HRM Impact on Job Performance in Iranian Oil Companies

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ABSTRACT

According to the prevalent experimental documents, there is a direct relation among these positive effects, such as objective and equitable human resource management practices and job performance. The main purpose of this study is to expand previous studies by proposing and testing an integrative model which examines the mediating variable of fundamental relation between human resource management practice and job performance. Data was gathered from 549 managers of Iranian petroleum industry. Multiple regression analysis is used to test theories. The results showed that the human resource management practices indirectly effects on job performance in two ways:
1) Positive job satisfaction, organizational commitment and organizational citizenship behavior,
2) Leaving the negative or negative word of mouth. Recommendations, implication of management, and areas for future research are discussed.
KEYWORDS: organizational citizenship behavior, human resource management practices, job satisfaction and organizational commitment.

INTRODUCTION

Usually HRM practices have shown to have had a positive effect on firm performance due to the development of employees. However, scholars think that a deeper understanding is required of how these practices have an impact on team or firm performance. In fact, no study has been done to see how HRM practices effect employees and supervisors job performance. They also want to study the effect of these practices on individual performance of an employee. Further, the impact attributed to HRM practices is yet to be evaluated. Then the objectives of this study are listed. The first aim of this study is to further understand relationship between HRM practices and job performance of managers, job satisfaction, and organizational commitment, intention to leave, negative word of mouth, and organizational citizenship behaviors. The second aim is to test the social exchange theory and resource-based theory (e.g., Barney, 1991), the relation between the human resource management practices, and to explore the managers' job performance. Social exchange theory takes as its particular focus the resources that people obtain from, and contribute to, social interactions (Molm, 2001).

Theoretical frame work

Human resources as a group of key success factors in the organizations (Barney et al, 2001 Dessler, 2010) are considered. Lado and Wilson (1994, p 701) describe HR practices as "a set of distinct but related activities, functions, and processes in attract, develop and retain (or rejection) of a company's human resource. HRM practices are important for achieving the company's goals and to create and add value for their customers and physical resources. Various studies have attempted to delineate HRM practices (Dessler, 2010; Ahmad and Schroeder, 2003; Kaya, 2006)

In general, human resource management practices and business activities effects retention, and helps to empower and motivate employees. In this study, human resource management practices are reviewed in terms of job satisfaction. Employment and selection enables business companies to obtain the proper human resources in line with its goals and aims (Dessler, 2010; Huselid, 1995). Effective employment also allows companies to respond to market opportunities and threats to the proactive manner in dynamic markets. The interviews have been widely used. However, during the past decade has been an increase in the use of objective and standard tests. (Dessler, 2010, Anderson, 2000, Aycan, 2001). Previous studies have indicated that training is very important success of an enterprise. Training program will help employees to acquire the necessary knowledge, skills and ability to work effectively in preserving and improving the current job. Properly trained employees, in general, not only require less monitoring (Gutteridge et al, 1993) but also tend to higher morale and lower levels of attrition. Training is believed to override the factors which cause employee dissatisfaction in the workplace (Xiao 1996). So employees might be offer extensive training in job functions and multiple skills (Ahmad and Schroeder, 2003). In addition, employees need to provide and reward with appropriate incentives so as to achieve the required levels of performance (Mohinder et al, 2010; Guest, 1997; Lee and Miller, 1999).

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Incentives also affect the level of employee satisfaction (Lawler, 2000). When incentives are used correctly, may be proving important contributions to help the survival and growth of the organization (Dessler, 2010; Milkovich and Boudreau, 1998). Human resources department in the Iranian petroleum sector tend to see training and development efforts as one of its most important tasks. Performance evaluation leads employees to work based on related attitudes and behaviors (Dessler, 2010; Werther and Davis, 1996). Performance evaluation as a process shows the effectiveness of human resources policies in an organization. Feedback on performance between supervisors and employees improve communication. Sharing information on Performance of individual helps to the trust and loyalty of employees toward their organization. This in turn is believed to increase motivation and cooperation (Grzelak, 1988). In Iran, the feedback of performance is low. Many organizations are not interested in providing feedback to employees on performance. In many cases, when the feedback is given, it is mostly negative. Therefore, performance management activities mainly focus on the documents than providing feedback and enabling development. Extensive research has demonstrated a positive relationship between HRM practices and firm, department, division, and team performance (Mohinder et al, 2010). Human resource management in an organization is very important. These activities include: recruitment, selection, training, career development, compensation, and performance evaluation. These are basic functions of an organization (Reid et al, 2002 Tsaur and Lin, 2002). Human resource management practices can provide an organization with a competitive advantage in the local, international and global environment. They can increase job satisfaction and organizational success while want to reduce withdrawal and negative word of mouth. (Burke, 2003, Pare et al, 2001; Bond, 2004).If human resource management practices, it does not seem effective, efficient and fair, an employee have lack of commitment and loyalty towards the organization. Lack of trust in business causes the demoralization of employee (Astrachan et al, 2002). Pang and Chiu (2010) and Kya et al. (2010) indicated positive correlation between feedback environment in work such as human resource management practices such as performance appraisal and organizational citizenship behavior.

