

## IDENTIFYING AND PRIORITIZING AFFECTING FACTORS ON HUMAN FORCE EFFICACY IN TABRIZ MASKAN BANK

<sup>a</sup>NADER BOHLOULI, <sup>b</sup>MAGHSOUD MOSAYYEBZADEH

*Department of Management, Bonab Branch, Islamic Azad University, Bonab, Iran.*

*Email: <sup>a</sup>nader.bohlouli.a1986@gmail.com,*

*<sup>b</sup>masoud.mosayyebzadeh@hotmail.com*

**Abstract:** To achieve sustainable success, bank organizations need to change and improvement in different fields. Among them, human resources has more important role due to its impact on change and improvement in all fields of employments. The main aim of the present paper is to identify and prioritize affecting factors on human force efficacy. We used a structured questionnaire method based on research literature and elites' opinions to gather data for this research. A 174 subject sample of Tabriz Bank Maskan employees are investigated by using a questionnaire and simple random sampling method. The results show that among five major identified variables, change strategy management, organizational process improvement strategy and employees' strategic capabilities have significant association to employees' efficacy.

**Keywords:** efficacy, human resource efficacy, affecting factors on employees' efficacy

### 1 Introduction

In recent years, by joining to WTO, domestic banking system is encountering with new challenges like the entrance of foreign banks, starting the operation of private banks and increases in the activities of financial and credit institutes. Therefore, such challenges have urged domestic banks to improve their performance in order to survive and compete in a dynamic environment and to improve status quo by identifying weaknesses and strengths (Manandhar & Tang, 2002). Today, organizations are facing with high pressures to improve performance and using market competitive opportunities that neglecting them can endanger their survival and effectiveness (Namasivayam et al, 2007).

"Efficacy" is used more in three scopes of management, economy and politics. Undoubtedly, human resource is the most valuable capital for organizations so that they shape organizational decisions and provide solution, resolve organizational problems, realize productivity and signify efficiency and effectiveness. Therefore, human resources spend most part of their life as employees, worker or manager in organizational environment which is highly important to respect them (Alavi, 1995; Aghabakhshi, 2000). Efficient and capable human force creates capable and efficient organization. According to Drucker, economic growth owes to empower competent staff (Abedini & Poursalehi, 2009). Although a set of organizational factors are effective in transformations, one can say that the role of human force in official transformation as one of the most important priorities for a dynamic and continuous movement.

HR development means to generate idea by organizational employees and its new concept necessitates that employees are equipped with those qualities and skills and full commitment and empathy by which they use their abilities, energy, and expertise and thought to realize organizational missions and create new thinking and qualitative values for organization. To this end, many organizations worldwide invest on knowledge management (Moosakhani et al, 2013). Overall, HR development includes:

- Scientific awareness and improving employees' knowledge;
- Scientific and balanced behaviors in employees;
- Improving employees' capabilities;
- Developing employees' skills;
- Updating employees' information;
- Improving the ability of resolving problems scientifically;
- Proper job performance;
- Logical decision making (Nilipour Tabatabaei & Soltani Dehkordi, 2014)

Organizations use different styles for managing their employees. HR management style is a pattern of decisions adopted and executed for human resources and includes HR supply (planning, finding employees, selection, career development, training and development), performance appraisal and payment (job analysis, performance evaluation, payment combination and structure) and job relations (creating and fostering relations between individual and organization, monitor and control, organizational identity) (Bamberger & Meshoulam, 2000). Employees' strategic capability is a concept on employees' abilities to design and execute strategies which generate sustainable competitive advantage for company. In strategic capabilities patters, two measures are respected:

- **Strategic value:** it is the ratio of strategic advantages from an individual's specialty created for customers to all costs endured by organization for that individual. It directly depends on competitive advantages or core competencies (Purcell & Ahlstrand, 1994).
- **Uniqueness:** Employees' strategic importance to generate such distinguishes are two highly competitive. Likewise, employees' uniqueness impacts directly on their capabilities to be considered as a competitive advantage source. Employees' uniqueness can be defined to some extent that their expertise is unreplaceable and cannot be mutated by potential and de fact rivals (Lepak & Snell, 1999)

Productivity is to maximize the utilization of resources, human force and initiatives scientifically in order to reduce costs and to satisfy employees, managers and customers. One of the important pillars of any entity/organization is its HR productivity and efficacy. HR productivity is the ratio of performed works by organization (goods production or service providing) within a given time to consumed human resources (total employees of the organization) based on hour/person, week/person or month/person (Azadeh et al, 2011).

