



# **Investigating the Effect of Job Enthusiasm Components of Employees on Organizational Performance Process in the Welfare Office of the East**

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## **Investigating the Effect of Job Enthusiasm Components of Employees on Organizational Performance Process in the Welfare Office of the East**

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### **ABSTRACT**

The main purpose of this research is to investigate the effect of job enthusiasm of employees on organizational performance process in the welfare office of the East Azarbaijan Province. For this purpose, employee's job enthusiasm is defined based on the Salvana and Schoffelli (2001) theory in three dimensions (strength, self-dedication, and absorption) and the organizational performance process has been defined based on Moghimi's framework. In this regard, three hypotheses are set, and two questionnaires of employee's job enthusiasm questionnaire of Salvana & Shufli (2001) with 17 questions and a questionnaire of Moghimi's organizational performance process with 24 questions were used to test these hypotheses. After assessing validity and reliability, the questionnaires were submitted to the statistical sample of the official staff of the Welfare Organization of East Azarbaijan. Their number is 145 and the sample size is 100 people based on Cochran's formula and is selected by simple random sampling method. After collecting the questionnaires, the resulting information was summarized and classified, then, statistical methods of Kolmogorov Smirnov test, Pearson correlation test and linear regression test were used for analyzing the collected data. The results of testing the hypotheses represent the confirmation of all the hypotheses. In other words, all of the components of employees' job enthusiasm are effective on the organizational performance process.

**Keywords:** Employees' Job Enthusiasm, Organizational Performance Process, and Welfare Office of East Azarbaijan Province.



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## **1. INTRODUCTION**

Unlike people who suffer from job burnout, employees who are eager for their jobs have a strong sense of communication and have an effective relationship with their work activities and consider themselves as capable people to respond to job demands [1]. Enthusiasm refers to a stable, seditious, and cognitive state that does not focus on an issue, event, person or particular behavior. Job enthusiasm is characterized by a high level of energy and strong identity in the work, and on the other hand, job burnout is characterized by a low level of energy and poor identity in work. A talented person's job enthusiasm is an emotional and intelligent relationship that an employee has with his/her job, organization, manager and colleagues and also it affects his/her double efforts in his/her work. Muslach et al. (2001) describe job enthusiasm as a positive and realistic thought that is characterized by the robustness, sacrifice, and attractiveness of the person, which makes people willing and satisfied with their passion for doing work. Job enthusiasm is the result of giving employees the opportunity to communicate with their colleagues and managers, by focusing on a subject, event, or particular behavior [2].

The job enthusiasm of the employees has several effects and consequences. In this research, we have tried to investigate the job enthusiasm of the employees in the Welfare Office of East Azerbaijan Province and its components' impact on the organizational performance process. Performance refers to the efforts of employees who work to achieve specific goals within the scope of job description [3]. In fact, employees can only show their behavior if they have the knowledge, skills, abilities, and other essential features for doing a job (Hatami and Ameri Siahooei, 2013). Performance management is one of the most important human resource development mechanisms and designing and establishing the correct performance management process provides a conducive platform for fostering human resources and facilitating internal communication by having components such as effective targeting, forming first and last-minute interviews (between superiors and subordinates), transferring expectations to employees and meeting their expectations, identifying the needs of human resource education, and thinking of the necessary arrangements for providing them (Malmir et al., 2013). Performance management is the result of the evolution of



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performance assessment systems that have been incompletely designed and implemented over the decades and did not provide the managers and employee's (organizations) expectations [4].

In order to investigate the effect of the employee's job enthusiasm on organizational performance process in the Welfare Office of East Azarbaijan province, there is a theoretical framework used for employees' job enthusiasm based on Salvana and Shufley (2001) theory, which defines the employee's job enthusiasm in three dimensions:

1. Strength
2. Self-dedication
3. Absorption

As well as the theoretical framework used for the organizational performance process is based on Moghimi's framework.

### **Employee's Job Enthusiasm**

Terrass et al. (2006) consider enthusiasm as an opportunity for employees to communicate with their colleagues and managers, by focusing on a subject, event, or particular behavior [5], [6].

### **The Process of Organizational Performance**

Performance refers to behaviors and outcomes. In fact, the behaviors derive from action and transform performance from thought to action.

