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Expectations and Organizational Realities

The Relationship between Person and Organization

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Expectations and Organizational Realities: The Relationship between Person and Organization

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Abstract: Human resources are the main resource in organizations. The remaining assets would not be worth much without them. This research seeks to show the relationship between the person and the organization to help human resource managers. The study population includes 640 employees of Dey Bank. Cochran's method was used to estimate the sample and the sampling method was simple random. The required sample size was 222 people. This research used a researcher-made questionnaire whose reliability was provided by Cronbach's alpha. The data analysis was performed using SPSS software and multivariate regression test and descriptive statistics were used. According to the results, the level of employees' expectations from Dey Bank and their job satisfaction is at the desired level. There was also a significant relationship between Dey Bank employees' satisfaction with their expectations of their salaries and their expectations of the organization's incentives. There was a significant relationship between the level of thinking of Dey Bank employees about leaving their organization and the level of peace of mind when attending the bank and their expectations from the physical environment.

Keywords: Expectations from the Organization, Organizational Realities, Perception of the Organization, Personnel Satisfaction, Dey Bank

Introduction

Human resources are the main resource in organizations. Without human resources, the rest of the organization's assets would be of little value. Deciding on the recruitment and retention of human resources is one of the most important tasks in human resource management. As a result, the human resource managers of any organization are the main policymakers of that organization.

The unfavorable economic situation has led to widespread unemployment in most countries. In contrast, most managers report a shortage of talented staff. These are the employees who are considered valuable assets of the organization (Faghihi Pour, Faghihi Pour, and Chatrchi 2017). Given that human resources are the most important factor in the development of any organization, it is, therefore, crucial to meet the expectations of employees of any organization (Purgaz, Nastiezaie, and Hezare Mogadam 2010). Expectations from the organization are derived from the reputation of the organization, the conditions and position of the organization, business, information of the person from the organization, narratives and stories, trust in the organization, experiences of other employees, and the past of the organization.

Human resource is the most important and effective cause in development research, the factor of gaining competitive advantage, and survival of the organization (Mahdavi Adeli 2001; Amin Naseri, Mohammadi, and Azar 2004), provided that their expectations are adequately met and their social status and job satisfaction are taken into account (Sardari 2004). While emphasizing

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the importance of human resources—which are the rarest and most valuable assets of the organization (Sarmad 2006)—the research has paid attention to job satisfaction and meeting their employees' expectations. Therefore, realistic expectations give the ground for the professional growth of employees and institutionalize the spirit of participation in the organization. Meeting needs to increase efficiency and effectiveness leads to people's satisfaction (Azizzadeh and Pourranjbar 2021). As a result, recognizing these factors indicates the importance that human resource managers attach to their human resources as one of the valuable assets (Koozechian, Zarei, and Taleb Pour 2003; Raisi and Mohebifar 2006; Robbins 1999).

Job satisfaction or dissatisfaction as one of the important indicators of meeting expectations is a variable that has occupied this field (Shokrkon et al. 2001). If people's perceptions fail to meet their expectations, dissatisfaction increases (Godfrey and Clarke 2000). Through perception, people formulate and interpret perceptions of their environment and give it meaning. People may have different perceptions of the same thing (Robbins 2005).

Job expectations or expectations of the person from the organization do not only refer to salaries, but also responsibility and accountability to conscientiousness, accountability, and commitment (Allen and Mintrom 2010). A person's expectations are composed of complex cognitive and emotional components of the person toward his/her job and the organization, which can have a great impact on feelings, job behavior, and attitudes toward work and the organization (Bowling and Lyons 2015). Job expectations for work are based on desires and aspirations and are what a person wishes to meet in a future career (Farahani and Bayat 2006).

The smaller the gap between a person's expectations and the organizational realities, the more the person-organization relationship will move toward a win-win relationship. Human resource policymakers have to attract the right people. What facts does a person face after entering the organization and what will be his/her perception of the organization? In the end, what will be the results after facing one's expectations with organizational realities? These are the questions that are ultimately addressed in this study.