There are different views on determining affecting factors on productivity. Affecting factors on productivity include:

- Continuous job training for employees and managers;
- Promoting the motivation of employees for better and more working;
- Paving the ground for employees/managers' initiative and creativity;
- Establishing proper performance based payment;
- Establishing reward/punishment system;
- Governance promotion;
- The domination of organization's policies on affairs (Pedram, 2011).

Despite of extraordinary importance of HR empowerment in organizations, due to different reasons such as ambiguity of organizational goals, lack of a proper definition to measure HR productivity and efficacy and some existing factors in market emanated from business environment non-competitiveness have caused that a certain mechanism is not defined to make HR qualitative and even this mechanism is not taken seriously (Abedini & Poursalehi, 2009). Since productivity improvement in organizations depends on HR efficacy and productivity, one should identify and prioritize affecting factors in HR efficacy and productivity in organizations. Therefore, the main problem in this research is to identify and prioritize affecting factors in HR efficacy in Tabriz Maskan Bank employees.

### 2 Research necessity and importance

Due to its thinking power, creativity and innovation, human resource is seen as the greatest property of any organization because that any improvement in organizational and technical systems is done by human resources. Thinking power of

employees in organization is seen as a hidden capital. Any organization and management which can use this hidden capital most would make it possible for growth and development. On the same basis, finding ways to improve efficiency and utilizing employees' maximum abilities to realize the goals of individual, organization and society have always been the concerns of managers and management science connoisseurs so that in recent years, "empowerment" is used a part of daily management language (Abtin et al, 2011).

Attempts to use different sources such as HR, capital, materials, energy and information effectively and efficiently should be the goal of all managers in economic, industrial and service organizations. The existence of proper organizational structure, efficient executive methods, healthy equipment and instruments, balances working environment and, more importantly, competent workforce are the requirements which should be considered by managers to achieve desired productivity.

Today, the value of many organizations especially service ones is highly depended to the knowledge and skills of their human force. Human force is prior to capital and independent from it since added value from existing capital depends on human force's knowledge and skill which uses this capital. Therefore, human resources are superior to capital and need more attention. On the other hand, one of the most important tasks of managers is to use all existing resources to achieve short and long term goals of the organization. Efficiency and effectiveness of management in any organization means managers' ability to prepare, develop, allocate, retain and utilize their resources and it requires correct information on organizational resources. As the most important resource of any organization, human force is not exclusion (Afiouni, 2007). Considering the important of human force in organizational productivity and its undeniable role in service organizations, it is too important to study affecting factors in human resource efficacy. Therefore, present study is highly important and necessary since it investigates such factors.

### 3 Literature review and research background

#### ▪ Efficacy

Any discussion on organizational goals makes it necessary to pay attention to efficacy concept. Efficacy is the ability to achieve predetermined goals (Aghabakhshi, 2000). Efficacy concept refers to personal beliefs and judgments on his/her capabilities in performing tasks and responsibilities in terms of famous psychologist, Albert Bandura's social recognition theory. Based on this theory, people impact on their motivation and behavior in a triple casualty system. Bandura refused unilateral impacts by environment on an individual's behavior which was an import hypothesis of behaviorism psychologists. Humans have self-refining and self-regulation power and by which, they monitor their opinions, feelings and behaviors and play a vital role in determining their fate (Bandura, 1997).

According to Bandura, knowledge, skills and past achievements are not proper predictors for individuals' future performance; rather, human belief on his abilities influences on his performance. There is an explicit difference between varied skills with the ability to combine them properly to perform tasks in different circumstances. People fully know to conduct which tasks and they need which skills but they are not often successful in executing such skills (ibid: 75). Conceived efficacy plays a vital role in self – motivation since efficacy belief impacts on selecting challenging goals, the amount of efforts in doing tasks, perseverance in encountering the problems and enduring the pressures (Locke & Lathan, 1990)

Usually, efficacy is used with efficiency. Efficacy is synonymous to efficiency and proximity to goal. Efficacy is the amount of achieving defined goals (Zahedi & Alvani, 2004). Effectiveness means to study the impact of conducted initiatives to achieve predetermined goals. In other word, effectiveness shows that to what extent conducted effort has lead into expected

results. How to use sources to achieve goals relates to efficiency (Deft, 1998).

