

The influence of organizational variables and business characteristics on employees' job performance of Oil Company (Offshore)

Saied Sehat ^۱, Mansour Ezzati Jivan ^۲, Maryam Zarandi ^۳

^۱. Faculty of member, Allameh Tabatabai University, Tehran, Iran

^۲. M.A in Change Management of Allameh Tabatabai University

^۳. PhD Student in Business Administration - Organizational behavior and human resource management of Allameh Tabatabai University, Tehran, Iran

Abstract

Dynamic environment and extent developments in business have made inevitable the changes in organizational structures. Today attention to human resources as the most critical factor for the effectiveness and efficiency of the organization is the most important approach from management approaches. The purpose of this paper is to determine the influence of organizational structure variables and business characteristics of employees on the job performance of them. The population includes ۱۰۰ employees of the oil company (Offshore). The instrument of collecting information is electronic questionnaire. In this research, organizational structure and business characteristics are independent variable and job performance is dependent variable. Multivariable regression is used for data analysis. The results indicate that the organizational structure and business characteristics of employees predict ۶۱ percent of variance changes of job performance variable that the amount is very significant to improve job performance.

Keywords: organizational structure, business characteristics, job performance.

Introduction

Bureaucratic organizational structures are not usable in today's rapidly changing world. On one hand, professional staff shouldn't get in trouble in a maze of bureaucracy so that they can't use their creativity (Afsharnejad, ۲۰۰۴). On the other hand strategies based on

bureaucratic control, the application of rules and regulations, procedures and guidelines, policies and hierarchies of power and the standard of works for uniformity and coordination of actions causes the lack of expressing employees ideas and creates injustice in the distribution of power, and in the end, will be cause to the inability of managers and employees (Nikolaos, K, ۲۰۱۱). Since labor is the most important asset of the organizations, whatever the funding has higher quality and the likelihood of success, survival and improve the organization will be more (Motamedzade, ۲۰۱۴).

Nice to knows that organizations establish and organize in various forms and base on various goals, but without doubt all of them conduct with physical and mental efforts of human resources that consider as the principal organs of organization. Of these, the organizational structure should be designed with organizational objectives and characteristics of the work force.

Capable human resources is one of the major indicators of the superiority of one organization to other organizations (Cassio, Wayne. F, ۱۹۹۸). In this paper, aims to investigate the effect of organizational structure variables and business characteristics of oil company employees on their job performance, to provide useful solutions to rebuild the past structures and efficient use of actual and potential facilities to improve job performance.

Background and theoretical framework Organizational structure

Organizational structure is a framework that managers create it to share and coordinate of the organizational activities. Organizational structure of different organizations is different with together (Alishiri, ۲۰۰۸) because environmental conditions and strategies and goals that organizations follow are different with each other. The organizational structure is determined patterns for the relationships between members of an organization and is a formal system because senior managers create it officially.

Elders of management science define the organizational structure in different ways:

Dobrin (۱۹۹۰) has defined the organizational structure as framework of the relationships, duties and powers between different parts of the organization (Williams, R, ۲۰۱۰). Bird et al (۱۹۹۰) believes that the organizational structure is a set of specified relations of each of the units, sectors and managers in an organization including specified responsibilities of each of the units and sectors (Motamedzade, ۲۰۱۴). Rabinz considers structure as one of the components of the organization that is formed from element of complexity, formalization and centralization. In the general classification, organizations structure divided into two kinds of mechanical and organic. Mechanical structure can be used for stable and predictable

environment and organic structure can be used in turbulent environments and variable (Bhuain, SN, Al-Shammari, ۲۰۰۱). The mechanical structure of the organization is identified with features like high formalization and complexities, centralization, planning treatments, and in the form of particular provisions. Organic structure is flexible and the influence of individuals in it is based on the skills and knowledge.

Robbins research about the dimensions of the structure will be pattern of organizational structure measurement, due to age and academic background. According to Robbins, the organizational structure is formed of three-dimensional "complexity, formalization and centralization" (Dessler, Gary, ۱۹۹۴).

