

Exploring the Relationship between Job Characteristic and Employees Job Performance (Case Study: Central Office of State Superior Calculation Bureau)

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ABSTRACT

Job performance concept in 2 recent decades has been centered in new management revolutions, and it has changes into its central purpose. Today having management knowledge is in help methods searching on perspective, purposes, and strategies in organization which is considered as success performance criterion. One of the most important rings of management chain in organization is performance evaluation and measurement. The issue of measuring performance arrives to such a level of important in organization that experts in management knowledge believe what cannot be measured, cannot be managed. In recent researches done, job characteristics are proposed as effective variable on job performance. Therefore, present research tries on exploring the relationship between job characteristics and job performance of central office of state superior calculations bureau employees. This method is descriptive-applicable (surveying), 186 people from central office of state superior calculations bureau employees accessible have been selected by sampling method, after entering data of questionnaires to Spss software, research hypotheses have been analyzed by structure equation method (SEM) and Lisrel software. Findings show that job characteristics have positive and significant effect on job performance; in addition, all aspects of job characteristics (based on Hakman and Oldham model) include variety of skill, task identity, task significance, task autonomy, and feedback have positive and significant effect on job performance. Model fitting indexes value (AGFI=0.94 and GFI=0.95) show research conceptual pattern property. **KEYWORDS:** Job model characteristic (JMC), job main aspects, job performance, state superior calculation bureau.

1. INTRODUCTION

Today management knowledge seeks for help ways to accomplish perspective, purposes, and strategies in organization which is considered as successful performance criterion. One of the most important rings of management chain in organization is measurement and evaluation that have been replaced by performance management concept in recent years and have comprehensive look toward performance discussion in organization (Armstrong, 2003, 74-82).

According to social point of view, organizations seek for employees who can perform very well in their jobs. Good performance increases human productivity, and this fact promote society's national economics (Wright, 2004, 59-78). Performance measuring issue in organizations gets such importance that management knowledge experts believe "what cannot be measured, cannot be managed". In this regard, various methods and techniques have been offered to measure performance, but what has the most great importance is having systematic look toward performance issue in organizations that today it is mentioned in performance management look. It is clear that performance management refers to performance. One of strong consequences in work place is job performance. Task significance is defined as an expected value of organizations from separate events people do in a period of time (Motowidlo, 2008, 39-53). Job performance works as one of the most important variables in industrial and organizational psychology, and its importance is vivid both for people and organizations (Wiswesvaran, 2001, quoted in Ferris, 2008).

Job performance is one of variables has been intended in many of advanced countries. Psychologists know job performance as human behavior product and believe motivations and needs are effective in people performance and finally economic growth and development. In addition, it is believed that job performance is a combined structure by which successful employees are recognized from unsuccessful ones by a collection of certain criterions. (Fres & Fay, 2001, 133-187). Many of researchers have stated that one way to increase job performance and satisfaction is enriching people's jobs. Enriching job seeks for performance improvement and employees satisfaction using vaster areas of personal activities and giving more chance to have personal growth and success in employees' job (Singer M.G 7, 1994).

In other words, job enriching can be a tool to make job more motivations, satisfactions, and challengeable by being designed as organizational intervention (Moeller, N.L. & Fitzgerald, 1985). Making revolution in state administration system and getting healthy administration system to fulfill society majority members, playing effective role in purpose-built financial supervision on public resources, national welfare, and state development and advance are as have been considered as emphasized purpose and anxiety of system.

The importance of state superior calculation bureau is for being bas one of key organizations in supervising on government performance, presenter of solutions and user of them to solve problems (educational center of state superior

calculation bureau, 2010). Therefore, it is so important to promote employees job performance in superior calculation bureau to use budget and credits in purpose-built and effective manner in path of planning purposes, growth, development, and self-efficiency accomplishment guided in political, social, economic, cultural, and technological aspects. Hence, justifiable researching witnesses are also that show job characteristics have various types of relationships with job performance. According to Hafman and Oldham belief (1975) related intuitions to job environment and responsibilities conditions, employees attitudes in behavior area influence on recognition and emotion. Each of these characteristics makes certain motive mode in people in workplace (Banani & Reisel, 2007, 42). According to Banani and Reisel (2007) these characteristics for this reason lead to employees motivations that cause positive cognitive and emotional modes in them; actually, these positive cognitive and emotional moods provide performance enrichment condition in employees. In addition, job motivation and satisfaction are as discussions contributed great amounts of experts' time, budget, and attention according to practical and theoretical aspects.

Richard Hackman and Gourg Oldham offered a kind of organizational revolution approach for designing and rerunning job based on job characteristic theoretical model that leads to psychological states, and what they call it as internal job motivation in high level. Their approach has organization revolution characteristic in vast using of recognition, participation, feedback, and especially their applications in redesigning team work (Wendell & Bell, 2012, 212). It is clear that job characteristic role will be valuable that leads to job performance positive promotion and organization productivity increase. Therefore, this research purchase on exploring the relationship between job characteristic aspects and purpose society employees' job performance based on Oldham and Hackman model and job characteristic factors determination extent which become able of job performance variance determination.

Research Theoretical Bases

Job Designing

Job designing considers 4 main following purposes:

1. Organization needs supplying for productivity, performance efficiency, and production quality or service
2. Removing employees needs to make interest and sympathy in doing committed tasks
3. Work content standardization
4. Skills standardization

It is clear that these purposes are coherent, and all attempts of job designing are actually mixing and associating employees and organization needs. Job designing obeys from a model which is completely shown in the following figure. Job designing is proposed in employment and employee framework. Employee has certain abilities and demands, and job is constituted from job description and job requiring conditions; the association between job and employee leads to personal, group, and organizational purposes that the collection of these purposes in along with getting society purposes.