Peter Drucker believes that effectiveness is to do right things (Robins, 2002). According to him, effectiveness is the key of organizational success. Executive institutes and organizations with any mission, goal and perspective are acting in a national or international territory and are required to answer customers, clients and stakeholders so that they are seen as accountable companies whose goals is profit and customer satisfaction or organizations whose aim is to implement determined tasks by carefully in order to help the achievement of national development goals. Therefore, performance appraisal and management quality and effectiveness as well as managers' performance in establishing performance management play a vital role in realizing the plans of agencies in macro level. Providing services and manufacturing the products with proper quality has created sufficient sensitivity to realize the goals. If performance is appraised by rightly and constantly in organizations, it would yield to efficiency and effectiveness of the organization and then it would improve promotion and accountability of executive organs. To measure the efficacy of a machine, usually its produced energy is compared to needed energy to run it (Husseinipourfard et al, 2012).

#### ▪ Human resource efficacy and its aspects

To learn an individual's efficacy, his/her performance should be measured and then the result should be compared with a proper measure. Computing human efficacy cannot be computed as ways as machines. Humans should be urged to work in similar conditions and their results should be compared. Someone who can work better than others in similar conditions is more efficient than others. Humans' efficacy depends on their talents, used tools, passed trains and their work conditions (Husseinipourfard et al, 2012). According to Bandura, efficacy has three levels:

a. Efficacy in individual level: efficacy concept in individual level has become very important in recent two recent decades. Bandura defines personal efficacy as an ability to organize and execute set of actions needed to achieve determined goals. More personal efficacy would increase the possibility of being involved and sustainability in behavior on tasks. Based on self – efficacy theory, those people who think they can perform their tasks better will act better than those ones who think they will fail (Gist & Mitchell, 1992).

b. Efficacy in collective level: social recognition theory has expanded human factor concept to collective factor. People's joint beliefs on their collective abilities to achieve desired goals are, *inter alia*, key collective factors. Group members would aggregate resources, capabilities and knowledge, create mutual backup and cooperate with each other to resolve problems and to improve the quality of their life. Collective efficacy includes social, interactive and synergic dynamics and is defined as a special trait of collective group. One cannot consider it as the algebraic aggregation of personal efficacies (Fernandez et al, 2002). Collective efficacy is a function of collective behavior and influences over their behaviors, namely, if members of group observe that their peers show (or do not show) collective behaviors, collective efficacy will be increased (decreased). Such evaluation on other people's abilities is a predictor of collective efficacy (Tasa et al, 2007).

c. Efficacy in organizational level: as the main pillar of organizational development, human plays a vital role in organizational framework. Today, organizational growth and development depends on using human resources rightly (Alhuseini, 2000). An organizational efficacy plan is a long term, planned and sustainable effort based on a comprehensive strategy and attempts to transform the organization by logical and regular recognition of difficulties and mobilizing all existing forces and resources (Toosi, 2011).

▪ Lotfollahzadeh and Assadi Sarjalu (2014) studied affecting factors on HR empowerment in organizations. In this paper, empowerment concept is defined and then the impact of organizational variables such as organizational conditions, self-

efficacy and self-management strategies on empowerment is studied. The results show direct impact of organizational conditions, self-efficacy and self-management strategies on employees, empowerment.

▪ Ebrahimzadeh et al (2010) found that affecting factors on human force's performance among the employees of Payam Noor University in Golestan Province include: personal motivation (69.4) has the highest impact on performance improvement followed by job enrichment (69.1), designations (68.9), job training (64.4), contributive management style (54.5) and job attitude (48.3).

▪ Employees' efficacy was measured by psychological theories by Arayi and Sfidani in 2014. The sim of their research was to measure employees' efficacy, to provide guidelines and the policies to promote it. Research findings indicate that such variables as job motivation, job satisfaction, organizational justice and management style have significant impact on employees' efficacy. Among these variables, employees' job satisfaction has the highest impact on employees' efficacy.

▪ In their study, Hendyani et al (2014) investigated the relationship between organizational trust and employees' efficacy of Police stations. Their findings indicate that there is a significant link between the aspects of organizational trust and employees' efficacy in police stations. Therefore, one can say that one can improve employees' effectiveness by creating and developing organizational trust aspects.

▪ In their research, Labaf and Shamiri (2000) studied affecting factors on HR effectiveness. The main goal of this research was to determine affecting factors on HR effectiveness and the impact and importance of al individual, occupational, organizational and environmental factors on HR effectiveness in the surveyed company. Overall, research findings indicate that the impact of these factors is not the same. The opinions by subjects indicate that organizational factors and individual factors have the highest impact on their effectiveness. Likewise, the findings indicate that occupational and environmental factors have the lowest impact.