Complexity: show the range of separation in the organization. Also indicate the specialization, division of labor and the number of levels in the hierarchy of organizational and distribution level of organizational units geographically.

Formality: the reliance of the organization to rules, regulations and procedures to guide the behavior of managers and employees is called formality. In general, formality is called to development and written of the laws, regulations, guidelines, policies, job description and duties of staff and... That is used and registered in the organization (Thomas, A ., Buboltz, ۲۰۰۴).

Focus: According to Robbins, focus is called to the extent which decision is focused at a single point in the organization. Power density in a point implies on focus and lack of density or low density is sign of lack of focus.

Business characteristics

Motivation and job satisfaction are among the subjects that from the theory and practice dimension are allocated a significant portion of time, money and attention of experts and managers (Rogelberg, S, ۲۰۰۷). Methods such as job rotation, job development, job enrichment and redesign of job characteristics are considered the ways to promote job satisfaction and motivation (Umstot, DD; Bell, C, ۱۹۷۶). Each of these methods has its own characteristics which among the redesign features of job characteristics, because of the assessment instrument, the variables in the model of outcome and job characteristics and positive and valuable results, has the special reputation and reliability. In this paper, among the different methods and models, working model properties of Hackman-Oldham is selected to study. Hackman believes what people in terms of business characteristic is in higher level (a variety of skills, the nature of the job, the importance of jobs, freedom to work and

feedback), they will have a better performance. Hackman and Oldham model consists of three parts: ۱. The main aspects of job, including (a variety of skills, the nature of the job, importance of job, autonomy, feedback of results); ۲) sensitive mental states (including the having sense of important work, a sense of responsibility to do working, awareness of the results of work), ۳ individual and business results (the promotion of intrinsic motivation from the work quality performance improving, improving the job satisfaction and reducing turnover).

Skill variety: the level to which jobs require a variety of activities to do.

Nature or significant of the job: the level to which employees can do the job completely.

Project, unit, or part of the work that itself is well-defined and has specific identity.

The importance of Job: the level to which the individual jobs effects on life and job of others.

The importance of jobs depends on the effect level of job on the life or work of another in the same organization or outside the organization environment.

Independence at work: the level to which jobs can be given to individual freedom, the independence and authority at the time of planning of the work and determining the procedures.

Feedback: The amount of business activities that is necessary to obtain the results of individual work through direct and clear information about their effectiveness (Davide Grossi, ۲۰۰۷).

The pattern of business characteristics has been studied in many ways. The results of the most researches confirm the general framework of the theory. The diversity of skills, job nature and importance of jobs cause the significant of work, job autonomy is about the work result and job feedback is related to awareness of the business activities actual results. In particular, this model focuses on the enrichment of jobs certain elements is effective in changing of mental states and increase the effectiveness of their activities.

Job Performance

The performance is the outcome of the interaction of ability and motivation (Agarwal, ۱۹۹۳). If people only have the necessary ability and motivation, they do their work well. Organizational structure and business characteristics can increase individual features and help to remove the obstacles that are involved in job performance.

Good performance increase the organization productivity and this also directly cause to promote the national economy and also improve of organization service (Dolan, ۲۰۰۳) One

of the most effective theories that is related to the nature of the job performance, is the theory of Hackman and Oldham business characteristics (۱۹۸۰). An underlying assumption of the mentioned theory is that the inner nature of the job duties can create motivation in people. If the job is interesting and enjoyable, people will like their jobs, have higher motivation and doing a better job.

Based on the theory of business characteristics, characteristics of the job is the induction of some of the mental states that leads to motivation, and job performance. The main characteristics or features lead to three mental states (Grossi D, Dignum F, ۲۰۰۵). Skill variety, task identity and task significance cause to feel valued work (Johanim Johari, ۲۰۰۹); possession leads to a sense of responsibility, and feedback will cause to inform of the work results. These three modes to create satisfaction and motivation in employees are crucial (Wiedower, K. A, ۲۰۰۹). If job induce these three statuses, people will be motivated, will be gratified and will have better performance.