Job Satisfaction

Job satisfaction is defined as a personal's reaction to the experience (Berry, 1997). In other words, job satisfaction refers to a positive emotional reaction to a particular job. This is an effective response to the results of a comparison of actual results with those anticipated, or deserved (Madamba and de Jong, 1997). There are various components that are considered to be biotic to job satisfaction and there have been many studies to recognize the determinants of job satisfaction (Li-Yun and Samuel, 2007; Berry, 1997; Madamba and De Jong, 1997; Ross, 1998; Gillen and Chung, 2005; Robbins, 2003).These variables are important because they all influence the way a person feels about their job. On the business side, many managers seem to follow the simple belief that happy workers are more productive and have more job satisfaction that guides to improved performance. Feather et al. (2004), and Schmit and Allscheid (1995) in their study notice that satisfied employees show more productivity and work beyond their job description, and do not use negative word of mouth. Moreover, content employees do not represent higher level of absenteeism or deserting intent in their job. It has been reported that job satisfaction is negatively related to employee's will to leave the organization (Hussain et al., 2003; Babakus et al., 1996). Otherwise, Mattila and Patterson (2004) pointed out employees with deserting attempts tend to talk negatively about their organizations.

Job satisfaction and organizational citizenship behavior (OCB)

Organizational behavior and human resource management of relationship between job satisfaction and organizational commitment, scientist such as, Fydlr (1993) demonstrated that an immovable positive relationship between employee satisfaction and organizational commitment. LePine and colleagues. (2002) and Podsakoff et al. (1996) in two various Meta-analysis studies, a significant positive correlation between organizational commitment and organizational citizenship behavior dimensions indicated. Organizational commitment is consider as a significant predictor of organizational citizenship behavior (Yaping, et al, 2009; Meyer, Stanley, Herscovitch, and Topolnytsky, 2002 Pong and CHIU, 2010). (1982) believe that people possessing organizational obligation show next characteristics: significant trust in organizational goals and values, a willingness to work hard for the organization, and continue to be considering as a member of the organization. These features convey that if organization members trust on the organization, then they would hope to play proactive roles in the organization and willing to dedicate more energy than required and behave in ways which are lucrative to the organization. OCB, which represents a personal involvement in the organization and reflects the personal sacrifice for the benefit of the organization, has assumed the obligation to be affected. A number of researchers such as Weiner (1982) and Peng and CHIU (2010) assume that the behavior of the obligation does not depend mainly on the reinforcement or punishment.
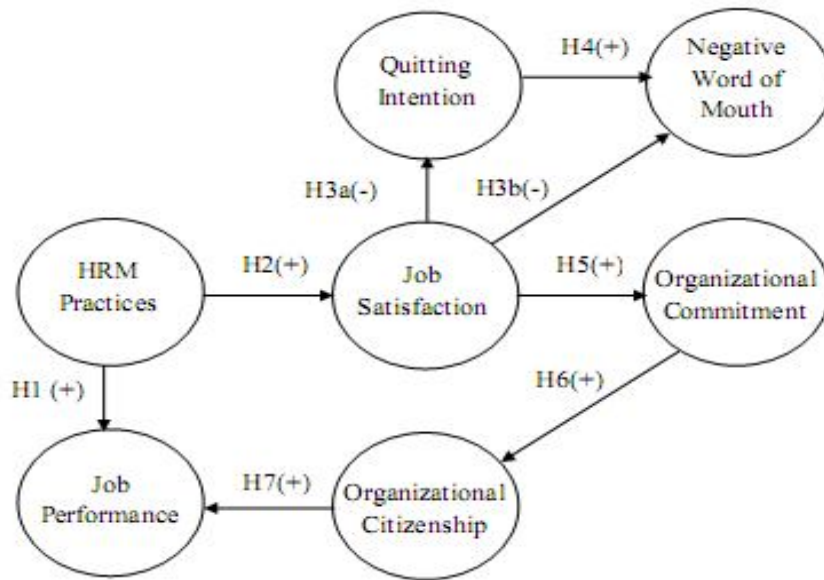
OCB and job performance