One of the reasons for conducting this research is to find the relationship between the person and the organization to help the human resource managers of the organization create policy, because knowing these relationships, which is in line with recognizing the human resources of the organization, is an important and necessary thing in organizations. The purpose of this study is to help human resource managers make decisions in attracting and retaining the human resources needed by the organization. This study seeks to check the relationship between a person's expectations of the organization and what he/she perceives after entering the organization (the realities of the organization).

Employees have three types of expectations from the organization: job expectations, economic expectations, and psychological expectations. Measuring employee expectations can serve as a diagnostic tool for managers. Organizational facts (person perception of the organization) refer to perception, interpretation, and interpretation of the situation. Perception provides a special image of the outside world that may be very different from reality (Alizad and Jang 2017).

Job satisfaction refers to a person's general attitude about his/her job and is a situation in which people are satisfied with their job and other related conditions. Alternatively, it is a measure of the positive feelings and attitudes that people have toward their job. Therefore, satisfaction can be defined as responding to expectations (Alizad and Jang 2017).

Literature

Research has been done in the field of examining the effect of the law on improving the productivity of nurses in Semnan in meeting the job expectations. The study by Ebrahimian and Dehvan (2016) was descriptive and 155 people were examined by quota sampling. The instrument was a questionnaire and was analyzed using descriptive-inferential statistics.

According to the results, this law has only been able to meet only half of the nurses' job expectations. The Productivity Promotion Law has been successful in meeting nurses' job expectations in terms of work relationships but has not had significant success in terms of job development and bonuses and salaries (Ebrahimian and Dehvan 2016).

Another study, by Faghihi Pour, Faghihi Pour, and Chatrchi (2017), was conducted on the recruitment and retention of human resources in the Social Security Organization. The research was of survey and correlation type and used 162 questionnaire tools. The validity of this tool was the content type and its reliability is provided by Cronbach's alpha with a coefficient of 0.744. The results of this study indicate that employer branding has a significant impact on employee expectations (Faghihi Pour, Faghihi Pour, and Chatrchi 2017). The results show that employees' perception of the characteristics of their organization has a significant effect on employee engagement (Aon Hewitt 2011). Another study was conducted to compare the expectations and perceptions of hotel customers using the SERVQUAL model. This research has been done in Homay 2 Hotel in Mashhad. The instrument used was a questionnaire and used nonparametric statistics (Wilcoxon). The study sample was eighty people, which was estimated by Cochran's method. The results show that the quality of services of this hotel meets the expectations of customers (Karoubi and Yousefi 2010).

A study by Vafaee-najar et al. (2017) was conducted to test the expectations and perceptions of patients admitted to a private hospital in Mashhad about the quality of services. This study was performed on 136 patients admitted to the cardiac surgery ward of the hospital. Researchers used the correlation method to analyze the data. According to the results, the quality of perceived services has been lower than expectations (Vafaee-najar et al. 2017).

A study entitled "Job Analysis and its Impact on the Institutionalization of Private Agricultural Insurance Brokerage (Case Study of Fars Province)" was conducted by Mojaradi, Zamani, and Gholipour (2007). This study used the counting method to select the subjects. The instrument was a questionnaire and a descriptive survey. The analysis method used was R-type, factor analysis, and factor rotation. The data was classified by the VARIMAX method. According to the results, to institutionalize private brokerage, it is recommended to simultaneously check the job expectations of brokers in the current and favorable situation and rank activities based on the expected gap (Mojaradi, Zamani, and Gholipour 2007).

A study by Neshat and Dehghani (2011) examined the gap between perceptions and expectations of patrons of the National Library using the gap analysis model. Its tool was LEIBQUAL and in 2010 this research was done. The sample size was 332 people. According to the results, the quality of library resources has been lower than the minimum expectations of clients. The place and space dimension was less than the expected minimum (Neshat and Dehghani 2011).

Assessing the current situation and expectations of family health service clients in selected cities in West Azerbaijan province is the purpose of another study in this field, by Nabi Lou and Rasouli (2013). The study was conducted on 390 women receiving services and the instrument used was the SERVQUAL questionnaire. For analysis, they used descriptive statistics and X^2 test, Friedman and Wilcoxon. The results show that the expectations of 91.1 percent of respondents are not met (Nabi Lou and Rasouli 2013).