Theoretical framework

Salehi Sedghiani, Alishiri Taleghani and Alwan (۲۰۰۵) in a research study the relationship between job design and Mazandaran Gas Company's organizational performance. The results of the study showed that the three components of a variety of tasks, autonomy in work and feedback on the job have significant relationship with organizational performance. The other two components of Hackman and Oldham model, the significance of the task and the importance of the task have a poor relationship with organizational performance. Afsharnejad (۲۰۰۴) in her thesis explains the relationship between job design and job performance in Iran Milk Industry Company. Results of the study show that there is a significant positive relationship between the job descriptions and performance of employees and between the job specification and employees performance. In total, the obtained results indicate that there is a significant positive relationship between the job design and performance of the job and all the hypotheses are confirmed at level of ۹۵%.

Mahmoodzadeh (۲۰۱۲) in his article the impact of organizational structure and job characteristics on job satisfaction and organizational commitment of staff of Gilan province rural managers, investigate and research base on Ivanjelina Katsiki model. Using questionnaires and samples of ۱۴۶ people from the staff RM Gilan and regression to the conclusion that with the variety of jobs, skills training and delegation to staff can improve the

business characteristics and its results will be job satisfaction of staff. In organizational structure dimension the less focus, the more satisfaction and commitment of staff.

Theoretical model:

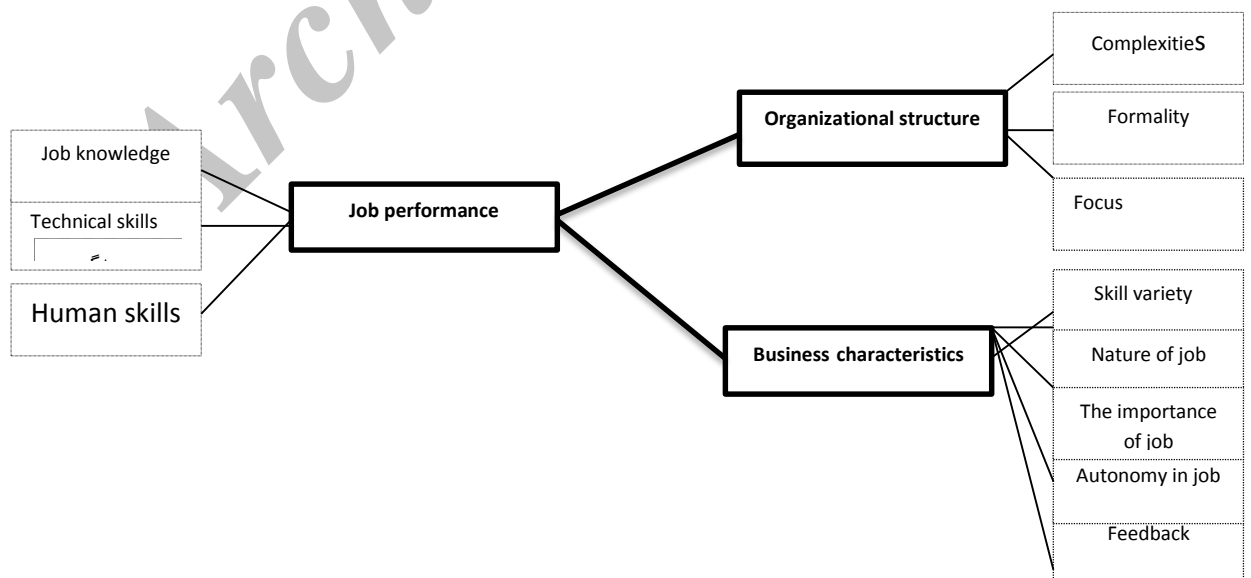


Figure ۱-۱: Research theoretical model

Hypotheses

The main hypotheses

۱. There is a relationship between the organizational structure and employees' job performance of Oil Company (Offshore).
۲. There is a relationship between the business characteristics and employees job performance of Oil Company (Offshore).