Job designing methods

Job designing methods influence on employees attitudes indirectly. These methods have been used to develop organizations from various aspects. The most important job designing method include: job rotation (JR), job enlargement (JEnl), job enriching (JE), job engineering (JEng), quality of work life (QWL), social-technical designing, social information processing approach (SIPA), and job characteristic approach.

Job Rotation:

If it becomes possible to replace people into coherent and familiar job, which they know them very well, job rotation is made. In this method, a person instead of being busy of doing and responsible of a same job, he does various responsibilities. People become familiar with more jobs by job rotation and finally better working motivations is reinforced in them.

Job Enlargement: specialized jobs after sometimes cause impatience and disorder for employees and weakens working motivation in them; therefore, to prevent from this situation job can be enlarged by adding some responsibilities and move it out from stationary condition. Actually, in this method employed human force does more tasks to produce products or provide services.

Job enrichment: job enriching includes making fundamental changes in job responsibility level and content. This technical emphasizes more on people responsibilities expansion and work content varieties vertically and requires a certain level of knowledge and skill in employees. This method give more authority and responsibilities in planning, guiding, and his performance control areas, and make the chance of significant growth and work for organization's staff. Job enrichment is based on this principle that to make motivations in employees, it is necessary to establish demand to accomplishment, recognition, committing to responsibilities, and growth and maturity in him. Job should be designed in a way to fulfill these needs in employees (Morehead & Greefin, 1998, 195).

Job engineering: job engineering that today has been defined as ergonomics or biotechnology is actually scientific evolution of management. This method has close relationship with specialized and virtual computer applications, designing with computer (CAD), and interaction between human and machine. Actually, this method is dominant aspect of job designing and analysis. The purpose of job engineering is that we obtain the best method of working by work study, time measurement, and method measurement. A person can work with less fatigue and more speed by job engineering and has more profit and return.

Quality of work life and social technical designing: one of the most interesting ways of creating motivation is attending to work system quality plans or quality of work life. These plans introduce a systemic intention to job designing, and it is expander of "job enrichment" area which is rooted in social-technical systems in management. Quality of work

life is mostly related to working condition and climate. Quality of work life analysis defined it as: 1- focus on work effect on employees and organization effectiveness; 2- participation in organization problem solving and decision making.

Social information processing approach (SIPA): this approach was proposed for the first time by “Salancik” and “pfeffer” (1977) is based on this principle that people as adaptable live creatures adapt their perceptions, behaviors, and believes by social context and realities in past and present time.

Job characteristic theory: in organizational behavior field, these facts have been covered in front of researchers’ eyes. They proposed job characteristic theory in order to be able to identify and introduce job characteristics, combination of these characteristics, and the relationship between job characteristic with employees’ motivations, job satisfaction, and their performances (Robines, 2004, 926).

Hackman with cooperation of Oldham using results from different personal studies proposed job characteristics. According to Hackman and Oldham, sensitive mental moods shape the main core of theory. Hackman and Oldham theory is mostly based on previous discussed ones especially Herzberg and some of needs theories especially Mackelland’s. They believe thst motivation is created when a person gets to 3 important psychological moods:

- 1- Job significance, 2. Responsibility, 3. Being aware from results

Job Characteristics Model

A special theory that Ternner and Larons offered about job perquisites made a foundation of what job characteristics can be determined by and understood the relationship among motivation, performance, and job satisfaction of people that Richarts Hackman and Gourg Oldham (1980) could offer job characteristic pattern (on that base) (Robines, 2004, 928). Hackman and Oldham model includes 3 parts: 1-maion aspects of job including (skill variety, task identity, task significance, task autonomy, results feedback); 2- made mental moods including (sense of having important job, feeling commitment for job performing, awareness from job performing); 3-personal and work results including (inner motivation promotion from quality of work performance promotion, job satisfaction promotion, and leave intention reduction).

- Skills Variety:

Each person has a collection of abilities and skills in organization. On the other hand, organizational training and work performing gradually makes skills for him that is considered as a part of his abilities. People who own these abilities face with fewer problems in job redesigning and corresponding with new conditions time (Jang Kim et al, 2009, 546-556).

- Task Identity:

This important fact should be noted in exploring task identity is job division grade and its personalization intensity (Jang Kim et al., 2009, 548-556).

- Task Significance:

One of human important needs is to be intended that cause person to have status and rank in organization. Some jobs have high job rank that the higher rank creates sense of self-confidence, freedom and self-respect in person that is a kind of self-esteem (Jang Kim et al., 2009, 548-556).

- Task Autonomy:

It is one of very important and crucial in job specifications pattern and non-dependency on job; this fact is to some extent important according to this pattern makers that its non-existence minimum potential motivations. Autonomy is a degree which job makes necessary non-dependency to determine his task, its going way, and used methods in its doing (Jang Kim et al, 2009, 548-556).

Task Feedback: one the other aspect of job specifications is task feedback that person can obtained related information to his task directly and personally (Jang et al., 2009, 548-556).