A research has been conducted by Ashtari et al. (2010) about the relationship between job burnout and job performance on a sample of Iranian mental health workers. There was also a significant correlation between job burnout and disability in job performance. Investigating the mediating role of job enthusiasm in the relationship between psychological empowerment and innovative behavior in the employees was conducted by La'ya Faryad, Alireza Khorakian and Shamsudin Nazemi in 2014. Findings of this research show that the relationship between psychological empowerment of employees and their job enthusiasm is positive and significant, and psychological empowerment has a positive effect increasing employee's innovative behaviors due to job enthusiasm. The relationship between professional ethics and performance of university professors was carried out by Azita Salajegheh and Sana



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Safari in 1394. The study concluded that faculty members often pay attention to ethical components in teaching and learning, which increases the effectiveness of education and classroom's efficiency as well as better and more effective learning of students [7], [8]. The study of job enthusiasm and job identity among intergenerational groups was conducted by Hool and Bonniema in 2015. The main findings showed that there was a significant relationship between job enthusiasm of employees and their job identity. It has also been shown that there is no suitable unit pattern of strategy to improve the employee's job enthusiasm and their job identity. The results of this study indicate that different methods may be needed based on the needs of each generation in order to continue their job enthusiasm. Job burnout and job enthusiasm has been conducted by Bucker et al in 2014. Although, both job burnout and job enthusiasm are related to each other with important job-related consequences. It seems that job burnout is more relevant to employee's health, while job enthusiasm is more closely related to motivational outcomes. The role of personal resources in the work pattern of job enthusiasm has been done by Zantepello et al. (2007). The results show that the employees with a job enthusiasm that themselves have high effectiveness; believe that they are able to meet the requirements that are encountered in various fields. In addition, employees with a job enthusiasm tended to experience good outcomes in life, and believe that they could fulfill their needs by participating in roles within the organization [9].

### **2. Research Method**

The main objective of this research is to assess the employees' job enthusiasm and the impact of its components on organizational performance process in the Welfare Office of the East Azarbaijan Province. Regarding the nature of this research and with regard to the desire target, the present study is correlation in terms of method and is applied in terms of the purpose.

### **Research Framework**

In the present research, the employee's job enthusiasm was considered based on Salvana and Schoffelli (2001) theory and also the organizational performance process was considered based on the Moghimi's framework, in order to investigate the effect



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of employee's job enthusiasm components on organizational performance process in the Welfare Office of the East Azarbaijan Province.

### **Research Hypotheses**

- 1- Robustness component is effective on the organizational performance process in the Welfare Office of the East Azarbaijan Province.
- 2- The self-dedication component is effective on the organizational performance process in the Welfare Office of the East Azarbaijan Province.
- 3- The attraction component is effective on the organizational performance process in the Welfare Office of East Azarbaijan, Tabriz.

### **Population and Statistical Sample**

The statistical population of the study is all official employees of the Welfare Organization of East Azarbaijan province, that are 145 people. The sample size is 100 people based on Cochran formula and is selected by simple random sampling method.

### **Information Collection Tool**

The tool for measuring this research is the Employee's Job Enthusiasm Questionnaire based on the Salvana and Schwalen (2001) theory and Organizational Performance Processes Questionnaire based on the Moghimi's framework that has been used in various researches. However, to determine the validity and to ensure the implementation of the questionnaires was consulted with several management professors and their views provided on the preparation and modification of the questionnaires. After removing the vague points, the final questionnaire submitted to the statistical sample.

### **Statistical Methods**

Descriptive and inferential statistics method were used to analyze the data obtained from the collected questionnaires. In order to describe the responses given to the questionnaire, the frequency distribution tables and the percentage of responses related to each question were used. The columnar graphs were used to illustrate some of the statistical data. At the inferential level, Kolmogorff Smirnov test, Pearson correlation test and regression test were used to test the hypotheses.

### **3. INFERENCE FINDINGS**



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According to the results of the Kollomogrof-Smirnov test in Table 1, the data distribution is normal to verify the normality of the data obtained from the implementation of the tests (obtained values and reported significant level) and parametric statistical tests can be used to analyze the data. The data from the Pearson Correlation Test are presented in Table 1.

**Table 1: Test Results Table of the Normality of Research Variables and Their Dimensions**

P - value	Kolmogorov -Smirnov test	Number of data	Variables
0/074	1/169	100	Employee's job enthusiasm
0/143	1/496	100	Robustness
0/072	1/255	100	Self-dedication
0/100	2/212	100	Absorption
0/096	1/474	100	Organizational Performance

Inferential analysis of statistical data (test of research hypotheses)

Regression test

Testing Hypothesis 1: A robustness component is effective on the organizational performance process in the Welfare Office of the East Azarbaijan Province.