Sub hypotheses

۱. There is a relationship between the complexity and employees' job performance of Oil Company (Offshore).
۲. There is a relationship between the formality and employees' job performance of Oil Company (Offshore).
۳. There is a relationship between the focus and employees' job performance of Oil Company (Offshore).
۴. There is a relationship between the skills variety and employees' job performance of Oil Company (Offshore).
۵. There is a relationship between the nature of the job and employees' job performance of Oil Company (Offshore).
۶. There is a relationship between the importance of jobs and employees' job performance of Oil Company (Offshore).
۷. There is a relationship between the autonomy in jobs and employees' job performance of Oil Company (Offshore).
۸. There is a relationship between the feedback and employees' job performance of Oil Company (Offshore).

Methodology

The research is descriptive base on the nature and purpose of the research. Because study and investigate the present situation and describe what they have achieved. In terms of collecting data is survey because it seeks to collect information about the organizational structure and business characteristics and employees job performance of oil companies (Offshore) as field. The method of data analyzing is correlation as for the relationship between organizational structure, business characteristics and job performance. In this study, seek to effects share of several independent variables in predicting the dependent variable, in other words, we want to estimate or predict a dependent variable based on several independent variables as a result use the multiple regression.

Population, sample size, sampling:

The population of the research is all the employees of Oil Company (offshore). According to statistics of Oil Company, about ۲۵۰ active employees are in the southern islands. In the

study sample size based on Morgan and Carchi table is ۱۵۲ people that to more ensure ۲۰۰ Employees are selected based on the judgment sample survey as the final sample.

Validity and reliability

One of the technical characteristics of measuring instrument is reliability. Reliability means that the measurement instruments in the same condition how to get the same results. In the reliability estimation of present study questionnaire, Cronbach's alpha method by SPSS software and ۰,۹۱۴ is used. In the case of validity, when developing the questionnaire and ask questions, tried to be considered the major factors and accordingly, is designed the questioned. The researcher has ensured using multiplayer comments from experts and especially valuable ideas of worshipful Master, about the desirability of the validity of the questionnaire.

Methods and data collection instrument

Data collection information is library and field and a questionnaire instrument was used to collect data. From the total of ۲۰۰ questionnaires, ۳۷ questionnaires were not completed and ۸ questionnaires were aside because of shortcomings and the analysis was done by ۱۵۵ questionnaires.

Research findings

Descriptive analysis of data

Table ۱ - describe the examples of research

The sample description in	Options	Frequency	Percent
Age of respondents	Under ۳۰ years	۶۷	۰,۴۳
	۳۰ years to ۵۰ years	۵۵	۰,۳۵
	Over ۵۰ years	۳۳	۰,۲۲

Education of Respondents	Associate Degree	۲۰	۰,۱۳
	BS	۸۴	۰,۵۴
	master degree	۳۵	۰,۳۳
	PHD and higher	۱۶	۰,۱۰
Present posts of respondents	Administrative staff	۴۳	۰,۲۷
	Technical staff	۱۱۲	۰,۷۲
Record of respondents	Under ۱۰ years	۲۵	۱۵,۱
	Between ۱۰ and ۲۰ years	۴۵	۰,۳۰
	Over ۲۰ years	۸۵	۵۹,۹

Comprehensive analysis of data

To determine the nature, direction and intensity between two variables using Pearson's correlation coefficient. For there must be several hypotheses:

۱-interval scale: because in the option of questionnaire questions, Likert scale as five option is used, the condition is for our research.

۲. The normal distribution: for using Pearson correlation, distribution must be normal, so the distribution graph of questionnaire questions obtained from spss software that except for a few who were a little skewed, the other were normal and second condition exist.

۳-linear correlation: The third condition is the existence of a linear correlation between organizational structure and business characteristic and employee performance that all have linear correlation. In the following table, Pearson correlation analysis results about the research hypotheses are summarized.