Performance Evaluation and Measuring Necessity

Performance evaluation includes formal processes of providing employee’s performance positive and negative recognizing feedback (Singer, 1991, 2004). Word and Davis believe that performance evaluation effects include performance improvement, regulations implementation in payment system, educational needs determination, employing and recruiting tools evaluation, and their efficiency (Davis, 43, 1993). Performance measurement is an issue mostly discussed, but it is rarely defined. Performance evaluation in its real meaning is practice quantitating processes, because measurement is quantitating process and actions guidance toward performance (Andy Neely, Mike Gregory and Ken plats, 2005, 1228). Researchers and experts believe that performance is the main subject in all organizational analysis and organizational image that includes performance evaluation and measurement is difficult. Researchers and experts noted that attending to organization performance cause organizational theory development and know performance as the main issue in scientific climate. Therefore, it attracts the attention of organizations, management, political sciences, economists, and execution managers’ researchers. Performance measurement and evaluation causes system intelligence and revoking people to behave favorably, and it is the main part of organizational policy execution and formulation. Performance measurement and evaluation offer necessary feedback in the following cases:

Progress amount is clarified for determined purposes whether formulated policies have been executed successfully or not. By organizational expected results measurement, and also employees and customers measuring and satisfaction, it is cleared whether policies have been formulated correctly. In addition, performance and management supporter systems provide reward mechanisms that promote organizational knowledge and learning by following notions:

- Offering organizational growth indexes
- Identifying improvement notions
- Developing employees talents efflorescence

One of issue having great important in organization is employees job performance manner. This issue gets twice importance in industrial organizational; in particular, governmental ones have certain status in society social and economic development process. Therefore, it becomes necessary to identify effective and related factors to be able to promote job performance.

Job performance

Job performance means results measurement and whether we did good work (Robbinss, 2002, 376). Job performance includes the collection of related behaviors to job that people show from themselves (Griffin, 1996) and encompass job totally.

According to experts point of view job performance elements are divided into 2 aspects:

- 1- Task performance
- 2- context performance

Task performance is actually the same responsibilities and tasks that are registered in employees’ responsibilities and commitment description sheet, and are directly related to committed responsibilities. For example, supervision on present or absence of employees is correct evaluation of this aspect. Another aspect is context performance. Context performance stabilizes organizational and social network of psychology climate include technical behaviors (kwong and Cheung 2003, 38). However, generally these behaviors are classified in 3 groups. 2 groups are task performance and citizen behavior that influence positively on organization. The third group is anti-productivity behavior that influence negatively on organization

Anti-productivity Behavior

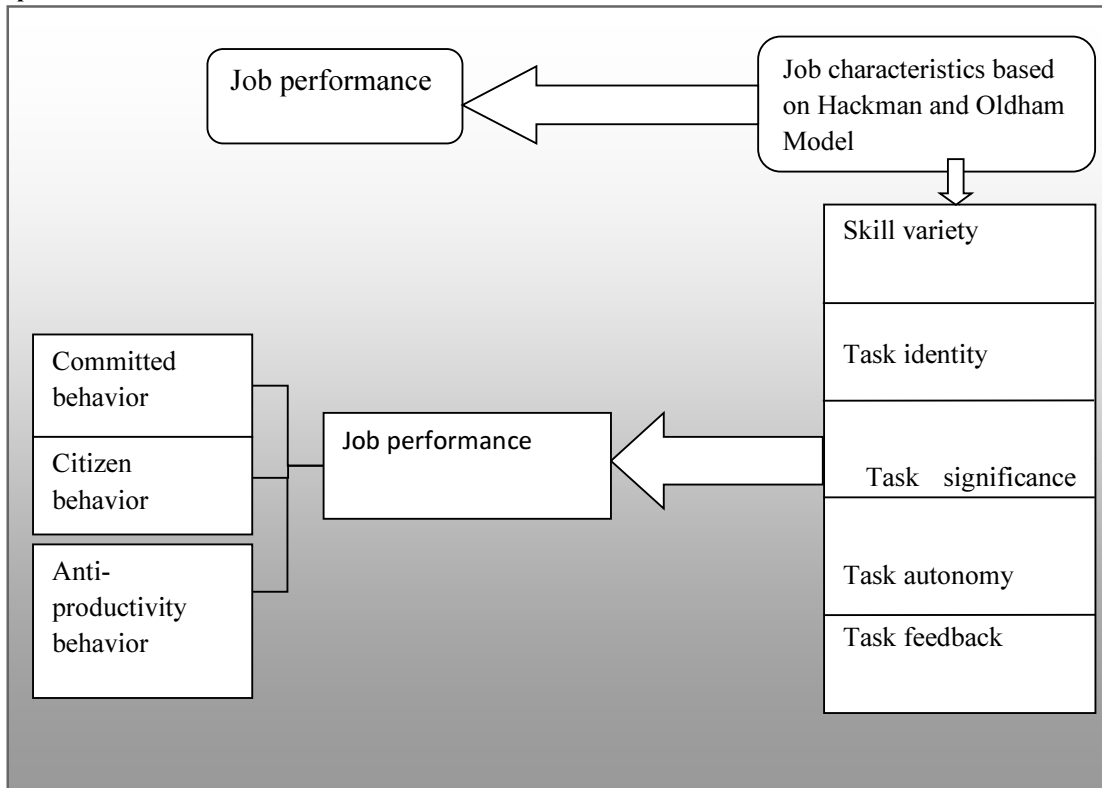
According to (Bottger & Chew, 1986) study, there was significant relationship seen between job characteristics and job satisfaction of 1702 senior and intermediate managers that this relationship was mediated by managers’ mental growth need, and this relationship was reduced in managers with low mental growth need. Job aspects based on environmental factors have the most effect on job satisfaction.