Robustness component is effective on the organizational performance process in the Welfare Office of the East Azarbaijan Province: H1

Robustness component is not effective on the organizational performance process in the Welfare Office of the East Azarbaijan Province: H0

Regression test was used to test the effect of independent variable on dependent variable of this hypothesis.

**Table 2: Analysis of variance of the hypothesis regarding regression model of robustness component on organizational performance process in the Welfare Office of East Azarbaijan Province**



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R		Coefficient of Determination (R <sup>2</sup> )	Adjusted Determination coefficient		standard error	
0/265		0/199	0/152		9/80203	
Source of change	Degrees of freedom	sum of squares	average of squares	F	confidence level	The significance level
regression	1	2524/653	2524/653	277/27	<b>0/95</b>	<b>0/000</b>
residue	99	13451/157	96/080		<b>Test result: Confirmation of H1 hypothesis</b>	
Total	100	15979/810	-----			

The significance level of the corresponding test is 0/000. It can be argued that the above test with a 0.05 error or a confidence level of 0.95 is significant. So, the H1 assumption is confirmed and the H0 assumption is rejected. The R<sup>2</sup> determination coefficient is the ratio of the variations explained by the variable X to total changes of 0/199. It can be stated that about 16% of changes in the variable of the organizational performance process are explained by changes in the robustness component.

**Table 3: Hypothesis Parameter coefficients related to the robustness component and its impact on organizational performance process in the Welfare Office of the East Azarbaijan Province**

Variable title	$\beta$ -line slope	t calculated	The significance level	Test result
Width from origin	34/221	7/291	./000	Confirmation of H1 hypothesis
robustness component	0/337	5/126	./000	Confirmation of H1 hypothesis



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Therefore, the mathematical relationship between the robustness component on the organizational performance process in the Welfare Office of East Azarbaijan will be as follows:

$$Y = 34/221 + 0/337 X_1$$

It can be argued that an increase unit in variable X1 (robustness component) causes a 0/337 increase of unit in the variable of the organizational performance process at the Welfare Office of the East Azarbaijan province. Therefore, it can be concluded that the regression model of this test is statistically significant.

Testing Hypothesis 2: A self-dedication component is effective on the organizational performance process in the Welfare Office of the East Azarbaijan Province.

Self-dedication component is effective on the organizational performance process in the Welfare Office of the East Azarbaijan Province: H1

Self-dedication component is not effective on the organizational performance process in the Welfare Office of the East Azarbaijan Province: H0

Regression test was used to test the effect of independent variable on dependent variable of this hypothesis.

**Table 4: Analysis of variance of the hypothesis regarding regression model of self-dedication component on organizational performance process in the Welfare Office of East Azarbaijan Province**

R		Coefficient of Determination (R <sup>2</sup> )	Adjusted Determination coefficient		standard error	
0/277		0/142	0/136		9/9325	
Source of change	Degrees of freedom	sum of squares	average of squares	F	confidence level	The significance level
regression	1	2524/653	2273/105	23/422	<b>0/95</b>	<b>0/000</b>
residue	99	13702/705	97/876		<b>Test result: Confirmation of H1 hypothesis</b>	
Total	100	15975/810	-----			





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As seen in Table 4, the significance level of the corresponding test is 0/000. It can be argued that the above test with a 0.05 error or a confidence level of 0.95 is significant. So, the H1 assumption is confirmed and the H0 assumption is rejected. The R2 determination coefficient is the ratio of the variations explained by the variable X to total changes of 0/137. It can be stated that about 14% of changes in the variable of the organizational performance process are explained by changes in the self-dedication component.

**Table 5: Hypothesis Parameter coefficients related to the self-dedication component and its impact on organizational performance process in the Welfare Office of the East Azarbaijan Province**

Variable title	$\beta$ -line slope	t calculated	The significance level	Test result
Width from origin	45/259	2/753	./000	Confirmation of H1 hypothesis
robustness component	0/870	0/181	./000	Confirmation of H1 hypothesis

Therefore, the mathematical relationship between the self-dedication component on the organizational performance process in the Welfare Office of East Azarbaijan will be as follows:

$$Y = 45/259 + 0/870 X_2$$

It can be argued that an increase unit in variable X<sub>2</sub> (self-dedication component) causes a 0/870 increase of unit in the variable of the organizational performance process at the Welfare Office of the East Azarbaijan province. Therefore, it can be concluded that the regression model of this test is statistically significant.

