

Relationship between Rate and Flexibility of Managers with Performance Improvement of the Managers of Telecommunication Company of Tehran

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ABSTRACT

This study is done in Telecommunication Company of Tehran (TCT) to investigate the relationship between the rate and flexibility of manager with their performance improvement. The statistical population includes all TCT managers (i.e. 334 persons) in 2014. The sample size is comprised of 181 persons, calculated using Morgan's Table and convenience random sampling. It is an applied descriptive-correlational study. For data analysis, inferential statistics, including Pearson's correlation coefficient and regression are used. In this study, relationship of rate with flexibility of the managers and performance improvement of the managers are the independent and dependent variables, respectively. For data collection, questionnaire is used. A 30-item researcher-made questionnaire is employed to investigation the dimensions of organizational agility. In addition, Paterson's 15-item Job Performance Scale is used for assessing the dimensions of performance improvement of the managers. The reliability of the organizational agility and job performance inventories were obtained as 0.945 and 0.847, respectively. Data were analyzed using SPSS. Results suggested a positive significant correlation of managers' rate and flexibility with their performance.

KEYWORDS: Relationship of Rate, Flexibility of Managers, Performance Improvement, Managers, Telecommunication Company

1. INTRODUCTION

As business environment is developing and becoming more competitive, organizations will require production systems capable of responding to the needs of their customers, who always demand for more applicable and diverse products and expect to receive them as quick as possible [1].

Due to the rapid development of electronic learning (EL) and electronic development technologies in human resources, universities are becoming a stimulant to the conceptualization, implementation, learning opportunities of workplace [2].

Therefore, an appropriate organizational agility model should encompass organizational capabilities, industrial features, developmental pressures and drivers, and outcomes of achieving agility [3].

The improvement of job performance of managers is known as an important factor in achieving an organization's objectives and improving employees' productivity and morale, organizational commitment, physical and mental health, and finally life satisfaction. This study aims for inspecting whether the organization's agility can be presented as an effective variable and factor in the improvement of the performance of TCT managers [3].

Pasmore [4] believes that higher organizational flexibility makes an organization more responsive to change. On the other hand, another subject of organizational flexibility is its role in organizational achievement. In the last two decades, an increasing amount of emphasis has been put on flexibility as an organizational capability that enables companies to gain and preserve competitive advantage, and perform better in the current competitive and dynamic business environment [5].

Pan and Nagi, [6] conducted a study, entitled "Relationship of Job Satisfaction and Performance with Organizational Commitment," on 132 university employees in Turkey. Results from correlation analysis showed a positive correlation between job satisfaction, and emotional and normative commitment with job and organization.

In a study, entitled "Relationship between organizational commitment and job satisfaction with performance," on 584 employees of Telecommunications Company of Malaysia, Sedaghatpoor and Va'ez, [7] found that both organizational commitment and job satisfaction were positively correlated with job performance; In addition, findings suggested that job satisfaction facilitated the relationship between organizational commitment and job performance. Chan and Tong [8] conducted a study, entitled "Effect of organizational culture and leadership behaviors on organizational commitment, and job satisfaction and performance," on 451 employees of Service Industries of Taiwan. Finding of that study are as follows:

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1) Organizational commitment facilitates the relationship between leader's behaviors and job performance in that culture.

2) An effective ideal leadership and novel culture are positively correlated with organizational commitment.

Rapid technological developments, increased number of risks, globalization, and customization expectations are the features, with which today's commercial organizations are faced. To succeed in this environment, agility produces a competitive advantage that can be preserved by building up reputation in innovation and quality. An agile organization adjusts its staff with advanced technologies and meets customers' needs with its high quality products and services in a relatively short time. This occurs when agility is regarded a systematic organizational value and a competitive strategy for managers [9].

Running a commercial unit in today's dynamic conditions of economy is a complex and difficult task. Professional managers precisely pre-plan all stages of their units' tasks, and use control methods to ensure precise and on-time implementation of them. In addition, proving decision-makers with better information about the results of every plan and all governmental plans, used for achieving certain goals, empowers them in the assessment of different requests from executive organizations. In also leads to the improvement of general responsiveness, management for better performance, and resource allocation. On the other hand, the participation of policymakers, managers, and even citizens in strategic programs, agility priorities, and performance evaluation is encouraged. Finally, it should be said that organizational agility intends to increase decision-makers' understanding of bonds between the requested resources and results of the given operation. This is specifically and vitally important for preserving and institutionalizing operational management modification. In this way and within the agility framework of every organization, each manager, regardless of level, should possess accurate and on-time information about the performance of organizations under his supervision to be able to manage the resources efficiently. In fact, organizational agility enhances managers' responsiveness capability to decision-makers and people (shareholders). Briefly, in this way managers can substitute personal discipline, general interest, and plans for chaos, personal interests, and personal tastes [10].