- In another study done by Edgar (1999) about the relationship between job characteristic model and nurses’ job motivations in Montreal province of Canada, there was significant relationship seen between these 2 variables (Edgar, 1999, 14).

In another study done by Tyler & Parker (2006) with title of “exploring job designing in provider centers of long-term care and its effect on nurses job satisfaction” has been done in USA, the significant linear relationship was seen among job designing an nurses job satisfaction (Tyler & Parker, 2006, 137).

- According to Vaytengton & Godven & Moray (2004), the emphasized characteristics of Hackman and Oldham (1976) leads to high inner motivation, performance with high quality, high satisfaction, and low level of absence, and leave very well. These researchers reported positive relationship between job characteristics (it was based on task enrichment by potential motivating high level score of job) and job performance.

Conceptual Model



(Resource: Adoption from Hackman and Oldham, 1977, 129)

Research Hypotheses

Main Hypothesis:

There is significant relationship between job characteristics and employees job performance of state superior calculation central bureau.

Secondary Hypotheses:

- 1- There is significant relationship between job characteristics and employees job performance of state superior calculation central bureau.
- 2- There is significant relationship between task identity and employees job performance of state superior calculation central bureau.
- 3- There is significant relationship between task significance and employees job performance of state superior calculation central bureau.
- 4- There is significant relationship between task autonomy and employees job performance of state superior calculation central bureau.
- 5- There is significant relationship between task feedback and employees job performance of state superior calculation central bureau.

RESEARCH METHODOLOGY

This research is applicable according to purpose, and based on data gathering method is descriptive in correlative form. It is applicable, because using design results is along with state superior calculation bureau and their job performance, and it is descriptive, because job characteristics study is considered on job performance in 1392. As researcher tries on relationships between 2 variables, this research is correlative. Statistical society of this research is all employees in state superior calculation bureau and 604 people are the members of this society. Cochran formulation has been used to determine sample volume.

Statistical samples selecting method in this research is simple random method according to its nature and issue with proper attributions. In this research Cochran formulation has been used to determine sample volume and accordingly 235 people of state superior calculation central bureau have been considered as research sample.

In order to gather data 2 surveying and librarian methods have been used. In order to formulate research theoretical bases and background surveying method with questionnaire have been used.

Thesis first and second chapters' information is obtained by document- librarian methods with tools such as taking notes and etc. information related to primary and exploring studies, and also third chapter and its implementation have been used in state superior calculation bureau in presence of researcher by surveying method using questionnaire technic.

Data Analysis

In this part we work on analyzing data after gathering and purifying data using Lisrel 8.5 and spss 16 by descriptive and deductive statistics. In first part, data was gathered, then described by descriptive statistics and in order to make fitted and acceptable measuring model, confirmative functional analysis (CFA) using Lisrel have been done for all potential factors of research variables. Then after exploring statistical distribution normality by Spss the correlation among dependent and independent variables have been explored, finally, using path analysis, causal relationships among research hypotheses have been tested.

Correlation among Research variables

Hypotheses have been tested by Pearson correlation coefficient in this part.

Pearson Correlation Coefficient

Correlation coefficient shows the intensity and type of relationship (direct or reverse). This coefficient is between 1 to -1, and it would be zero, when there was no relationship between them. His test explores the relationship between 2 variables.

H0 Hypothesis: there is no significant correlation between 2 variables. H0: $\rho=0$

H1 Hypothesis: there is significant relationship between 2 variables H1: $\rho\neq 0$

The judgment method about existence or non-existence of relationship is based on obtained significance level. With this regard, if test sig is less than 0.05, H0 will be rejected, and there is significant relationship between these 2 variables.

Table1: Judgment method on correlation coefficient numerical value

Gathering way	value
Direct-weak correlation	0.0 - 0.25
Direct-relatively strong correlation	0.25 - 0.5
Direct-very strong correlation	0.5 - 0.75
Direct-very strong correlation	0.75 - 1
No correlation	0
Reverse-weak correlation	0 - - 0.25
Reverse-relatively strong correlation	-0.25 - - 0.5
Reverse-strong correlation	-0.5 - - 0.75
Reverse-very strong correlation	-0.75 - - 1

Hypotheses Test

Main Hypothesis

“There is significant relationship between job characteristics and job performance.”

H0= there is significant relationship between job characteristics and job performance.

H1= there is significant relationship between job characteristics and job performance.

Table2- correlation coefficient output between job characteristics and job performance

Test result	Mutual sig	Correlation coefficient	Sample no.	explored variables
<i>H₁ Confirmation</i>	0.000	0.731**	186	Job performance Job characteristics

According to table (2); as it is seen, test sig equals to 0.00 that is less than 0.05; therefore, statistical zero hypothesis (H0) based on on-existence of relationship between 2 variables is rejected. On the other hand, according to correlation coefficient equaling to 0.731, these 2 variables have intensive direct correlation with each other, because this value is in range of 0.5 -0.75.

No.1 Secondary Hypothesis

“There is significant relationship between job variety and job performance.”

H0= There is significant relationship between job variety and job performance.

H1= There is significant relationship between job variety and job performance.

Table3- correlation coefficient output between job variety and job performance

Test result	Mutual sig	Correlation coefficient	Sample no.	explored variables
<i>H₁ Confirmation</i>	0.000	0.563**	186	Job variety Job performance

According to table 3; as it is seen, test sig is 0.00 which is less than 0.05. Therefore, H0 is rejected based on the relationship between correlation coefficient equaling 0.563 that these 2 variables have intensive direct correlation with each other.