Experimental research claim that there is a positive relationship between organizational citizenship behavior and performance. OCB defines as individual behavior which is optionally, not directly or clearly identified by the formal system or by the sum of the effective functioning of the organization (Organ et al, 1988). There are three types: obedience, loyalty, and participation (Li-ion and Samuel, 2007, Kya et al, 2010).

OCB has seven dimensions: (1) helping behavior (Podsakoff et al, 2000): (a) altruism (Smith et al, 1983), (b)modesty (Mohindra, 2010), (2) corporate assent (3) sportsmanship (organ et al, 1990), (4) organizational loyalty (Dean et al, 1994), (5) individual initiative (organ et al, 1988), (6) urban probity (organ, , 1990., and Schnake and Dumler, 2003), and (7) development (Burton, 2003, and George and Jones, 1997). Organizational behavior and human resource management, include scientists as Mohinder and colleagues. (2010) and Li-ion and Samuel (2007) proved that the OCB of individual behavior, perceptions of justice, organizational commitment, job satisfaction and organizational commitment.

Proposed integrated framework

In this article a model to assess the impact of human resource management practices and job performance (see Figure1) is suggested.

The model consists of human resource management practices as the independent variable, job satisfaction, organizational commitment, quitting intention, negative word of mouth, and organizational citizenship behavior and job performance as the dependent variable.

Figure 1: The impact of human resource management practices and job performance

In the light of previous experimental studies of human resource management practices, job satisfaction, organizational commitment, organizational citizenship behavior, turnover intention and negative word of mouth and job performance, the following research hypotheses could be named as:

H1. HRM practices will apply a considerable positive impact on job performance.
H2. Human resource management practices will apply a considerable positive impact on job satisfaction.

H3. A high appreciate level of sincere job satisfaction will have a considerable negative impact on leaving intention behavior and on negative word of mouth.

H3 a. A high appreciate level of sincere job satisfaction will have a considerable negative impact on leaving intention behavior.

H3 b. A high appreciate level of sincere job satisfaction will have a considerable negative impact on negative word of mouth.

Leaving intention will apply a considerable positive impact on negative word of mouth. H4.

Job satisfaction will apply a considerable positive impact on organizational commitment. H5.

H6.Organizational commitment will apply a considerable positive impact on organizational citizenship behavior

H7.Organizational citizenship behavior will apply a considerable positive impact on job performance.

METHODOLOGY

Sample selection and data collection

The petroleum companies in Iran are divided into four types: Public sector companies, joint venture companies, the foreign distinction companies and companies have established investment or private law. This research concentrates on joint venture petroleum companies. As we aim to study and improve human resource

management practices and gas drilling and production team's managers on joint venture petroleum companies and petroleum companies in joint ventures with invest at least 51% of investments and most of its personnel are nationals. Personal interviews were held with a number of managers in the gas drilling and production teams in sites trying to prospect their apprehensions toward the human resource management practices and their consequent influences in their companies, some of them determined have some annoyance from injustice and nepotism in recruitment and selection, furthermore training and development consequently, a questionnaire tested and speeded among a sample of onsite managers of drilling and production teams.The research community includes 4412 managers and department heads of the petroleum companies in the joint venture. A random sample of 600 monitors, representing that about 17 percent of the population is selected. The questionnaire was translated into Arabic and modified according to environment and the petroleum industry in Iran. Therefore, a questionnaire was distributed among the 55 of department heads. Data were collected through personal interviews. 600 questionnaires were distributed among a randomly selected sample unit. 553 completed questionnaires were returned. 549 completed questionnaires are prepared for analysis. Response rate of approximately is 90%. Revised data are collected and analyzed by SPSS software.