Table ۲. Results of hypotheses tests

Hypothesis	Independent variable	dependent variable	P_Value	Error level	Correlation coefficient	Test results
The First main hypothesis	organizational structure	Job performance	۰,۰۰	۰,۰۱	۰,۷۱	confirmed

The Second main hypothesis	Business characteristics	Job performance	۰,۰۰	۰,۰۱	۰,۸۸۵	confirmed
The First sub hypothesis	Complexity	Job performance	۰,۰۰	۰,۰۱	۰,۸۷	confirmed
The Second sub hypothesis	Formality	Job performance	۰,۰۰۱	۰,۰۱	۰,۷۵۴	confirmed
The Third sub hypothesis	Focus	Job performance	۰,۰۰	۰,۰۱	۰,۶۴۵	confirmed
The Fourth sub hypothesis	Skill variety	Job performance	۰,۰۰۲	۰,۰۱	۰,۷۳	confirmed
The Fifth sub hypothesis	The nature of the job	Job performance	۰,۰۰	۰,۰۱	۰,۸۶۵	confirmed
The Sixth sub hypothesis	The importance of job	Job performance	۰,۰۰	۰,۰۱	۰,۸۱۷	confirmed
The Seventh Sub hypothesis	Autonomy in Jobs	Job performance	۰,۰۰	۰,۰۱	۰,۸۹	confirmed
The Eighth sub hypothesis	Feedback	Job performance	۰,۰۰۱	۰,۰۱	۰,۷۹۱	confirmed
*P<۰/۰۰۵ , **P<۰/۰۰۱ , N=۱۵۵						

As Table ۷ shows, the correlation between the variables of the organizational structure and business characteristics and job performance are ۰,۷۱, ۰,۸۸۵. This indicates a strong and direct correlation between variables of organizational structure and business characteristics and job performance of oil company employees (Offshore). The whole hypothesis was confirmed and the among variables, autonomy in employee of oil Company (Offshore) had the highest correlation with job performance and focus of decision making of oil company employee (offshore) has the less correlation with job performance. But all variables have a direct and strong correlation with job performance.

Multivariable regression test

To determine the contribution of independent variables in predicting the dependent variable regression analysis is used. The purpose of this analysis is the prediction of the dependent variable due to changes in the independent variables. Since in this research, study the effect of

independent variables on the dependent variable so multivariable regression test is suitable.

There are the following hypotheses:

۱- data distribution of the dependent variable is normal. In this study, to investigate the normality of data distribution of employees' job performance, one sample Kolmogorov-Smirnov test was used and the results of the test showed the normality of job performance variable.

۲. In stepwise using SPSS software at each stage, some variables that their effect doesn't make sense out the model. The results of multivariable regression model final step by stepwise method are summarized in Table ۳.

Table ۳. Results of stepwise multiple regression final phase

	Independent variable	Dependent variable	B	sig	Test result
The fourth stage of regression	Complexity	Job Performance	۰,۱۱۳	۰,۰۰۰	Confirmed of H _۱
	Formality		۰,۱۲۴	۰,۰۰۰	
	focus		۰,۰۸۶	۰,۰۰۰	
	Skill variety		۰,۱۱۲	۰,۰۰۱	
	The nature of the job		۰,۱۴۱	۰,۰۰۰	
	The importance of job		۰,۱۳۷	۰,۰۰۰	
	autonomy in Jobs		۰,۱۶۷	۰,۰۰۰	
Feedback	۰,۰۹۴	۰,۰۰۱			
$P < 0.05, F = 27.93, R^2 = 0.708$ * $P < 0.05$, ** $P < 0.01$, $N = 100$					

The above table multivariable regression function of employees' job performance in the organizational structure and their business characteristics in the oil company (Offshore) is as follows

$$Y = 0.113X_1 + 0.124X_2 + 0.086X_3 + 0.112X_4 + 0.141X_5 + 0.137X_6 + 0.167X_7 + 0.094X_8$$

Y = the employees job performance of oil companies (Offshore)

X₁ = the complexity of the job (organizational structure) X₂ = Formality (organizational

structure)

X^3 = the focus in decision-making (organizational structure) X^4 = a variety of skills
(business characteristics)

X^5 = the nature of the job (business characteristics) X^6 = importance of the job (business
characteristics)

X^7 = autonomy in the job (business characteristics) X^8 = feedback (business characteristics)