No. 2 Secondary Hypothesis

“There is significant relationship between task identity and job performance.”

H0= There is significant relationship between task identity and job performance.

H1= There is significant relationship between task identity and job performance.

Table 4: correlation coefficient output between task identity and job performance

Test result	Mutual sig	Correlation coefficient	Sample no.	explored variables
<i>H₁ Confirmation</i>	0.000	0.607**	186	Task identity Job performance

According to table 4; as it is seen, test sig is 0.00 which is less than 0.05. Therefore, statistical zero hypothesis (H0) is rejected based on the relationship between 2 variables. On the other hand; according to correlation coefficient equaling 0.607, as this value is in range 0.5-.75, these 2 variables has intensive direct correlation with each other.

No. 3 Secondary Hypothesis

“There is significant relationship between task significance and job performance.”

H0= there is significant relationship between task significance and job performance.

H1= there is significant relationship between task significance and job performance.

Table 5: correlation coefficient output between task significance and job performance.

Test result	Mutual sig	Correlation coefficient	Sample no.	explored variables
<i>H₁ Confirmation</i>	0.000	0.568**	186	Task significance Job characteristics

According to table 5; as it is seen, test sig is 0.00 which is less than 0.05. Therefore, H0 is rejected based on the relationship between 2 variables. On the other hand, according to correlation coefficient equaling 0.567, as this amount is in range 0.5-0.75, these 2 variables have intensive direct relationship with each other.

No.4 Secondary Hypothesis

“There is significant relationship between task autonomy and job performance.”

H0= there is significant relationship between task autonomy and job performance.

H1= there is significant relationship between task autonomy and job performance.

Table 6: correlation coefficient output between task autonomy and job performance

Test result	Mutual sig	Correlation coefficient	Sample no.	explored variables
<i>H₁ Confirmation</i>	0.000	0.626**	186	Task autonomy Job characteristics

According to table 6; as it is seen, test sig is 0.00 which is less than 0.05. Therefore, H0 is rejected based on the relationship between 2 variables. On the other hand, according to correlation coefficient equaling 0.626, as this amount is in range 0.5-0.75, these 2 variables have intensive direct relationship with each other.

No.5 Secondary Hypothesis

“There is significant relationship between task feedback and job performance.”

H0= there is significant relationship between task feedback and job performance.

H1= there is significant relationship between task feedback and job performance.

Test result	Mutual sig	Correlation coefficient	Sample no.	explored variables
<i>H₁ Confirmation</i>	0.000	0.601**	186	Task feedback Job characteristics

According to table 7; as it is seen, test sig is 0.00 which is less than 0.05. Therefore, H0 is rejected based on the relationship between 2 variables. On the other hand, according to correlation coefficient equaling 0.601, as this amount is in range 0.5-0.75, these 2 variables have intensive direct relationship with each other.

In this part, SEM technic has been used in order to explore research conceptual fitting to determine how much conceptual model is fitted with gathered data. Following diagrams show significant numbers and structural model standard estimation coefficient. In table (8) total fitting indexes are offered, too.

After determining measuring models in order to evaluate research conceptual model and also getting sure about existence or non-existence of causal relationship among research variables, and exploring seen data property with research conceptual model, research hypotheses have been tested by SEM. Hypotheses test results are reflected in diagram.

