

## Study the Effect of Achieve Model on Employee Performance in Bank Melli Iran

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**ABSTRACT**— Nowadays, organizations are looking for the ways for increase efficiency and productivity and they do all of their effort to this important happen. Many factors contribute to the success of organizations but all of the experts believe that human resources are most important factor for achievements of objectives. If employees have high performance, organizations will be rise to their goals. The exist various variable that can affect on employee performance, one of them is ACHIEVE model. The purpose of this research is searching about the effect of ACHIEVE model on employee performance. The current research from viewpoint of goal, applied research, and since it is going to describe the present condition of the organization being studied, the methodology of data collection and analysis is descriptive, this research is also field and exploring .Statistical society of current research is employees of staff branches of Melli Bank Iran in the city of Tehran. The sample size was determined to be 30, based on presumed factor analysis technique.205 questionnaire was collected with the approach of systematic random sampling. In this research for collection of intended data, a questionnaire was used. In order have required validity, the questionnaire is provided based upon theoretical principles and verified by the experts. To have more reliability for tool validity, Cronbach's alpha coefficient was utilized .For all variables, Alpha was considered above 0.7. After factor analysis shows that evaluation, clarity and help have direct effect on employee performance and another elements (ability, incentive, environment and validity) does not affect on employee performance in Melli Bank.

**KEYWORDS:** Employee Performance, ACHIVE Model, Melli Bank

### Introduction

when we study the behavior of an organization employees, we observe that sometimes they don't show favorable performance, which eventually results that organization gets to its objectives in a show rate. Therefore, in this research we decided to measure the effect of ACHIEVE elements on employee performance and survey that which of these elements with applied recommendations to superior managers of the organization. It should be mentioned that in this research ACHIEVE model was used as an independent variable ,and employee performance as dependent variable performance of effective and efficient use of the resources is defined to achieve the results.

### Background of the Research

Theoretical Background:

**1-Employee Performance:** This is an important effective factor in profitability of organization (Biwan,2012).Performance means employee productivity and is outcomes that eventually results in employee progress. The ending result of employees performance will be a good influence on the effectiveness of organization (hameed&waheed,). From the viewpoint of Motowidlo.Borman, & Schmit (1999), employee performance is behaviors or actions that help organization reach to its objectives. Performance is total behavior that people show in connection with their job. Work 'A' can produce 20more units of commodity that work'B' can do. Thus performance of worker A is higher than worker B. Performance is something that a person puts from himself as experience (Armstrang,2014). Performance is the amount and degree of performing the tasks that as a whole constitutes the job of a person (Taleghani & Mohammadi,2013).

### Achieve Model:

**Ability:** The knowledge and skills of subordinates (hersey & Blanchard, 2003).

**Clarity:** understanding and acceptance of procedure, location and quality of performing a job (hersey & Blanchard, 2003)

**Help:** It is said about organization aid or support that subordinate needs to complete the job effectiveness (hersey & Blanchard, 2003).

**Incentive:** It implies to the degree of an organization readiness to follow up its objectives. This factor includes inheritance and side decisions (Hill,1982).

**Evaluation:** It is said about daily and periodic assessment of performance (hersey & Blanchard, 2003).

**Validity:** The fitness and legality of manager’s decisions about human resources (hersey & Blanchard, 2003).

**Environment:** It includes those external factors which can effect on performance,in spite of existing other factors for the job (i.e ability ,clarity ,help and incentive) (hersey & Blanchard,2003).

**Experimental Background:**

Imran, Fatima, Zaheer, Yousaf, Batool, (2012) state in a paper titled “How to boost employee performance: Investigating the influence of transformational leadership and work environment in a pakistani perspective” that work environment has a positive and meaning influence on employee performance.

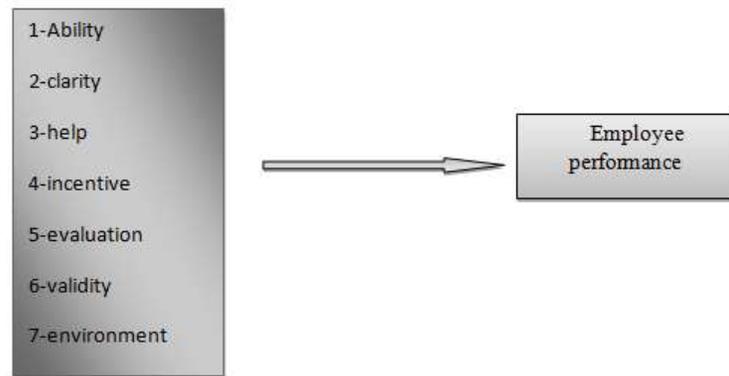
Srivastava (2008) in her paper with the title “Effect of perceived Work Environment on Employees’ job behavior and organizational effectiveness” concludes that environment has important influence on the job behavior of employees and productivity of organization.