Another study, by Sultanpanah, Khaksar, and Qasri (2010), was conducted to compare customers' expectations and perceptions of the performance of Kurdistan Telecommunication Company using the SERQUAL model. The tool used was a questionnaire and the results show that there is a gap between the expectations and perceptions of subscribers (Sultanpanah, Khaksar, and Qasri 2010). A study entitled "An Analysis of the Gap between Expectations and Consumption: Satisfaction Assessment of Subscribers in Tehran Province" was conducted in 2016 by Alizad and Jang. It was a descriptive-comparative type and its tool was a questionnaire. Its sampling was PPS type and 1837 people. Based on the results, the total expectation of all-

natural gas subscribers from Tehran Gas Company was more than the goal performance evaluation score (Alizad and Jang 2017).

As can be seen, most of the research done is based on customer expectations. None of the studies examined the relationship between employees' expectations and their level of satisfaction. Therefore, this study sought to fill this research gap. In the following, the research method used in this research, and the results obtained will be shown.

Methodology

This research is practical in terms of purpose because its results can be used in organizations by managers and decision-makers, especially human resource managers. It is also descriptive in terms of method because the information is collected to test the hypothesis or answer questions about the current situation. This research has described and interpreted what exists without interference (Tabibi, Maleki, and Delgshaei 2009). This research is inductive about logic, cross-sectional in terms of time, and also quantitative in terms of applied results and in terms of research implementation process. It is also a descriptive survey. In other words, in this research, the researcher tries to analyze the events as they are without any intervention or mental conclusion.

The study population will include employees of Hamedan, Semnan, Zahedan, Ardabil, Yazd, West Azerbaijan, Zanjan, Gilan, Kerman, and Hormozgan provinces, and includes about 640 people. Cochran's method was used to estimate the sample size. The sampling method was simple random. The instrument used in this study was a researcher-made questionnaire whose reliability was provided by Cronbach's alpha (Vatankhah, Gohari, and Abdi 2010). In this study, subjects answered questions based on a 3-point scale. These three scales started from the low range and ended in the high range.

In this study, Cronbach's alpha method was used to find the reliability of the test. This method is used to calculate the internal consistency of a measuring instrument that measures different properties. If the Cronbach's alpha value is greater than 0.7, then the questionnaire is reliable. The closer value to 1 shows the higher the reliability of the questionnaire. According to table 1, in this questionnaire, the alpha value is higher than 0.7, which indicates the proper reliability of the questionnaire.

Table 1: Reliability Statistic

Cronbach's alpha	N of items
0.704	14

Source: Azizzadeh

For this study to test the hypotheses, the multivariate regression analysis method was used (Azar and Momeni 2011). The software used was SPSS. The sampling of this study was done by Cochran sampling method (Netter, Wasserman, and Whitmore 2006a) and with the help of Bernoulli distribution (Netter Wasserman, and Whitmore 2006b). Therefore, the desired sample of 222 people is obtained.

$$n = \frac{N\,z^2 \times pq}{Nd^2 + z^2pq}$$

p=1/3   q= 2/3   d= 0/05
N=640
z=1.96 z^2= 3.84
p=0.33
q=0.67
d=0.05 d^2= 0.0025

$\Longrightarrow$

n=640*3.84*0.33*0.67/
640(0.0025) +3.84*0.33*0.67
n=222

Data Analysis

Raw data are analyzed using statistical techniques and after processing are provided to users in the form of information. Data processing is done at two levels, which are data description and analysis and inference. In the data description level, the study population is described according to the desired variables and a picture of the current situation is presented. In the data analysis level, the relationships between variables, the differences between groups, and the explanation of variables are determined.

Data analysis was performed using SPSS software. The tests performed below 0.05 were considered significant. A multivariate regression test was used. Many regression problems involve more than one independent variable. Regression models that use more than one independent variable are called multivariate regression models (Booker and Lieberman 2009).

- Hypothesis: There is a significant relationship between a person's expectations of the organization and his/her perception of organizational realities and his/her satisfaction with the organization.
- H_0: There is no significant relationship between a person's expectations of the organization and her/his perception of organizational realities and his/her satisfaction with the organization.
- H_1: There is a significant relationship between a person's expectations of the organization and her/his perception of organizational realities and his/her satisfaction with the organization.