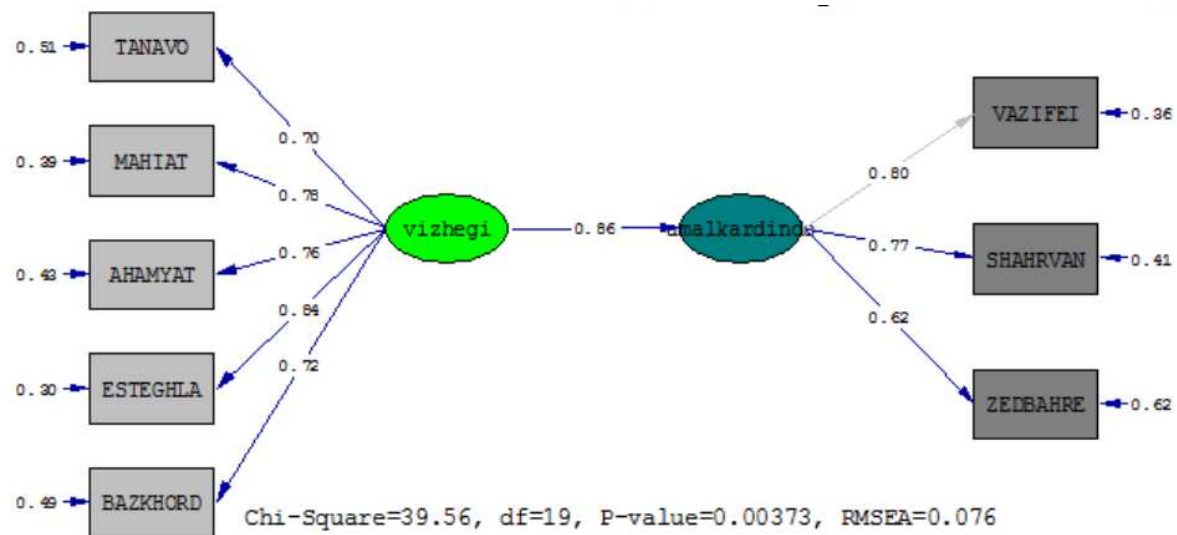


Diagram (1) Total model measuring and hypotheses results in standard state

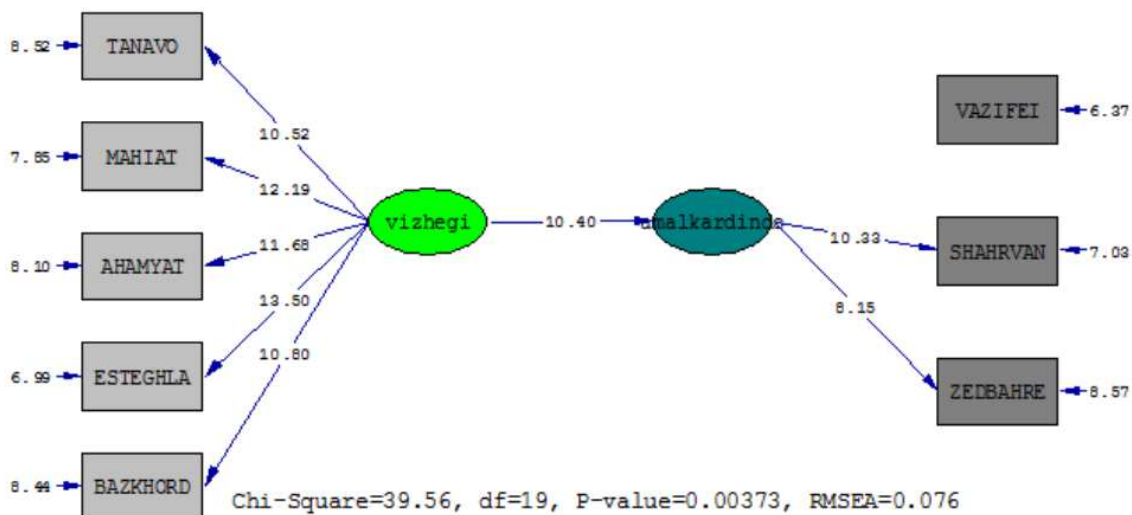


Diagram (2) Total model measuring and hypotheses results in significant state

Table (8) Research conceptual model fitting indexes

Fitting index	Favorite value	result
χ^2/df	<3.00	2.08
GFI(goodness of fit index)	0.90<	0.95
RMSEA(Root Mean Square Error of Approximation)	0.08<	0.076
RMR(root mean square residual)	<0.05	0.029
NFI (Normed Fit Index)	>0.9	0.94
NNFI (Non-Normed Fit Index)	>0.9	0.95
CFI (Comparative Fit Index)	>0.9	0.97

As we proved in previous part, since normal distribution has been recognized (Kolmogorov-Smirnov test results), variables correlation has been tested by Lisrel software. Path analysis method has been used to explore causal relationship between dependent and independent variables and model total confirmation. Path analysis in this research has been done by Lisrel 8.5 software. Results obtained from Lisrel outputs show that K-square ration to freedom degree is less than 3, and the other fitting indexes have confirmed model fitting. Following table show significant coefficient and proposed hypotheses results in summary.

Table (9) Hypotheses results

Hypothesis result	significance	Path coefficient	Hypotheses
main hypothesis			
confirmed	10.40	0.86	Job characteristics have positive effect on job performance.
Secondary hypotheses			
confirmed	10.52	0.70	Skill variety has positive effect on job performance.
confirmed	12.19	0.78	Task identity has positive effect on job performance.
confirmed	11.68	0.76	Task significance has positive effect on job performance.
confirmed	13.50	9.84	Task autonomy has positive effect on job performance.
confirmed	10.80	0.72	Task feedback has positive effect on job performance.

It was claimed in the first hypothesis that job characteristics have positive and significant effect on job performance that statistical analysis between these 2 variables show that based on table (9) path significance number between job characteristics and job performance is 10.40. As this amount is more than 1.96; therefore, job characteristics have positive and significant effect on job performance. On the other hand, as significance number is positive, this effect is direct. Job characteristic and job performance variables effectiveness is 0.86 according to table 9 that indicates for 1 unit change in job characteristic, job performance variable will change 0.86 of unit and along with job characteristics.

It was claimed in the first secondary hypothesis that skill variety has positive and direct effect on job performance that statistical analysis between these 2 variables shows that according to table (9), significance number of path between variables of skill variety and job performance is 10.40. As this amount is more than 1.96; therefore, skill variety has positive and significant effect on job performance. On the other hand, as obtained significance number is positive, this effect is direct. Skill variety and job performance variables effectiveness is 0.70 according to table 9 that indicates as 1 unit change in skill variety, job performance variable will change 0.70 of unit and along with skill variety.

It was claimed in the second secondary hypothesis that task identity has positive and direct effect on job performance that statistical analysis between these 2 variables shows that according to table (9), significance number of path between variables of task identity and job performance is 12.19. As this amount is more than 1.96; therefore, task identity has positive and significant effect on job performance. On the other hand, as obtained significance number is positive, this effect is direct. Task identity and job performance variables effectiveness is 0.78 according to table 9 that indicates as 1 unit change in task identity, job performance variable will change 0.78 of unit and along with task identity.

It was claimed in the third secondary hypothesis that task significance has positive and direct effect on job performance that statistical analysis between these 2 variables shows that according to table (9), significance number of path between variables of task significance and job performance is 11.86. As this amount is more than 1.96; therefore, task significance has positive and significant effect on job performance. On the other hand, as obtained significance number is positive, this effect is direct. Task significance and job performance variables effectiveness is 0.76 according to table 9 that indicates as 1 unit change in task significance, job performance variable will change 0.78 of unit and along with task significance.