Saleh, zulkifli, Abdullah, Ariffin, (2011) in their paper titled “The effect of motivation on job performance of state government employees in Malaysia” imply that incentive has a positive influence on job performance.

Chintaloo& Mahadeo (2013) in their paper with the title “Effect of motivation on Employees’ work performance at Ireland Blyth Limited” state that incentive has positive effect on employee performance.

Elnaga & Imran (2013) in a paper titled “The effect of Training on Employee performance” conclude that training of employees has a positive and direct influence on their performance.

Widyaningrum (2012) in his research “Effects of organizational culture and ability on organizational commitment and performance in ibnu sina hospital gresik” implies that ability has a positive influence on employee performance.



**Chart1-** primary conceptual model of the research

**Research Methodology**

The current research from viewpoint of goal, applied research, and since it is going to describe the present condition of the organization being studied, the methodology of data collection and analysis is descriptive, this research is also field and exploring .Statistical society of current research is employees of staff branches of Melli Bank in the city of Tehran. The sample size was determined to be 30, based on presumed factor analysis technique.205 questionnaire was collected with the approach of systematic random sampling. In this research for collection of intended data, a questionnaire was used. The questionnaire consists of 73main questions and 7 side question about gender, age, organizational, title, level of education, the amount of salary, work experience, and kind of employment. The questions provided in questionnaire are closed questions .In order to answer the main questions, six-fold spectrum of Likert was utilized. In this research, ACHIEVE model is investigated as independent variable, and employee performance is surveyed as dependent variable. It should be mentioned that 74%of the respondents are male and the rest are female, 51% of respondents are in the age range of 45 to 55, and 82%of them have organizational title of”employee”.81% of staff have work experience of 15 years and more, and only 3% of them have less than 5 years’ experience. Level of education in 51% of staff is B.S, 33%have high school diploma, and the rest have M.S degree. The amount of received salary for 47% of respondents as between 1 and 1.5 million Tumans. Finally, according to received questionnaire, 93% of employees have permanent employment contract. In order have required validity, the questionnaire is provided based upon theoretical principles and verified by the experts. Cronbach’s alpha coefficient of required validity for this research was obtained. Furthermore, in this study software SPSS 21 is used for data analysis. At first, 25 questionnaire were distributed among statistical society and its validity was measured. To have more reliability for tool validity, Cronbach’s alpha coefficient was utilized .For all variables, Alpha was considered above 0.7.

In data analysis section, to answer the research questions, multiple simple regression was used.

**Data Analysis**

In this section, we try to answer the following questions in regards with the research:

1st question: Does ability have effect on employee performance?

2nd question: Does clarity have effect on employee performance?

3rd question: Does help have effect on employee performance?

4th question: Does incentive have effect on employee performance?

5th question: Does evaluation have effect on employee performance?

6th question: Does validity have effect on employee performance?

7th question: Does environment have effect on employee performance?

**Table1-Model summary**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.616 <sup>a</sup>	.379	.346	.56779	1.877

a. Predictors: (Constant), MOHIT41T, BAZKHOR1, TAVAN31T, HEMAYAT1, SHENAKHT, TAMAYOL1, ETEBAR25

b. Dependent Variable: AMALKARD

Durbin-Watson obtained the figure 1.877. Since this value is between 1.5 and 2.5, the hypothesis for lack of correlation among errors is not rejected, and regression may be used.

**Table2-ANOVA**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.963	7	3.709	11.505	.000 <sup>a</sup>
	Residual	42.554	132	.322		
	Total	68.517	139			

a. Predictors: (Constant), MOHIT41T, BAZKHOR1, TAVAN31T, HEMAYAT1, SHENAKHT, TAMAYOL1, ETEBAR25

b. Dependent Variable: AMALKARD

ANOVA contains analysis of regression variance to survey. Certainty of linear relationship between two variables. Meaningful test hypotheses of total regression model are as follows:

H0: There is no relationship between the two variables.

H1: There is a linear relationship between the two variables.