▪ Aghayi (2014) studied the role of job behavioral aspects in efficiency and effectiveness of human force. In this research, the relationship between job stress variables, job satisfaction, job dependency and job turnover with employees' efficiency and effectiveness. Findings indicate that job stress, job satisfaction, job dependency and job turnover impact on HR efficiency and effectiveness.

▪ Labaf & Ranjbar (2002) studied the impact of contributive management style on employees' employees. The aim of this research was to study contributive management style and its impact of employees' effectiveness. In this research, the impact of contributive management on employees' effectiveness was analyzed based on the insights of 80 employees in an Iranian manufacturing company in 1999 for whom this style was utilized. The findings gathered in statistical analyses show that contributive management style has remarkable impact on employees' effectiveness.

▪ Khoshbakhti (2004) studied the relationship between leadership styles and work-life quality with managers' effectiveness in physical education schools and training groups at domestic governmental universities. Their findings indicated that there is a significant difference between managers' selected leadership styles and their effectiveness while there is significant relationship between leadership styles and work – life quality and managers' effectiveness. Likewise, Mascall et al (2002) introduced leadership style and Azadmarz Abadani and Tarkhurani (2007) as affecting factors on employees' efficacy.

#### 4 Proposed hypothesis

This is a descriptive survey-type study which identifies and prioritizes affecting factors on employees' efficacy in Tabriz Maskan Bank. Research population consists of all managers and employees of Mskan Bank branches in Tabriz (n=300) of whom 174 were selected as research sample by Cochran formulation randomly. Questionnaire was used to gather data. Of 86 items, 11 items relate to employees' strategic capabilities, 16 items in management styles, 18 items on change strategy and 9 strategies on organizational process and 16 items on improvement and effectiveness strategy. HR efficacy questionnaire is devised by Bandura's introduced factors.

The main hypothesis according to the previous studies in thr background are as: the human capital has significant influence on Absorption of resources in Maskan bank, Marketing has significant impact on absorption of resources in Maskan bank, and the services have significant impact on Absorption of resources in Maskan bank. So, in present study, the opinions of management group instructors are used to determine the facial and content validity of the questionnaire so that they can state appropriateness of questionnaire items based on definitions and identified affecting factors on employees' efficacy. The findings indicated that questionnaire enjoys needed validity. Its reliability was computed by SPSS software package in which Cronbach's alpha was 0.94 after deleting two questions. It indicates high reliability of the questionnaire. To analyze data, descriptive (frequency) and deductive statistics (Pearson correlation coefficient and multiple regressions) were used in SPSS software package.

#### 5 Findings

Present research aims at identifying and prioritizing affecting factors on employees' efficacy of Tabriz Maskan Bank. Therefore, we review research hypotheses by gathering the information from a 174 – subject sample. The results form data analyses for each hypothesis are provided as below:

##### 5.1 Sample demographical analysis

Sample demographical status is shown in table 1 as frequency.

Table 1: sample demographical situation

Education		Job record in Bank		Age range		Gender	
13.8	Diploma	2.3	5 years and lesss	6%	25 years and less	88.5	Male
59.8	Undergraduate	28.2	6 – 10	8%	26 – 30	11.5	Female
25.9	Graduate	53.4	11 – 20	37.5%	31 – 35		
6%	Postgraduate	16.1	21 years and more	6%	36 – 40		
				44.6%	41-45		
				6.3%	46 years and more		

As seen in table 1, most responding employees had 41 – 45 year-old and people with 11 – 20 years of job records allocated most rate of respondents. Most respondents had bachelors while most of them were men,

##### 5.2 Inductive results

Here, research hypotheses are tested by inductive statistics. Initially, questionnaire's sub-constructs normality is tested by Kolmogorov – Smirnov test. According to results, since achieved

significance is more than 5% for research variables and Kolmogorov – Smirnov test is between +1.96 and -1.96%, one can accept the assumption on population distribution normality. Parametric tests are used to review hypotheses.

Pearson correlation coefficient is used to review the correlation of independent and dependent variables of efficacy while a regression model is used to predict changes in employees' efficacy variables. In present study, the correlation between main independent variables (employees' strategic capabilities,

management style, change strategy, organizational process improvement strategy and effectiveness improvement strategy) and dependent variable of employees' efficacy are all supported. Likewise, the correlation between all minor independent variables except than return style is supported for employees' efficacy.

Hypothesis 1: employees' strategic capabilities impact on employees' efficacy of Tabriz Maskan Bank.

Hypothesis 2: Management styles impact on employees' efficacy of Tabriz Maskan Bank.