It was claimed in the fourth secondary hypothesis that task autonomy has positive and direct effect on job performance that statistical analysis between these 2 variables shows that according to table (9), significance number of path between variables of task autonomy and job performance is 11.30. As this amount is more than 1.96; therefore, task autonomy has positive and significant effect on job performance. On the other hand, as obtained significance number is positive, this effect is direct. Task autonomy and job performance variables effectiveness is 0.76 according to table 9 that indicates as 1 unit change in task autonomy, job performance variable will change 0.76 of unit and along with task autonomy.

It was claimed in the fifth secondary hypothesis that task feedback has positive and direct effect on job performance that statistical analysis between these 2 variables shows that according to table (9), significance number of path between variables of task feedback and job performance is 10.80. As this amount is more than 1.96; therefore, task feedback has positive and significant effect on job performance. On the other hand, as obtained significance number is positive, this effect is direct. Task feedback and job performance variables effectiveness is 0.72 according to table 9 that indicates as 1 unit change in task feedback, job performance variable will change 0.72 of unit and along with task feedback.

CONCLUSION AND DISCUSSION

According to the present research findings, the relationship between job characteristics and job performances has been explored. (Case study: state superior calculation central bureau). Obtained results from gathered data show that job characteristics have positive and significant effect on job performance.

According to research main hypotheses, job characteristics has positive and significant relationship on job performance that based on analysis in 95% confidence level, assigned amount of this hypothesis is out of range +1.96 to -1.96, it can be claimed that job characteristics have positive and significant effect on job performance; therefore, research main hypothesis is confirmed.

In the rest, it can be referred to the secondary hypotheses results:

- 1- According to research first secondary hypothesis, skill variety has positive and significant effect on job performance that based on analysis in 95% of confidence level, as this hypothesis significance is out of range +1.96 to -1.96, it can be claimed that skill variety has positive and significant effect on job performance; therefore, research first secondary hypothesis is confirmed. Ebrahimpour et al. (2011) in a research with title of "exploring the relationship between job characteristics and organizational citizen behavior in Voice and Face training center" concluded that there is direct and significant relationship between motivating potential specifications and organizational citizen behavior in statistical society (Research first hypothesis confirmation $r=0.553$), and based on SEM findings among job aspects (skill variety, task identity, and task significance), task autonomy, and task feedback by sensitive mental moods with organizational citizen behavior there is significant and direct relationship with 0.7 coefficient. Consequently, job quintuplet aspects by main moods of psychology with coefficient of 0.7 have very positive effect on organizational citizen behavior. Present research findings analysis results show that they are in agreement with mentioned research findings. Vakili et al. in another research with title of "job characteristics role, transformative leadership and purpose difficulty in employees performance of Sepahan Steel Reclamation Company" concluded that: there is direct relationship between job characteristics (including skill variety, task identity, task significance, task autonomy, and task feedback) and job performances (public, technical, interpersonal, and general).

Present research analysis results show that it is in agreement with mentioned research findings.

- 2- According to research second secondary hypothesis, task identity has positive and significant effect on job performance that based on analysis in 95% of confidence level, as this hypothesis significance is out of range +1.96 to -1.96, it can be claimed that skill variety has positive and significant effect on job performance; therefore, research second secondary hypothesis is confirmed. Kahya (2007) in a research with title of "job characteristics effect and work condition on job performance" concluded that there is significant relationship between employees' performance and environmental condition, and improper condition of working environment leads to employees' performance reduction. Present research analysis results show that it is in agreement with mentioned research findings. Edgar (1999) in another study done about "relationship between job characteristics model and nurses job motivations in Montreal province" indicated that there is significant relationship between these 2 variables. Present research findings analysis results showed that it is in agreement with mentioned research findings.
- 3- According to research third secondary hypothesis, task significance has positive and significant effect on job performance that based on analysis in 95% of confidence level, as this hypothesis significance is out of range +1.96 to -1.96, it can be claimed that task significance has positive and significant effect on job performance; therefore, research third secondary hypothesis is confirmed. Karimi (2009) in another research with title of "exploring the relationship between disposition characteristics and job performance of Police force" concluded that there are disposition characteristics which are very important for police work being effective. Some of the most significant of these characteristics are including controlling ability in expressing excitement without existence of extreme caution or delight and also motivation of doing team work without being dependent so much on others. In though style, characteristics of being realistic or functionalist without contempt of power has importance. Present research findings analysis shows that it is in agreement with mentioned research findings.
- 4- According to research fourth secondary hypothesis, task autonomy has positive and significant effect on job performance that based on analysis in 95% of confidence level, as this hypothesis significance is out of range +1.96 to -1.96, it can be claimed that task significance has positive and significant effect on job performance; therefore, research fourth secondary hypothesis is confirmed. Khoshnood, Elham (2012) concluded in a research with title of "exploring job main aspects and organizational commitment amount on Sanandaj City social providing insurance organization's employees" that there is direct relationship between job aspects and organizational commitment, and task significance has the most and employees tasks variety has the least effect on employees organizational commitment, that is in agreement with this research findings. Khaterin, Teymoor (2012) also in another research with title of "exploring the relationship between job characteristics and organizational citizen behavior in Kordestan Province Gas Company" concluded that there is positive and significant relationship between job characteristics and organizational citizen behavior ($R=0.44$) that is in agreement with this research findings. Though, Anvar Taher Gookhan (2006) in a research with title of "exploring the relationship job characteristics and job satisfaction" that there is no direct significant relationship job characteristics and citizen behavior.