Profile of the respondents has the following characteristics:

66/1% of respondents are in their 30s while 20.2% are in their 20s; 52.2% possess 11 to 20 years of experience in the same organization while 32% possess from 6 to 10 years; 57.9% of respondents got a B.Sc. in Mechanical Engineering, 18.7% got a B.Sc. in Petroleum Engineering, 10.7% got a B.A. in Commerce, and 2.2% got an MBA, most samples enjoy highly specialized and technical degrees and work in wells monitoring the drilling and production teams and activities. Assessment instrument to investigate the relations among 77 variables studied, namely human resource management practices (HRMP), job satisfaction (JSAT), commitment (OCOM), organizational OCB (OCB) was used, leaving (QI) and negative word of mouth (NWOM), and job performance (JPER). Human resource management practices: HRMP A13 measure developed by Tsaur and Lin (2002). Reliability Analysis 13 (0.70) as indicated by Cronbach's alpha. Job Satisfaction: JSAT is a 6 item-measure developed by Babin and Boles's (1998). The reliability analysis revealed Cronbach's alpha of (.69).Quitting Intention: QI is a 3 item-measure developed by Babin and Boles's (1998) with (. 67) as Cronbach's alpha. Negative Word of Mouth: NWOM is a 3 item-measure developed by Babin and Boles's (1998) with Cronbach's alpha (.65) Organizational Commitment: OC a 10 item-measure developed by Mowday et al. (1982) with Cronbach's alpha (.79). Job Performance: JPER is a 14 item-measure developed by Fiedler (1993) with Cronbach's alpha (.70). Organizational Citizenship Behavior: OCB is a 29 items representing 7 dimensions: (1) helping behavior: a 2 item scale developed by Podsakoff and Mackenzie (1994), (2) organizational compliance: a 7 item scale developed by Williams and Anderson (1991),(3) sportsmanship: a 4 item scale developed by Podsakoff and Mackenzie (1994) ,(4) civic virtue: a 3 item scale developed by Podsakoff and Mackenzie (1994), (5)organizational loyalty: a 5 item scale developed by Moorman and Blakely (1995) ,(6) individual initiative: a 5 item scale developed by Moorman and Blakely (1995) ,(7) self-development: a 3 item scale developed by George and Jones (1997) .The reliability analysis of the OCB 7 dimensions revealed (.71) as Cronbach's alpha. All items originally were in English, so translations were needed into Arabic then a back-translation method was used (McGorry, 2000). The cross-linguistic of the questionnaire was examined with Iranian university faculty members who were fluent in both languages.

RESULTS

Table 1 illustrates the relation between observed variables. Correlation matrix, revealed a significant correlation between the independent and dependent variables. A significant positive correlation between human resource management practices and job satisfaction, organizational commitment and job performance was proved. Moreover, it revealed the negative correlation between human resource management practices, job satisfaction, organizational commitment, organizational citizenship behavior, job performance, turnover intention and negative word of mouth. There is a significant positive correlation between the quitting intention and negative word of mouth.

Table 1 The Interco relation between the scaled variables

	HRM Practices	Job Satisfaction	Quitting Intention	Negative Word Of Mouth	Organizational Commitment	Organizational Citizenship Behavior	Job Performance
HRM Practices	1						
Job Satisfaction	.798**	1					
Quitting Intention	-.566*	-.610**	1				
Negative Word Of Mouth	-.729**	-.643**	.515**	1			
Organizational Commitment	.558**	.592**	-.698**	-.676**	1		
Organizational Citizenship Behavior	.610**	.719**	-.596**	-.504**	.794**	1	
Job Performance	.677**	.623**	-.765**	-.502*	.709**	.832**	1

Multiple regressions were used to test the research hypotheses. The purpose is to examine whether the independent variables: HRM practices are able to effectively evaluate the job performance.

Table No. 2 that indicates the impact of the human resource management practices on job performance through the mediating role of the job satisfaction, organizational commitment, quitting intention, negative word of mouth, and organizational citizenship behavior. Table 2 presents the results of testing the impact of human resource management practices, job satisfaction, organizational commitment, organizational citizenship behavior, quitting intention, and NWOM on job performance.