Hypothesis 3: Organizational change strategies impact on employees' efficacy of Tabriz Maskan Bank.

Hypothesis 5: organizational processes development strategies impact on employees' efficacy of Tabriz Maskan Bank.

Hypothesis 2: Organizational effectiveness improvement strategies impact on employees' efficacy of Tabriz Maskan Bank.

In table 2, correlation coefficients (R) is 0.697 among variables which indicates that there is a good correlation between main independent variables and dependent variable (employees' efficacy) while mitigated ratio (0.471) shows that 47/1% of efficacy changes among Maskan Bank employees in Tabriz depends on main identified variables in this research. In other words, main independent variables estimate mostly half of employees' efficacy.

Table 2: main multivariate regression statistics for employees' efficacy

Standard error	standard R <sup>2</sup>	R <sup>2</sup>	R	Step
4.93931	0.471	0.486	0.697	1

Table 3 shows the results on the impact of each variable in model. To describe regression ratios, Beta is used. Therefore,

relative share of each independent variable is determined in model. Comparing main variables indicate that:

Table 3: the ratios of inserted in multivariate regression equation for employees' efficacy

Sig	T	Standardized ratios	Not standardized ratios		Main variables
		Beta	Standard error	B	
0.000	5.391		3.897	21.008	Fixed
0.002	3.321	0.213	0.094	0.300	Employees' strategic capabilities
0.100	-1.654	-0.137	0.086	-0.143	Management styles
0.000	4.293	0.351	0.064	0.276	Change strategy
0.338	0.91	-0.110	0.119	-0.115	Organizational process improvement strategy
0.000	4.160	0.497	0.091	0.380	Organizational effectiveness improvement strategy

Three main variables including employees' strategic capabilities, change strategy and organizational effectiveness improvement strategy have significant impact on employees' efficacy dependent variable. However, management styles and organizational process improvement strategy variables are not significant since their significance ratio is greater than 0.05. In other words, these two variables have not impact on employees' efficacy. Organizational effectiveness improvement strategy with regression ratio of 0.479, change strategy with ratio of 0.351 and employees' strategic capabilities with ratio of 0.213 has the highest regression impact on employees' efficacy. In fact, one can say that by one standard deviation increase in "organizational effectiveness improvement strategy", employees' efficacy increases 0.479, one standard deviation increase in "change strategy", employees' efficacy increases 0.351 and one standard deviation increase in "employees' strategic capabilities", employees' efficacy increases 0.213.

Sub-hypothesis 1: employees' strategic value impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 2: employees' uniqueness impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 3: using commitment style impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 4: using contribution style impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 5: using return style impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 6: using obedience style impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 7: organizational culture impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 8: organizational structure impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 9: intra-organizational environment impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 10: personal development impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 11: organizational development impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 12: social process impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 13: quality promotion strategy impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 14: cost management strategy impacts on HR efficacy in Tabriz Maskan Bank.

Sub-hypothesis 15: persuasion and innovation strategy impacts

on HR efficacy in Tabriz Maskan Bank.

In table 4, correlation coefficients (R) is 0.759 among variables which indicates that there is a very strong correlation between minor independent variables and dependent variable (employees' efficacy) while mitigated ratio (0.539) shows that 53/9% of efficacy changes among Maskan Bank employees in Tabriz depends on minor identified variables in this research. In other words, minor independent variables estimate more than half of employees' efficacy.

Table 4: minor multivariate regression statistics for employees' efficacy

Standard error	standard R <sup>2</sup>	R <sup>2</sup>	R	Step
4.60899	0.539	0.577	0.759	1

Table 5 shows that four variables including employees' strategic value, organizational culture, quality promotion strategy and organizational development have significant impact on

employees' efficacy while other minor independent variables are not significant since their significance ratio is not greater than 0.05. In other words, it has no impact on employees' efficacy.