- 5- According to research fifth secondary hypothesis, task feedback has positive and significant effect on job performance that based on analysis in 95% of confidence level, as this hypothesis significance is out of range +1.96 to -1.96, it can be claimed that task significance has positive and significant effect on job performance; therefore, research fifth secondary hypothesis is confirmed. Faraji et al. (2008) in a research with title of “job characteristic model effect and role on job satisfaction” concluded that there is a significant relationship between potential motivating ability and its elements (except feedback) and job satisfaction, and task identity has the most effect on job satisfaction. Present research findings analysis results show that it is in agreement with mentioned research findings.

Pourreza (2008) in his exploration with title of “job characteristics model effect and role on job satisfaction” concluded that all job characteristics (except feedback) have positive effect on job satisfaction. Present research findings analysis results show that it is in agreement with the mentioned research findings.

Suggestions Resulted from Hypotheses

First Hypothesis: suggestion to promote skill variety aspect

According to positive and significant relationship between skill variety and job performance in state superior calculation central bureau, it is suggested to attempt on varying jobs and defining various activities in work for experts and employees. This act requires various skills and talents, and it is necessary to teach employees sufficiently to undertake various job responsibilities to create proper field of assigned responsibilities doing. Managers should mix resultant responsibilities instead of having detail or general activities in order to increase skill variety, and by defining a new collection of activities get job rotation and job promotion far from monotony and routinely and increase jobs skill variety.

Second Hypothesis: suggestion to promote task identity aspect

Task identity as one of effective variables on job performance needs experts and employees’ information from total work and its organizational status among the other jobs. Self-job recognition power from the other jobs and achieving to its job status among the other jobs give identity to employees in comparison with the others, because employees are known in organization by their jobs, and this job defines and provides person’s status in organization. Therefore, determining employees’ jobs status is the other suggestion influence deeply in giving identity to a person in organization and consequently promoting job performance. Purposes determination of employees’ jobs status is in various areas as following:

Auditing Area:

Introducing the importance of maintaining people exchequer, operations controlling, and continuous observation on financial activities of inspected organizations, supervision importance by inspecting and evaluating short-term, and long-term plans performances (annual budget, five-year regulations and perspectives) in order to accomplish predicted purposes.

Governmental auditing and accounting standards promotion and using performance auditing in executive systems in order to increase efficiency, effectiveness, and economy.

Judgmental Area:

- Introducing the importance of maintaining exchequer in order to provide people needs and demands.
- Clearance of supervision rules

Third Hypothesis: suggestion to promote task significance

Task significance means job effect on others tasks or life. If this situation happens, the context to promote job performance is fulfilled. Therefore, it is suggested by assigning task responsibilities to employees and determining organization purposes and perspectives with employees’ personal role in organization to accomplish units’ purposes and consequently organization purposes, feeling of being importance is reinforced in employees by determining the following issues.

Determining Saint Leadership rank and system total policies on financial supervision role importance

People and parliament expectations and demands for the necessity of powerful financial supervision institution existence

Having special rank of state superior calculation bureau in constitutional law

Impressibility of state financial policies rom budget division and the other auditing and technical reports of state superior calculation bureau

Fourth Hypothesis: suggestion to promote task autonomy

Task autonomy leads to increase employees’ job performance; research results showed that there is positive and significant relationship. It is suggested that organizations managers try by assigning responsibilities and authorities, involving employees in organizational decisions, making mechanisms of attracting employees ideas about methods, doing tasks manners, and supporting them in independent doing of tasks than increasing task autonomy emotion to employees. This action leads to motivations and sense of commitment in employees and increases their job performances.

Making a good condition to have effective role in decision making and improving state budget and financial planning system

Providing information, assigning authorities, and giving autonomy to employees

Jobs vertical expansion causes people to accept more responsibilities and execute their authorities which were since the patent right of managers. This action causes the gap between “action” and “control” to be reduced and consequently increases employees’ dependency and autonomy.

Fifth Hypothesis: suggestion to promote task feedback aspect;

Another effective variable to promote job performance is offering task feedback. Feedback mechanisms lead to employees' awareness and caution of their performance for undertaken responsibilities, and it is a basis for comparison their performance with organizational expectations. It is suggested by weekly and monthly meetings and informal and formal ways the consequences of employees performances are disposal to them. In addition, by opening feedback channels using feedback increase, employees not only become aware of their performances quality, but also become aware of the amount of development, decline, or stop in a certain level. The best form of feedback is the one which is disposed to people by their task doing or job, because this feedback in its first step leads to promote personal control goodness in his work, then in the second step it doesn't have matters such as information distortion by others.

Suggestions to Promote Employees' Job Performance Level Increase

The combination of 5 indexes of skill variety, task identity, task significance, task autonomy, and task feedback in redesigning jobs cause sensitive mental moods to work in organizations and consequently increase employees' job performance. Therefore, it is suggested that based on 5 indexes, job have been explored in state superior calculation bureau and revised in their definitions by the criterions of these indexes. As though, the required context to practice on skills, competence, and personal abilities are given to employees. This fact is possible by horizontal and vertical development of task. In addition, a context is created for people to be able to become aware of their task results and their effects in organization performance to have sense of commitment in doing tasks. Research findings show that research conceptual model has very good fitting and research hypotheses confirmation show that based on determined research model confirm this claim, too. Therefore, SEM finding also show that job main aspects are effective directly on employees job performance, so enriching this aspects and considering them lead to job designing to promote employees job performance.

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