Testing Hypothesis 3: An absorption component is effective on the organizational performance process in the Welfare Office of the East Azarbaijan Province.

An absorption component is effective on the organizational performance process in the Welfare Office of the East Azarbaijan Province: H1



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An absorption component is not effective on the organizational performance process in the Welfare Office of the East Azarbaijan Province: H0

Regression test was used to test the effect of independent variable on dependent variable of this hypothesis.

**Table 6: Analysis of variance of the hypothesis regarding regression model of absorption component on organizational performance process in the Welfare Office of East Azarbaijan Province**

R		Coefficient of Determination (R <sup>2</sup> )	Adjusted Determination coefficient		standard error	
0/355		0/126	0/125		9/98809	
Source of change	Degrees of freedom	sum of squares	average of squares	F	confidence level	The significance level
regression	1	2009/133	2009/133	20/139	<b>0/95</b>	<b>0/000</b>
residue	99	13966/677	99/762		<b>Test result: Confirmation of H1 hypothesis</b>	
Total	100	15975/810	-----			

As seen in Table 6, the significance level of the corresponding test is 0/000. It can be claimed that the above test with a 0.05 error or a confidence level of 0.95 is significant. So, the H1 assumption is confirmed and the H0 assumption is rejected. The R<sup>2</sup> determination coefficient is the ratio of the variations explained by the variable X to total changes of 0/126. It can be stated that about 13% of changes in the variable of the organizational performance process are explained by changes in the absorption component.

**Table 7: Hypothesis Parameter coefficients related to the absorption component and its impact on organizational performance process in the Welfare Office of the East Azarbaijan Province**



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Variable title	$\beta$ -line slope	t calculated	The significance level	Test result
Width from origin	42/900	12/442	.000	Confirmation of H1 hypothesis
robustness component	1/193	4/488	.000	Confirmation of H1 hypothesis

Therefore, the mathematical relationship between the absorption component on the organizational performance process in the Welfare Office of East Azarbaijan will be as follows:

$$Y = 42/900 + 1/193 X_3$$

It can be argued that an increase unit in variable  $X_3$  (absorption component) causes a 1/193 increase of unit in the variable of the organizational performance process at the Welfare Office of the East Azarbaijan province. Therefore, it can be concluded that the regression model of this test is statistically significant.

#### 4. CONCLUSION

In the present study, in order to investigate the impact of informational system's establishment on organizational flexibility in Bonab Social Security Organization, we had a main hypothesis and four sub-hypotheses. The results of the statistical analysis of the chapter show that all of our hypotheses were approved, namely, establishment of the informational system on organizational flexibility is effective in the Bonab Social Security Organization.

Review of literature also demonstrates the impact of the establishment of informational systems on organizational flexibility in Bonab Social Security Organization and their dimensions, in other words, management informational systems are effective on organizational flexibility. Considering the fact that in the present research, the establishment of informational systems has a positive and significant effect on organizational flexibility in Bonab Social Security Organization. Therefore, the following suggestions are provided to the researchers in this regard:



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Management of informational systems integration will prioritize for managers and employees to strengthen the capabilities and development of staff capabilities.

A sophisticated and scientific review of the interest of employees and the development of capabilities should take action in order to the use of information technology.

Take the necessary actions to apply unity and staff's empowerment by following the information's security and minimizing the risk of disclosure of information in unauthorized parts in order to access unwanted information, in hardware and software resources shared across all units, and the rapid and easy access of all users and stakeholders to appropriate information.

The informational needs of different sectors of the social security organization in the field of management information systems are scientifically and appropriately identified.

Managers of the organization can develop the personal skills, competencies and abilities of the employees by fully recognizing and implementing modern management techniques in attracting knowledge from the external environment, along with utilizing in-organizational knowledge in order to motivate the qualified employees towards organizational success and effectiveness. And improve their sense of self-esteem and thus it leads to increase the level of innovation and organizational flexibility.

Technology specialists should use information technology to make processes more transparent towards the management informational systems.

Training courses in the field of information and communication technologies are designed and provided in accordance with the needs of each employee.

Use of the office automation system to facilitate communication and accelerate the routine works.

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