Table 5: the ratios of inserted in multivariate regression equation for employees' efficacy

Sig B	T	Standardized ratios	Not standardized ratios		Main variables
		Beta	Standard error	B	
0.000	4.058		4.081	16.561	Fixed
0.001	3.252	0.204	0.157	0.510	Employees' strategic value
0.582	0.552	0.037	0.142	0.079	Uniqueness
0.574	-0.563	-0.042	0.199	0.112	Commitment style
0.816	-0.234	-0.015	0.197	-0.46	Obedience style
0.726	0.351	0.028	0.229	0.081	Contributive style
0.000	5.823	0.397	0.146	0.852	Organizational culture
0.645	0.461	0.039	0.167	0.077	Organizational structure
0.857	0.180	0.013	0.113	0.020	Intra-organizational environment
0.596	-0.531	-0.049	0.217	-0.115	Personal development
0.086	1.725	0.194	0.302	0.521	Social process
0.030	-2.193	-0.218	0.375	-0.823	Organizational development
0.696	0.391	0.036	0.164	0.064	Persuasion and innovation strategy
0.001	3.526	0.339	0.155	0.546	Quality promotion
0.526	0.636	0.042	0.204	0.130	Cost management

Organizational culture with regression ratio of 0.397, quality promotion with ratio of 0.339 and organizational development with ratio of -0.218 (reverse relation) and employees' strategic value with ratio of 0.204 have the highest regression impact on employees' efficacy depended variable. In fact, one can say that one standard deviation increase in "organizational culture", employees' efficacy increases 0.397, one standard deviation increase in "quality promotion strategy", employees' efficacy increases 0.339, one standard deviation increase in "employees' strategic value", employees' efficacy increases 0.204 and one standard deviation increase in "organizational development", employees' efficacy increases 0.218.

To compare and rank identified affecting factors on employees' efficacy, Freedman test is used. According to table 6, Freedman test significance ratio was less than 0.05 in surveyed sample therefore, the priority of average impacts was not the same for three main indicators (employees' strategic capabilities, change strategy management and organizational effectiveness improvement strategy) and they have significant differences. Hence, Wilcoxon test is used to determine the impact of each main indicator in surveyed sample.

Table 6: Freedman test to rate the impact of main variables on employees' efficacy

(Sig)	Used sample quantity for sampling	Average	Main indicators
0.000	174	1.06	Employees' strategic capabilities
	174	2.95	Change strategy management
	174	1.99	Organizational effectiveness improvement strategy

Findings from Wilcoxon test indicate that the ranks of impacts by the employees' strategic capabilities, change strategy management and organizational effectiveness improvement strategy on efficacy among employees of Tabriz Maskan bank include respectively: (1) change strategy management; (2) organizational effectiveness improvement strategy; and (3) employees' strategic capabilities.

According to table 7, significance ratio of Freedman test in surveyed sample is less than 0.05. Therefore, the priority of impacts for three minor indicators (employees' strategic value, organizational culture, organizational development, quality promotion) is not the same and they have significant difference. Hence, Wilcoxon test is used to determine the rate of impact by each main indicator in surveyed sample.

Table 7: Freedman test to rate the impact of minor variables on employees' efficacy

(Sig)	Used sample quantity for sampling	Average	Main indicators
0.000	174	2.61	Employees' strategic value
	174	3.61	Organizational culture
	174	1.00	Organizational development
	174	2.78	Quality promotion

Wilcoxon test results indicate that the rates of impacts by employees' strategic value, organizational culture development and quality promotion on efficacy of employees at Tabriz Maskan Bank include: (1) organizational culture; (2) employees' strategic value; and (3) quality promotion.

## 6. Conclusion

Considering the limitation of resources and unlimited human needs, population explosion and hyper and brutal competition in global economy, productivity improvement is not only a choice but also a necessity. Undoubtedly, today economic growth and development of different societies is rooted in the rate of their productivity growth. Attempt to increase productivity rate is an attempt for better life and welfare. In today competitive world, those companies are successful which can generate productivity knowledge, vision and behavior in their managers and employees (Mirzaei, 2012). Thus, culture spirit should be inspired in organization to improve productivity in which human force is the core nexus. One of the most important goals of any organization is to promote its productivity level. Since human plays a vital role in productivity generation, his/her demands would have key impacts on organization. In fact, employees' contribution in affairs and their smart and aware efforts along with job discipline can influence on productivity in a dynamic environment. Therefore, one should particularly respect human force in organizations (Ostadzadeh, 2008). The aim of present

research is to identify and prioritize affecting factors on employees' efficacy in Tabriz Maskan Bank; therefore, research findings indicate that there is a relationship between employees' strategic capabilities, organizational change strategies and organizational effectiveness improvement strategies with employees' efficacy. In other word, these three factors influence on employees' efficacy while there is no significant relationship between leadership styles and organizational process strategies with employees' efficacy. These results are consistent with findings of Mascall et al., (2002) and Arayi and Sfidani (2014) that introduced management styles as one of the affecting factors on employees' efficacy.