Table 2 Testing the Impact of HRMP, JSAT, OCOM, OCB, QI, NWOM, and JPER: ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6010.069	6	1001678.118	20.21	.000ᵃ
	Residual	2.308	543	1311570.342		
	Total	2.368	549			

Table 3 Testing the Impact of HRMP, JSAT, OCOM, OCB, QI, NWOM, and JPER: Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2468.371	1458.881		1.692	.921
	HRM Practices	41.112	6.262	.435	1.393	.001
	Job Satisfaction	56.815	5.544	.449	1.598	.001
	Organizational Commitment	35.731	3.612	.356	.514	.001
	Quitting Intention	26.774	7.627	.126	.291	.005
	Negative Word Of Mouth	13.138	5.261	.105	.048	.005
	Organizational Citizenship Behavior	12.109	3.442	.319	.247	.001

The analysis of variance table indicates that the whole model is demonstrated remarkable when the independent variables: the HRM practices, job satisfaction, organizational commitment, OCB, quitting intention and NWOM were entered into the regression equation. 1 (Overall model: F=20.213, df =6, p < 0.001; R=.651, R2 =0.570, adjusted R2=0.510). R- In the full model, the impact of the HRM practices, job satisfaction, and organizational commitment, OCB, quitting intention and NWOM on job performance of managers is supported. The global test assures that the independent variables have the ability to clarify the variation in the dependent variable (Lind et al., 2006). Thus, there is enough evidence that the HRM practices, job satisfaction, organizational commitment, OCB, quitting intention and NWOM are significantly related to job performance and have a significant impact on job performance (see Tables 2 and 3).

The ANOVA results of testing and the impact of HRM practices on job performance showed that the HRM practices including employment tests, process, interviews, performance appraisal, promotion, orientation, educational, and training courses have a significant impact on job performance factors such as creativity, quantity and quality of results, dependability, cooperation, attendance, job knowledge, initiative, communication, ability to retain instructions and information, and judgment (F=4.684, df=11, p< .001). So, H1 is supported and HRM practices are a significant predictor of job performance. The ANOVA results show that HRM practices has a significant impact on job satisfaction at .001 level of significance. HRM practices explain 41% of the total variation of the dependent variable: job satisfaction (F=3.408, df=10, p < .001). If HRM practices are fair and objective in terms of interviews, employment tests, employment process, orientation and training programs, promotions, and performance appraisal; managers will be satisfied in their jobs. They will enjoy it and will not discuss it undesirable or boring. Thus, the more fair and objective the HRM practices are, the more job satisfaction, and consequently the more job performance. Thus, H2 is supported. Table 4 shows the results of testing the effect of job satisfaction on quitting intention as two mediators in the relationship and impact of HRM practices on job performance. The analysis of variance used to test the influence of the job satisfaction on the quitting intention reveals that there is a significant impact of job satisfaction on quitting intention (F=13.906, df = 6, p < .001). That means the more pleasant, satisfying, interesting, and challenging the job is, the lower the intention to quit the job. Unfortunately, the more boring, unpleasant, disappointing the job is , the more the supervisor feels forced to go to work, the higher the intention to quit the job. Therefore, H3a is supported.

Table 4: Testing the Impact of Job Satisfaction on Quitting Intention: Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.029	.954		4.222	.000
	Job unpleasant	.143	.187	.086	.765	.005
	bored job	.250	.198	.147	1.261	.009
	well satisfied	.686	.143	.369	4.806	.000
	Forced to go to work	.325	.176	.182	1.845	.007
	Enthusiastic	.249	.178	.105	1.399	.004
	Disappointed	.510	.183	.269	2.783	.006

Table 5:Testing the Impact of the Job Satisfaction on Negative Word of Mouth: Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.672	.990		11.790	.000
	Job unpleasant	.170	.194	.098	.875	.003
	bored job	.084	.206	.047	.407	.004
	well satisfied	.261	.148	.135	1.762	.050
	Force to go to work	479	.183	.258	2.620	.010
	Enthusiastic	.381	.185	.155	2.064	.040
	Disappointed	.575	.190	.292	3.023	.003

a. dependent variable NWOM

Table 5 Results shows the impact on job satisfaction and negative word of mouth. To discover the NWOM has an influence on job satisfaction or not, a multiple regression is formed. ANOVA test shows that job satisfaction has an influence on NWOM at the .001 level (F = 13.989, DF = 2, P <.000; R = .512, R2 = .432, adjusted R2 = 0.401). In Table 5, shows a significant effect of job satisfaction on NWOM. The more job satisfaction, the lower the NWOM and the supervisor will talk the more positive about his company. Thus, H3b is supported.