Interpretation of regression function is in this way, the share of job complexity, formalization, focus, skills variety, job nature, significance, autonomy and feedback prediction of employees' job performance of oil companies (Offshore) is, respectively, ۰.۱۱۳, ۰.۱۲۴, ۰.۰۸۶, ۰.۱۱۲, ۰.۱۴۱, ۰.۱۳۷, ۰.۱۶۷, is ۰.۰۹۴. In other words, for every unit of change in the complexity of the employees, their job performance at least ۰.۱۱۳, each unit of change in formality, employee job performance at least ۰.۱۲۴, each unit of change in the focus of decision-making employees, their job performance at least ۰.۰۸۶, each unit of change in the variety of skills, job performance employees at least ۰.۱۱۲, each unit of change in the nature of their job, the performance of employees at least ۰.۱۴۱, each unit of change in the importance of employees, their job performance at least ۰.۱۳۷, each unit of change in the autonomy of employees, their job performance at least ۰.۱۶۷, each unit of change in feedback, job performance unit is at least ۰.۰۹۴.

In general it can be said that dimensions and variables of the organizational structure and business characteristics of employees, predict about ۶۱% of the variance changing their performance and predict that about ۳۹ percent of employee job performance variance variable by other factors in this study did not investigate.

Discussion and conclusion

The present study aimed to investigate the effect of oil company employees' job performance (Offshore) from variable of organizational structure and business characteristics. Based on statistical analysis, the relationship between the variables of research prediction (organizational structure and business characteristics) and function variable of oil company employees' job performance (Offshore) is proved. The results show that there is a significant

relationship between complexity, formality, focus, variety of skills, job nature, significance, autonomy and feedback on job performance of employees that the correlation coefficient and its significance to the separation of main and sub hypotheses shown in Table ۲. Previous research has also confirmed some cases. For example Ashraghi (۱۹۹۵) in a study suggests that there is a direct relationship between the job satisfaction and organizational commitment of oil companies employees (Offshore). There is a direct linear relationship between environmental factors and the level of employee organizational commitment of Oil Company (offshore). Titrik (۲۰۰۹), in his study concluded that organizational justice sense with low level in Turkish schools is often seen in the behavior of managers or staff.

Among the variables, autonomy has the greatest influence on job performance. In oil companies, especially in the offshore that periodically the person is away from his family, it is better to have more autonomy in the workplace until their performance improve. In this research discussed that there is a positive significant relationship between variety of skills and job performance of employees. New organizations to improve their managers and personnel and increase of job variety, are created new structures. Modified look of organizational structure should also be done based on the update realities of each organization with respect to required strategies. Reform of structure must be considered by strengthen the principle of accountability in employees in developing a knowledge-oriented methods and get rid of hierarchy, according to the performance and improvement of service providing in accordance with the appropriate information infrastructure.

Another important result of this study is a significant positive effect on job performance and job nature. On an object that can be offered to employees, discussed subsidiaries companies of oil companies (Offshore) in this research should seriously reconsider in strategies (short and long-term) so as to improve the job nature and performance of employees from non-productive and non-innovative format to shift to the high productivity. For domestic and international competition need to the new industrial strategy that provides creative opportunities and productive employment. The main capital of this industry is creative enabling employees and independent and financial capital will help to a great and wonderful development in these areas.

Accordance with Hackman and Oldham model of individual and business results have considered , such as improving the internal motivation from improving the quality of work

performance, improving job satisfaction from work and reducing turnover as well as the affecting factors on the improving of employees job performance. This is considered very important in the development and creating the modern service firms that are more consistent with the needs of customers. To maintain the growth of service firms in changing environments, changing, dynamic and competitive, and to ensure the survival of these companies that has detected due to the business requirements and flexibility is the main basis of them, this deconstruction is necessary and sufficient, instead of seeing the organization as traditional and forming the vertical structures, see the organization as a set of processes and guide the structures more and more horizontal.

Oil company employees (Offshore), especially employees in the public sectors was discussed in the study, in the current situation that our country needs to growth and economic development on the one hand and increase of productivity and employment on the other hand, must adopt an attitude that impose the creative changes and knowledge in the organizational structure and by the developing technology-driven principles - as underpinning of the organizational structure in the organization leads to growth and prosperity in the production of goods and services. Obviously, if in most technology organizations the development-driven is achieved almost certainly lead to economic growth in the country that will provide the nurtured of national economy.

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