); therefore, there was no significant difference between the frequencies observed and those expected. In fact, according to managers’ organizational position, their views about performance criteria were the same.

**The result of Chi- square test on the correlation between “social growth” and “education”:** The findings indicated that because the significance is 0.347 ( $P > 0.05$ ); therefore, there was no significant difference between the frequencies observed and those expected. Consequently, it was inferred that according to managers’ education, their views about social growth were the same.

**The result of chi-square test on the correlation between “behavioral-personal criteria” and “education”:** The findings indicated that because the significance is 0.247 ( $P > 0.05$ ); therefore, there was no significant difference between the frequencies observed and those expected. Consequently, it was inferred that according to managers’ different kinds of educations, their behavioral – personal criteria were not different.

**The result of Chi-square test on the correlation between “education” and “performance criteria”:** The findings indicated that because the significance is 0.028 ( $P < 0.05$ ); therefore, there was a significant difference between the frequencies observed and those expected. Consequently, it was inferred that according to managers’ different kinds of educations, their performance criteria were different.

## **Conclusion**

For the main hypothesis, it is concluded that there is a significant relationship between managers’ social growth and employees’ job performance. In fact, evaluating employees’ job performance by managers is definitely depended upon managers’ social growth, and the more the social growth increases, the evaluation becomes better.

Furthermore, according to the findings for the first alternative hypothesis, it is deduced that there is a significant relationship between managers’ social growth and employees’ social-behavioural criteria. In fact, evaluating personal-behavioural criteria by managers is definitely depended upon manager’s social growth, and the more the social growth increases, the evaluation becomes better. Moreover, according to the findings for the second alternative hypothesis, it is deduced that there is a significant relationship between managers’ social growth and performance criteria. In fact, evaluating performance criteria by managers is definitely depended upon managers’ social growth, and the more the social growth increases, the evaluation becomes better.

Finally, due to the fact that all main and alternative hypotheses are accepted, we suggest to managers that in order to increase the employees’ job performance and to encourage them, they should try to reach to an acceptable level of social growth. For such a level of social growth, there are several ways including learning, practicing, and habitualizing.

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