Table 2: Results of Multivariate Regression Analysis of Job Satisfaction Analysis in Dey Bank

Model	B	Std. Error	B	T	Sig.
Satisfied with working in Dey Bank	2.907	0.606		4.778	0.000
Expectation of salary received	0.514	0.126	0.778	4.070	0.001
Expectation overtime payments	- 0.114	0.135	- 0.155	- 0.846	0.408
Expectation from welfare affairs	- 0.243	0.151	- 0.301	- 1.609	0.125
Expectation occasional gifts	0.287	0.144	0.301	1.988	0.062
Expectation encouragement	- 0.366	0.179	- 0.549	- 2.047	0.056
Expectation of social status	- 0.053	0.133	- 0.069	- 0.397	0.596
Expectation working hours	- 0.064	0.214	- 0.075	- 0.301	0.767
Expectation from the physical environment	0.047	0.146	0.058	0.319	0.753
ADJ.R ^{2}=0.478 R ^{2}= 0.639 R = 0.799					

Source: Azizzadeh

Table 2 summarizes the results of the model and coefficients coherently. In the interpretation of the above table, in the first step, the value of ADJ.R ^{2} is considered. This rate indicates that the model predicts the percentage of the variance of job satisfaction in Dey Bank. This means that the eight subscales of expectation of salary, the expectation of overtime pay, the expectation of welfare, the expectation of proper gifts, the expectation of encouragement, the expectation of social status, the expectation of working hours, and the expectation of physical environment are equal to 47 percent; this predicts job satisfaction at Dey Bank, because ADJ.R ^{2} is equal to 0.47, which multiplied by 100 is 47. The next indicator is the beta of each variable. As can be seen from the P-Values of each variable, there are two subscales of salary expectation and expectation of encouragement, which significantly predict job

satisfaction in Dey Bank. In interpreting these findings, it is suggested that by increasing a standard deviation in the expected score of salary, the standard of satisfaction with working in Dey Bank will increase by 0.77 standard deviations. Also, by increasing a standard deviation in the expectation score, the standard deviation will be 0.15 higher than the encouragement score of satisfaction with working in Dey Bank.

Table 3: Results of Multivariate Regression Analysis of Interest to Work in Dey Bank

Model	B	Std. Error	B	T	Sig.
Eagerness and interest in working in Dey Bank	2.898	0.741		3.910	0.001
Expectation of salary received	0.276	0.154	0.396	1.792	0.090
Expectation overtime payments	0.182	0.164	0.235	1.106	0.283
Expectation from welfare affairs	- 0.242	0.184	- 0.285	- 1.314	0.205
Expectation occasional gifts	0.290	0.176	0.375	- 1.651	0.116
Expectation encouragement	- 0.266	0.218	- 0.378	- 1.221	0.238
Expectation of social status	- 0.132	0.162	- 0.164	- 0.819	0.424
Expectation working hours	- 0.010	0.260	- 0.011	- 0.040	0.969
Expectation from the physical environment	0.100	0.178	- 0.117	- 0.560	0.582
ADJ.R ²=0.303 R ² = 0.517 R = 0.719					

Source: Azizzadeh

In Table 3, ADJ.R ² shows the eight subscales of expectation of salary received, the expectation of overtime pay, the expectation of welfare, the expectation of occasional gifts, the expectation of encouragement, the expectation of social status, the expectation of working hours and the expectation from the physical environment; this predicts 30 percent of the variance of the desire to work in Dey Bank. As can be seen from the P-Value values of the variables, the expectation scale from the salary received significantly predicts the interest to work in Dey Bank. As a result, by increasing a standard deviation in the expected score of the salary received, the standard of desire to work in Dey Bank will increase by 0.39 standard deviations.