Therefore, this study investigates the relationship of the rate and flexibility of managers with their performance improvement in TCT, and proposes some relevant solutions .

Research Objectives:

Major Objective: Determination of the relationship of the rate and flexibility of managers with their performance Improvement in TCT

Manor Objectives: A) Determination of the relationship between the rate and performance Improvement of TCT managers; B) Determination of the relationship between the flexibility and performance Improvement of TCT managers; C) Determination of the relationship between the competency and performance Improvement of TCT managers.

Research Hypotheses

- The rate and performance improvement of TCT managers are correlated.
- The flexibility and performance improvement of TCT managers are correlated.

Background of the Study :

Sangheh [11] conducted a study, entitled "Relationship of Job Satisfaction and Performance with Organizational Commitment," on 132 university employees in Turkey. Results from correlation analysis showed a positive correlation of job satisfaction with emotional and normative commitment with respect to the job and organization.

- In a study, entitled "Relationship between organizational commitment and job satisfaction with performance," on 584 employees of Telecommunications Company of Malaysia, Sedaghatpoor and Va'ez, [7] found that both organizational commitment and job performance were positively correlated with job performance; In addition, findings suggested that job satisfaction facilitated the relationship between organizational commitment and job performance.

- Chan and Tong [8] conducted a study, entitled "Effect of organizational culture and leadership behaviors on organizational commitment, and job satisfaction and performance," on 451 employees of Service Industries of Taiwan. Finding of that study are as follows: 1. Organizational commitment facilitates the relationship between leader's behaviors and job performance in that culture, 2. An effective ideal leadership and novel culture are positively correlated with organizational commitment.

- Salimi and Zare'e [12] investigated the factors affecting agility in the Islamic Republic of Iran Broadcasting (IRIB) organization. Results showed that organization is agile in all variables (namely production, process, market, human resources, information technology, and supply chain).

2. MATERIAL AND METHODS

This is an applied study as can be used in other organizations. For data collection, descriptive-correlational methods have been used to investigate the relationship between the independent and dependent variables. The statistical population includes all TCT managers (i.e. 334 persons) in 2014.

Sample Size and Sampling Method: According to the Kerjcie and Morgan's table (1970), sample size of 181 subjects was calculated. In this study, convenience random sampling is used.

Data Collection Instruments: In this study, both field and library techniques are used for data collection. In the field method, researcher-made 30-item organizational agility inventory has been used. Items are scored based on Likert scale (1"strongly agree", 2"agree", 3"null", 4"disagree", 5"strongly disagree"). In addition, Paterson's Job Performance scale, presented in "Psychological Tests" by Sa'atchi et al. [13] is utilized.

Validity and Reliability: To increase the reliability and validity of the questionnaire, it was distributed among 30 managers, and all unclear questions were determined. In this way, some questions were removed and some were substituted, and the final questionnaire was prepared after removal of uncertainties .

In this study, the Cronbach's alpha is calculated, using SPSS. The Paterson Job Performance Scale has satisfactory validity (0.86) and is significant at the level of 0.01 [13]. It also has adequate reliability. To ensure of its reliability, it was distributed among 30 managers and their responses were calculated, using Cronbach's alpha, indicating appropriate reliability (0.847).

3. RESULTS AND DISCUSSION

In this study, inferential statistics such as Kolmogorov-Smirnov, Pearson's Correlation Coefficient, and multivariate regression have been used. It is worth noting that before investigating the normality of data, Kolmogorov-Smirnov test was used and normality condition of the data was calculated.

First hypothesis:

There is a correlation between organizational rate and performance improvement of TCT managers.

To test this hypothesis, simple regression method was used. In this method, correlation of the variables (independent and dependent) was first calculated, and then regression test was employed to predict the dependent variable, regarding the independent variable. Results presented in above table shows a positive significant correlation between organizational rate and performance improvement of the managers with correlation of 0.454. This amount of correlation has significance level of 95% and alpha level of 5%. It is also a positive and direct correlation, meaning the higher the organizational rate is, the better the managers' performance is.

Results from table 2 suggest that the amount of regression determination coefficient (R2) is equal to 0.242, indicating that 24.2% of changes in performance improvement of the managers relates to the rate.