According to Table 3, Sig is less than 5%, thus H0 is rejected and H1 can be accepted.

**Table3-Coefficient**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	1.498	.323		4.637	.000		
	TAMAYOL1	.038	.110	.035	.347	.729	.460	2.174
	BAZKHOR1	.191	.078	.217	2.451	.016	.601	1.665
	HEMAYAT1	.178	.068	.227	2.619	.010	.626	1.596
	ETEBAR25	-.016	.094	-.018	-.170	.865	.435	2.299
	TAVAN31T	.107	.065	.152	1.635	.104	.547	1.827
	SHENAKHT	.153	.073	.192	2.085	.039	.554	1.805
	MOHIT41T	.030	.042	.053	.721	.472	.859	1.164

a. Dependent Variable: AMALKARD

In this research, multiple simple regression model was used, in which researcher specifies the order that predictor variables enter the model in form of two sets. Therefore, by using this practice we can investigate the model quality and the effect of variable (or set of variables) after controlling the effect of variable(s) of first step. The procedure is that at first, independent variable enters, and then ACHIEVE model is applied as control variable and the test is implemented in two steps.

The last output section is table of coefficients. In a regression equation, slope and intercept come into the model under the title of coefficients. Linear equation of these data sample are estimated in following form:

Employee performance:

$$1.498+(0.38)*X_{\text{INCENTIVE}}+(0.191)*X_{\text{EVALUATION}}+(0.178)*X_{\text{HELP}}+(0.016)*X_{\text{VALIDITY}}+(0.107)*X_{\text{ABILITY}}+(0.153)*X_{\text{CLARITY}}+(0.030)*X_{\text{ENVIRONMENT}}$$

There by it is interpreted that elements of ACHIEVE model effect on the performance with the coefficients determined for them. Other columns of this output include standard error of column B coefficients, statistics t and Sig which are applied as zero for test of hypothesis of equality for each of column B coefficients. If  $\alpha$  and  $\beta$  are constant value and slope of society regression line respectively, then hypotheses of zero for these two parameters can be written in following form:

$$\text{Test statistic for equal constant value} \quad t = \frac{\alpha - 1.498}{s\alpha - 0.323} = 4.637$$

$$H_0: \alpha = 0$$

$$H_1: \beta = 0$$

Since in this example Sig for evaluation, clarity, help of job is less than 5 percent, they remain in regression equation and final equation becomes as follows:

$$\text{Employee performance: } 1.498+(0.191)*X_{\text{EVALUATION}}+(0.178)*X_{\text{HELP}}+(0.153)*X_{\text{CLARITY}}$$

### Conclusion and Suggestion

After factor analysis show that evaluation, clarity and help have direct effect on employee performance and another element (ability, incentive, environment and validity) does not affect on employee performance in Melli Bank. According to chart 2 and the results of the statistical analysis, and obtained Beta, Help has maximum impact, and clarity has the least impact on employee performance. The results of the present study is matches with researches of Imran, Fatima, Zaheer, Yousaf, Batool, (2012), Srivastava (2008), Saleh, zulkifli, Abdullah, Ariffin, (2011), Chintaloo & Mahadeo (2013), Elnaga & Imran (2013), Widyaningrum (2012), are based direct impact of ACHIEVE model on employee performance. On the other hand, according to the study, lack of evaluation, help and clarity reduces employee performance, therefore, suggestions will be relation with three elements. Managers done these actions for increase of evaluation: Is necessary to employee aware of their managers' expectance also, in time is going to be positive or negative results of their work. They will be inform about the result of their work by administrator. It is important, works' staff is monitor and evaluate regularly, from that side, staff may be aware of the quality of their work. The second classification, we study help, employees should be have equipment and facilities for duties, as well as, managers and officials to take action when problems arise and staff may be supported by their manager in doing complex tasks. For amplification clarity, is necessary to employees aware of their goals' work and they may be familiar with optimal ways of doing, also, Training before beginning their work in the organization should have tried to acquaint the people with jobs. This research is doing in public organization (bank), therefore, the results of the study should be used in other organizations with caution. Cooperation of staff in responding to questionnaires and interviews great help to research and ultimately finding solutions to problems and ambiguity of managers and organizational issues. Research is not a luxury. Therefore, managers should be use from their employee in organizational study. In necessary to suggestion of this study must use in other company carefully. Analysis units individually but we recommend that this research doing in other analysis units.

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