Table 4: Results of Multivariate Regression Analysis of Thinking about Leaving the Organization

Model	B	Std. Error	B	T	Sig.
The rate of thinking about leaving the organization	- 2.938	0.844		- 1.112	0.281
Expectation of salary received	0.138	0.175	0.117	1.785	0.442
Expectation overtime payments	0.035	0.187	0.027	0.185	0.855
Expectation from welfare affairs	0.031	0.209	0.022	0.149	0.883
Expectation occasional gifts	0.172	0.200	0.132	0.858	0.402
Expectation encouragement	0.143	0.248	0.121	0.576	0.572
Expectation of social status	- 0.242	0.184	- 0.178	- 1.311	0.206
Expectation working hours	0.180	0.296	0.118	0.607	0.551
Expectation from the physical environment	0.822	0.203	0.575	4.058	0.001
ADJ.R²=0.680 R²= 0.779 R = 0.882					

Source: Azizzadeh

ADJ.R² of Table 4 shows how much of the variance predicts the rate of thinking about leaving the organization. This means that the eight subscales of this study predict 68 percent of the variance in the rate of thinking about leaving the organization. The next indicator is the beta of each variable, which can be seen according to the P-value of each variable. It is a subscale of expectations from the physical environment that significantly predicts the rate of thinking about leaving the organization in Dey Bank.

Table 5: Results of Multivariate Regression Analysis of the Rate of Thinking about the Second Job

Model	B	Std. Error	B	T	Sig.
The amount of thinking about the second job	- 1.418	0.907		- 1.562	0.136
Expectation of salary received	0.267	0.188	0.266	1.309	0.207
Expectation overtime payments	- 0.111	0.201	- 0.092	- 0.553	0.587
Expectation from welfare affairs	0.330	0.225	0.249	1.467	0.160
Expectation occasional gifts	- 0.154	0.215	- 0.127	- 0.714	0.484
Expectation encouragement	0.222	0.266	0.203	0.834	0.415
Expectation of social status	0.078	0.198	0.062	0.393	0.699
Expectation working hours	0.412	0.319	0.291	1.295	0.212
Expectation from the physical environment	0.458	0.218	0.345	2.105	0.050
ADJ.R²=0.572 R ² = 0.704 R = 0.839					

Source: Azizzadeh

In Table 5, according to ADJ.R², we can say that the eight subscales of expectation of salary received, expectation of overtime payments, the expectation of welfare affairs, the expectation of proper gifts, the expectation of encouragement, the expectation of social status, the expectation of working hours, and the expectation from the physical environment predict 57 percent of the variance in the rate of thinking about the second job. As can be seen from the P-Value values of each variable, it is the subscale of expectation from the physical environment that significantly predicts the amount of thinking about the second job. That is, by increasing a standard deviation in the expectation score from the physical environment, the standard deviation score will decrease by 0.34 standard deviations.

Table 6: Results of Multivariate Regression Analysis of Job Promotion Efforts

Model	B	Std. Error	B	T	Sig.
The amount of effort for career advancement	1.907	1.562		1.221	0.239
Expectation of salary received	0.235	0.260	0.261	0.903	0.379
Expectation overtime payments	0.217	0.277	0.215	0.781	0.445
Expectation from welfare affairs	0.341	0.317	0.302	1.077	0.296
Expectation occasional gifts	- 0.370	0.299	- 0.370	- 1.237	0.233
Expectation encouragement	- 0.123	0.396	- 0.135	- 0.310	0.760
Expectation of social status	- 0.150	0.273	- 0.145	- 0.550	0.589
Expectation working hours	0.049	0.451	0.041	0.109	0.915
Expectation from the physical environment	0.019	0.395	0.013	0.047	0.963
ADJ.R²= - 0.169 R ² = 0.205 R = 0.453					

Source: Azizzadeh

The eight research subscales predict 16 percent of the variance in career advancement efforts. As can be seen from the P-Value values of each variable, with an error rate of 0.05, it can be concluded that the amount of effort of Dey Bank employees to promote their jobs is not significantly related to any of the dependent variables considered in this study. These results can be seen in Table 6.