Research findings for sub-hypotheses show that there is a significant relationship between employees' strategic value, organizational culture, organizational development and quality promotion strategy with employees' efficacy. The results of hypothesis on organizational development and organizational culture are consistent with the findings by Labaf and Shamiri (2000) and the results of hypothesis on quality promotion strategy with the findings by Khoshbakhti (2004). Likewise, research findings indicate that there is no significant relationship between uniqueness, commitment style, return style, contributive style, obedience style, organizational structure, intra-organizational environment, personal development, social process, persuasion and innovation strategy and cost management with employees' efficacy; it means that by one deviation in each variable, employees' efficacy in Tabriz Maskan Bank is not changing; in other word, these variables have no impact on employees' efficacy in surveyed sample. In present study, hypothesis on the relationship between structure and efficacy was not supported which is not consistent with the results by Labaf and Shamiri (2000) which introduced organizational structure as one the affecting factors on employees' efficacy. The results on refusing the hypothesis on the relationship between intra-organizational environment and employees' efficacy are not consistent with results by Azadmarz Abadani and Tarkhurani (2007) who confirmed the relationship between workplace and employees' effectiveness. Likewise, the lack of relationship between contributive management and employees' effectiveness is not consistent with results by Labaf and Shamiri (2000) that supported the relationship between contributive management style and employees' effectiveness. Not supporting persuasion and innovation strategy hypothesis is not consistent with the research by Hashemi et al (2012). Hashemi et al introduced the generation of thinking and innovation in organization as an affecting factor on human force effectiveness.

## 6.1 Recommendations

- Improving employees' work life quality in Maskan Bank due to high importance of this factor in employees' efficacy;
- Building proper organizational values to impact more on employees;
- Recognizing desired culture and creating proper cultural grounds to develop different aspects of organizational culture among Maskan Bank employees;
- Changing the culture in service organization like a secure environment for efficient individuals and promoting employees;
- Utilizing and increasing organizational structures including organizational effectiveness improvement and organizational change strategy;
- Bank employees' categorization based on strategic capabilities and periodical and continuous inspection of this categorization based on company's strategies;
- Assigning non-key and side jobs and tasks to those employees whose skills are not seen as strategic capabilities for company and preventing the assignment of key and strategic tasks to such employees;
- Utilizing modern technologies and creating conditions to train employees;
- Creating facilities and opportunities for employees' growth and improvement;
- Increasing the dignity of employees to improve their work quality and, finally, to promote employees' efficacy