Table 6: Testing the Impact of the Organizational Commitment on the Organizational Citizenship Behavior

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	121.486	148.045		.821	.413
	Pretty good place to work	6.787	29.915	.022	`1.227	.021
	Get ahead	37.993	24.374	.127	1.559	.021
	Wage rates	28.239	23.884	.092	1.182	.039
	Promotions decisions	8.496	22.929	.032	1.371	.011
	Fringe benefits	75.280	28.123	.268	2.677	.008
	Use of abilities	79.041	26.235	.242	3.013	.003

The results of testing have an impact on quitting intention. NWOM prepared evidence which shows that in case of the quitting intention, the managers use NWOM and talk negatively about their organization. Thus, H4 is supported. ANOVA analysis results showed considerable impact of job satisfaction on organizational commitment (F = 25.65, df = 6, p <.001). The more job satisfaction, the more of organizational commitment. Thus, H5 is supported. The results of testing the impact of the organizational commitment on the organizational citizenship behavior showed a positive impact. The ANOVA analysis asserted a statistical evidence that the more the organizational commitment, the more of the organizational citizenship behavior (F = 3.807, df = 6, p <.05). The more ability to apply more efforts, the more beliefs in the organizational values and beliefs, and the organization cares more about the managers packages, margin benefits, promotion, career development, use of abilities; the more the OCB in terms of helping behavior, individual improvisation, organizational compliance, urban probity, sportsmanship, organizational loyalty, and self-development (see Table 6). Thus, H6 is supported. ANOVA analysis revealed significant impact of the OCB on job performance (F = 21.406, df = 6, p <001). The higher the OCB in terms of helping behavior, individual improvisation, organizational compliance, urban probity, sportsmanship, organizational loyalty, and self-development, the more of job performance. Thus H7 is supported. Totally, the human resource management practices have a considerable impact on job performance. The more fair and objective the HRM practices are, the more the job satisfaction, the organizational commitment, and the OCB; the lower the quitting intention, and NWOM. If managers are contended with their jobs, they will apply more efforts for the welfare of the organization, believe in the values of the company, will show voluntarily helping behavior, sportsmanship behavior, urban probity, individual improvisation, organizational loyalty, and self- development, and then, more job performance. So, HRM practices have considerable effects on job performance and the job satisfaction, organizational commitment, OCB, quitting intention, and NWOM have considerable mediating roles.

Conclusions

The Iranian petroleum sector is a main economic sector that contribute to a high percentage of revenue in the national income. As an influential sector, it focuses intensively on acquiring, developing, investing, and retaining its human resources. The Iranian petroleum sector adopts strategies with aims to implement HRM practices and systems which are managed positively, fairly and objectively, and operated professionally and strategically. However, managers in the joint venture petroleum companies whether working in the drilling, exploration, refinery, or production, have to continually provide effective control on human resource management practices. There should be fair and consistent implementation of employment policies. In order to keep up with the changes in the global environment, professional systems need to be followed and adapted to the organizations. Human resource management departments have to have a sufficient power and authority in order to certify that employment policies will be implemented without discrimination; ethically, positevly, fairly, and objectively. Higher levels of perceived justice and satisfaction guide managers to be more loyal about their organization. Satisfied managers will be highly committed, show organizational citizenship behavior and will be very conservative to talk negatively about their organization or think of quitting job, and finally will demonstrate more performance and they want to work beyond the job description. Also in this way, managers

and employees will become as family members, and this will add to the competitive advantages to the organization and will strengthen its market positioning and description. The current research shows that affirmative, objective and fair human resource management practices effects on the level of perceived justice among managers and then their job performance through a positive influence in job satisfaction, organizational commitment, OCB, and less influence of NWOM and quitting intention. Inoperative, and unfair practices and circumstances which occur in such human resource practices as selection, promotion, training, career development opportunities, shifting, compensating, rewarding, and performance appraisal are expected to reduce the level of job satisfaction, organizational commitment, and performance; in addition to talk negatively about the organization and to quit it. Adversely, fair, objective, and effective HRM practices are expected to improve the level of job satisfaction, organizational commitment, OCB, and lessen the quitting intention, and NWOM.

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