Table 1. Testing the correlation between organizational rate and performance improvement of the managers

Organizational Rate	Managers' Performance		
0.490	1	Managers' Performance	Pearson's Correlation Coefficient (r)
1	0.490	Organizational Rate	
0.000	0	Managers' Performance	Significance Level
0	0.000	Organizational Rate	
181	181	Managers' Performance	Number
181	181	Organizational Rate	

Table 2. Coefficient determination of regression

Error of Deviation from Estimation	Coefficient of Adjustment	Coefficient of Determination	Coefficient of Correlation	Model
9.18	0.240	0.242	0.490	1

Table 3. Analysis of Variance

Significance Level	F	Mean Squares	Rating	Sum of Squares	Model
0.002	11.42	962.39	1	962.390	Regression
		84.288	179	15087.54	Residue
			180	16049.93	Total

Table 4. Linear Regression Equation

Significance Level	T	Standard β	Non-Standard β		Regression Model
		β	Standard Error	β	
0.001	13.05		3.098	40.424	Intercept (a)
0.001	3.38	0.490	0.146	0.492	Rate

The table 3 confirms the results of regression determination coefficient, and show that the observed F (11.42) is significant at the level of 5%, and thus the hypothesis is rejected. Therefore, regression determination coefficient is confirmed.

Dependent Variable: Performance improvement of the managers

Above β table shows the final regression results, according to which linear regression equation can be drawn:

Performance improvement of the managers=40.42+0.492 (Rate)

Results from above table show that the rate has significant effect of the prediction of performance improvement of the managers. In addition, according to the value of β , one unit increase of the factor rate improves managers' performance by 0.490%. Based on the value of t (3.38), this degree of prediction is significant at alpha level of 5%.

Hypothesis 2:

Organizational flexibility and performance improvement of TCT managers are correlated. To test this hypothesis, simple regression method was used. In this method, correlation of the variables (independent and dependent) was first calculated, and then regression test was employed to predict the dependent variable, regarding the independent variable.

Table 5. Testing the correlation between organizational flexibility and performance improvement of the managers

Organizational Flexibility	Managers' Performance		
0.454	1	Managers' Performance	Pearson's Correlation Coefficient (r)
1	0.454	Organizational Flexibility	
0.001	0	Managers' Performance	Significance Level
0	0.001	Organizational Flexibility	
181	181	Managers' Performance	Number
181	181	Organizational Flexibility	

Table 6. Coefficient determination of regression

Error of Deviation from Estimation	Coefficient of Adjustment	Coefficient of Determination	Coefficient of Correlation	Model
9.21	0.201	0.206	0.454	1

Table 7. Analysis of Variance

Significance Level	F	Mean Squares	Rating	Sum of Squares	Model
0.002	9.84	835.883	1	835.883	Regression
		84.995	179	15214.05	Residue
			180	16049.93	Total

Table 8. Linear Regression Equation

Significance Level	T	Standard β	Non-Standard β	B	Regression Model
		Beta	Standard Error		
0.000	11.48		3.48	39.94	Intercept (a)
0.001	3.14	0.454	0.157	0.492	Flexibility

Results presented in above table show a positive significant correlation between organizational flexibility and performance improvement of the managers with correlation of 0.454. This amount of correlation has significance level of 95% and alpha level of 5%. It is also a positive and direct correlation, meaning the higher the organizational flexibility is, the better the managers' performance is too.

Results from above table suggest that the amount of regression determination coefficient (R²) is equal to 0.206, indicating that 20.6% of changes in performance improvement of the managers relates to the flexibility.

The table7 confirms the results of regression determination coefficient, and shows that the observed F (9.84) is significant at the level of 5%, and thus the hypothesis is rejected. Therefore, regression determination coefficient is confirmed.

Dependent Variable: (Performance improvement of the managers) above β table shows the final regression results, according to which linear regression equation can be drawn: Performance improvement of the managers=+39.94+0.492 (Flexibility). Results from above table show that the flexibility has significant effect of the prediction of performance improvement of the managers. In addition, according to the value of β , one unit increase of the factor flexibility improves managers' performance by 0.454%. Based on the value of t (3.14), this degree of prediction is significant at alpha level of 5%.

4. CONCLUSION

Hypothesis 1: There is a correlation between organizational rate and performance improvement of the TCT managers.

Results showed a positive significant relationship between the organizational rate and performance improvement of the managers. This is consistent with the finding of Alavi and Poormahdi [14].

Hypothesis 2: Organizational flexibility and performance improvement of TCT managers are correlated.

Results show a positive significant relationship between organizational flexibility and the performance improvement of the managers. This is consistent with the finding of Ataepoor and Jaberansari [15].

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