## References

1. Abedini, E., Poursalehi, A.: toward efficient workforce empowerment in schools, *Efficient Schools Research Journal*, 6, 2009. p. 46 – 51.
2. Abtin, A., Yarahmadzahi, M. H. & Toomaj, Y.: *studying affecting factors on HR empowerment f SMEs*, Labor and Society Monthly Journal, 140, 2011. p. 44 – 58.
3. Aghabakhshi, A.: *Political Science Culture*, Tehran, Chapar, 2000. P.446.
4. Aghayi M.: *the role of job behavior in human force efficiency and effectiveness*, *Organizational Culture Management*, 3, 2014. p. 809 – 830.
5. Afiouni, F.: *Human resource management and knowledge management: a road map toward improving organizational performance*. *Journal of American Academy of Business*, 11(2), 2007. P. 124-130.
6. Alavi, A.: *management and organization psychology (the behavior of the organization)*, Tehran, Public Management Training Center Publications, 1995.
7. Alhousseini, S. H.: *organizational growth*, Tehran, Bahariyeh Publications, 2011.
8. Arayi, V. & Esfidani, M. R.: *measuring employees' efficacy by using psychological – managerial theories*, *HR management Research Journal*, Imam Hussein University, 3, 2014. p. 49 – 67.
9. Azad Marzabadi E. & Tarkhurani, H.: *studying the relationship between employees' job stresses and job satisfaction*, *Behavioral Science Journal*, 2, 2007, p. 121 – 129.
10. Azadeh, A., Ghaderi, S. F., Mirjalili, M., & Moghaddam, M.: *Integration of analytic hierarchy process and data envelopment analysis for assessment and optimization of personnel productivity in a large industrial bank*, *Expert Systems with Applications*, 38(5), 2011. p. 5212-5225.
11. Bamberger, P. & Meshowlem, L.: *Human resource strategy: Formulation, Implementation, and Impact*, London, Sage Publications, Inc. 2000.
12. Bandura, A.: *Self-efficacy: the exercise of control*. New York: W. H. Freeman, 1997. P. 75-100.
13. Deft Richard, L.: *organizational designing and theory (translated by Ali Parsayan and Seyed Mohamamd Arabi)*, Tehran, Cultural Research Office, 1998. P.103-110.
14. Ebrahimzadeh, F., Kuhestani, H. A. & Mehrangi, E.: *studying the role of empowerment methods in HR performance improvement in Golestan Province Payam Noor universities*, Birjand University, 2010.
15. Fernandez-Ballesteros, J., Diez-Nicolas, G. V. & Caprara, A.: *Determinants and Structural Relation of Personal Efficacy to Collective Efficacy*, *Applied Psychology: An International Review*, January, 51(1), 2002. p. 107-125.
16. Gist, M. E., Mitchell, T. R.: *Self-Efficacy: A Theoretical Analysis of its Determinants and Malleability*, *Academy of Management Review*, 17(2), 1992.
17. Hashemi, A., Abbassi, A. & Hashemi, M.: *creativity and innovation of organizational managers: HR effectiveness necessity in national production*, Internet. 2012.
18. Hendyani, A., Darvishi, S. & Mirzakhani, A.: *organizational trust and effectiveness of police stations*, *Police Human Resources Quarterly*, 37, 2014. p. 77 – 98.
19. Husseinpourfard, M. J., RAfati, H. & Babamahmoodi, A.: *Military Medicine Journal*, 2, 2012. p. 163 – 167.
20. Khoshtakhti, J.: *the relationship between leadership styles and working life quality with effectiveness of managers in physical education training groups and schools of public universities*, *Harekat Quarterly Journal*, 24, 2004, p. 129 – 149.
21. Labaf H. & Shamiri, F.: *affecting factors on HR effectiveness*, *Azad Islamic University, Khorasgan (Isfahan) Branch*, 4, 2000. p. 69 – 82.
22. Labaf, H. & Ranjbar, R.: *studying the impact of contributive management on employees' effectiveness*, *Improvement and Change Management Studies*, 35, 36, 2002. p. 33 – 50.
23. Lepak, D. P. & Snell, S. A.: *The human resource architecture: Toward a theory of human capital allocation and development*. *Academy of management review*, 24(1), 1999. P. 31-48.
24. Locke, E.A. & Latham, G.p: *A Theory of Goal Setting and Task performance*. Englewood Cliffs, NJ: Prentice, 1990.
25. Lotfollahzadeh, S. & Assadi S.: *affecting factors on HR empowerment in organizations*, *Business Excellence and Development International Conference*, 2014.
26. Mascall B. Leithwood K. Strauss T. & Sacks R.: *The relationship between distributed leadership and teachers' academic optimism*. *Journal of Educational Administration*, 46, 2002. p. 214–228.
27. Mirzaei, B.: *studying affecting factors on promoting human force productivity in Tehran Province Industry*, *Mine and Commerce Organization* 2012. <http://system.parsiblog.com/>
28. Moosakhani, M., Hassangholipour, T. & Vazifeh, Z., *providing a model to illustrate the relationship between KM process and HR development in higher education*, *General Management Researches*, 6, 2013. p.49 – 70.
29. Namasivayam, K., Miao, L. & Zhao, X.: *An investigation of the relationships between compensation practices and firm performance in the US hotel industry*, *Hospitality Management*, 26, 2007. p. 574–587.
30. Nilipour Tabatabaei, S. A. & Soltani Dehkordi, F.: *providing a model concerning KM impact on HR sustainable development*, *Business Excellence and Development International Conference*, 2014.
31. Ostadzadeh, M.: *affecting factors in increasing/decreasing human force productivity*. 2008.
32. Pedram, M.: *promoting HR productivity*, *Melli Bank Journal*, 180, 2011. p. 19 – 23.
33. Purcell, J. & Ahlstrand, B.: *Human resource management in the multi-divisional company*. Oxford: Oxford University Press, 1994.
34. Robbins, S. P.: *organizational behavior, translated by (translated by Ali Parsayan and Seyed Mohamamd Arabi)*, Tehran, Cultural Research Office, 2002. P.42-50.
35. Tasa, K., Taggar, S. & Seijits, G. H.: *The Development of Collective Efficacy in eams: A Multi-Level and Longitudinal Perspective*, *Journal of Applied Psychology*, 92(1), 2007. p. 17-2
36. Toosi, M. A., *organizational growth*, Tehran, Public Training Center, 2011.
37. Zahedi, S., Alvani, S. M. & Faghihi, A.: *Management Comprehensive Culture*, Tehran, Alameh Tabatabaei University, 2004. P. 111-120.

## Primary Paper Section: A

## Secondary Paper Section: AE