Table 7: Results of Multivariate Regression Analysis of the Relative Level of Peace of Mind while Attending Bank

Model	B	Std. Error	B	T	Sig.
The level of relative peace of mind	1.512	0.632		2.393	0.028
Expectation of salary received	0.073	0.131	0.111	0.558	0.584
Expectation overtime payments	- 0.173	0.140	- 0.235	- 1.233	0.234
Expectation from welfare affairs	- 0.278	0.157	- 0.345	- 1.771	0.094
Expectation occasional gifts	- 0.035	0.150	- 0.048	- 0.236	0.816
Expectation encouragement	- 0.019	0.186	- 0.029	- 0.103	0.919
Expectation of social status	0.032	0.138	0.042	0.235	0.817
Expectation working hours	0.382	0.222	0.444	1.721	0.102
Expectation from the physical environment	0.487	0.152	0.604	3.209	0.005
ADJ.R²= 0.436 R ² = 0.610 R = 0.781					

Source: Azizzadeh

As seen in Table 7, a total of 43 percent of the variance predicts the level of relative peace of mind. The next indicator is the beta of each variable, which can be seen according to the P-value of each variable, which is a subscale of the expectation from the physical environment, which significantly predicts the level of relative peace of mind. In interpreting these findings, it is suggested that by increasing a standard deviation in the expectation score from working hours, the standard relative peace level score will increase by 0.44 standard deviations. Also, by increasing a standard deviation in the expected score from the physical environment, the relative peace level score will increase by 0.60 standard deviations.

From the summary of Table 8, it can be concluded that about 37 percent of the employees' expectations have been met at a good level and 50 percent at a moderate level. Only 14 percent of the level of employee expectations has not been met, which shows significant-good statistics. This means that 87 percent of the employees' expectations have been met after entering Dey Bank, which is a sign of the good brand of the employer to attract talented human resources to this bank. A total of 39 percent of the employees were satisfied with Dey Bank and 46 percent expressed their satisfaction as average. Only 16 percent of the bank was dissatisfied. This statistic also shows the total success of 85 percent of Dey Bank in satisfying the employees.

Table 8: Questionnaire and Average of Answers

Scale	Low		Average		High	
Questions	%	Num	%	Num	%	Num
To what extent has the bank's encouragement and appreciation of your efforts met your expectations?	33%	74	50%	111	17%	37
To what extent has social status and prestige met your expectations of gaining social respect after being hired by your bank?	39%	87	49%	108	12%	27
To what extent are your expectations of the hours of work have been met?	40%	89	49%	109	11%	24
To what extent does the physical work environment in the bank meet your expectations of a suitable environment?	41%	90	49%	110	10%	22
To what extent have your expectations been met about the salary received from your bank?	24%	54	58%	127	18%	41
To what extent have your expectations of overtime payments been met?	47%	78	52%	115	10%	29
To what extent have the benefits of the bank, including supplementary health insurance and social security, met your expectations?	41%	91	44%	98	15%	33
To what extent have the bank vouchers and gifts offered to you on occasion met your expectations?	30%	68	49%	108	21%	46
How satisfied and happy are you with working in this bank?	49%	109	49%	98	7%	15
Your passion to work in the bank, to what extent?	47%	105	45%	99	8%	18
How much are you thinking of leaving the organization?	29%	64	42%	94	29%	64
How much do you strive for career advancement in the organization?	42%	92	46%	103	12%	27
What is the level of relative peace of mind when you are in the bank?	43%	95	48%	109	8%	18
How much do you think about getting a second job elsewhere? (Answers are reversed)	25%	56	46%	102	29%	64

Source: Azizzadeh

Conclusion

According to the tests performed in this study, there was a significant relationship between employees' satisfaction with employment in Dey Bank with their expectations of their salaries and their expectations of the organization's encouragement from them. As a result, paying

attention to monthly salaries and setting up a written plan to encourage employees is essential to improving employee satisfaction. There was a significant relationship between the level of thinking of Dey Bank employees about leaving their organization and the level of relative peace of mind of employees with their expectations of their physical environment. Therefore, it is recommended to focus on the peace of mind of employees to prevent employees from leaving the organization. Expert psychologists can be used for this purpose. Meeting employees' expectations of their physical work environment can also prevent them from leaving the organization. Therefore, it is recommended to use a professional ergonomist in the physical design of the bank, taking into account the opinions of employees. No significant relationship was established between the other variables. Also, the level of employees' expectations from Dey Bank and their job satisfaction has been met at the desired level.

Lack of field research and underestimation of the issue of employee expectations by management have been among the limitations of the research. The study focused only on Dey Bank employees. For future research, it is suggested that furthermore employees, managers should be evaluated. Employer brand evaluation is also recommended in future research. This can be done through the opinions of job seekers.

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