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## An investigation into Effective Factors on Human resources productivity (Case Study: Region 11, Islamic Azad University, Iran)

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### Abstract

The Purpose of this study was studying the effective factors on human resources Productivity from the region 11 Islamic Azad University personal point of view. On the based on research goals, the type of current Research is applied research and in terms of research methodology is the type of Casual – Relative Research. A Researcher made questionnaire was used as main tools for gathering data. The face and content validity of questionnaire were confirmed by panel of university experts. Also the reliability of the questionnaire was confirmed through calculating the Cronbach's coefficient  $\alpha = 0.87$ . The statistical Population of Current study included 800 people from the region 11 Islamic Azad University personal. 150 people were selected as the sample based on using cronbach Formula. Data processing was performed using SPSS estatistical software, as well as descriptive estatistics (Central and inferential indexes) and analytical statistics (Correlation coefficients analysis and multiple regression method). The results showed that variables such as the personal training relationship, knowledge and skill, benefits and salary, experience and work experience, work desire, using the suitable way of punishing and encouraging by the managers, the rate of decision participation, presence of level of evaluation standards, intimate relationship whit the managers, job security, and freedom in action and independence, these all have direct and meaningful relationship whit productivity. Using multiple regression findings, a model has obtained in which three variables including, job security, personnel training and managers support from the personnel successful have performance have embedded. Positive coefficients of these three variables closely control, the rate of productivity will increase, in the way that the impact of these three variables mentioned in regression, show the (%63.9) change in the rate of productivity.

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## 1. Introduction

In recent year the issue of quality increasing of services and products in all of the organizations and production units is insisted up on and this issue refers to the general definition of management which indicated to the maximum logical use of existing resources and also to the increasing of quality level of resources to achieve the pre-determined aims. In Modern management, human resources of every organization is regarded as the core of decision making, planning and implementing of programs which is needed to achieve the organization aims, so it is necessary to make every effort to increase human resources level of quality. When we speak of productivity the first question comes to mind is the definition of productivity. To answer this question, authorities have provided multiple and various answers.

Organization of Economic cooperation Development(OECD) defined productivity as incomes divided by resources. European Productivity Agency(EPA) defined productivity in two ways:

1. Productivity refers to the extent of use of every element of production.
2. Productivity refers to a kind of thought, one should believe that every tomorrow task is possible to be done better than today.

According to the Japan Productivity center(JPC) definition, productivity is a priority and a national choice. Every effort to increase productivity lead to the increasing of social welfare, not to do anything means poverty. Productivity means scientific use of national resources like human resources and other production factors to decrease the end price, increasing market value, decreasing unemployment, real increasing of incomes, and increasing living standards of customers, managers, and employees(organization of Asian productivity, 2004). The encyclopedia of Britannica defines productivity as incomes(product or service or a combination of products and services) divided by resources(production factor) (Armestrang, 2002). He speaks of productivity as the criteria for implementing determined productions and services one element of which is doing the tasks properly which is equal to productivity and the other element is effectiveness(Kerespy and Guena, 2004).

By the mentioned definitions it is possible to say that productivity is not a simple relationship between incomes and resources, but it is a combination of approaches to achieve high standards of living by the minimum use of used resources(Janalinejad, 2002), it is necessary to the consistent efforts to correspond mass activities with the changing situation and to increase both quantity and quality, to increase effectiveness, and to get the satisfaction of human resources(Zare, 2002). In fact productivity is a consistent process for economical and social development in which the quality of main resources like work force, physical and social resources are increasing(Iranian National organization of Productivity, 2004). So it can be said that human resource productivity refers to the effective use of people potentials to achieve the organization determined goals by preserving job satisfaction and motivation of people.

## 2. Literature Review

Regarding human resource productivity a lot of studies have been done, Janalinejad(2002) in a research show that implementing and decision making, manager support to the staff, consistent feedback, and staff satisfaction with the job environment have a positive and meaningful relationship with productivity. Janalinejad suggested using cooperative management style by managers and their support to the staff. Zare(2002) in his research suggested that since social factors are of priority and among their variables the method of management is of most importance, the managers for increasing human resource productivity should take part in management specific programs to be familiar with management methods.

Ghasemi(2001) in a research should that there is a direct and significant relationship between the quality of working life with human resource productivity. Khademi Jamkhaneh(2003) suggested a paper organization atmosphere for organized learning. Pooramen(1995) indicated that educating human force for implementing of programs is of great importance. Talebian(2000) showed that the less organized structure dimensions, the more staff productivity. According to Alikhani(1995) the existence of feedback in relation process cause the effectiveness of relation and this will lead to the increasing of productivity. Haidari(1996) believe that there is a positive and significant relationship between educating and human resources productivity and motivation.

Hosseini(1995) findings show that by providing different needs the productivity of human force will increase. Saliti(1993) in a research claim that sometimes in contrast to expectations using office sophisticated technology will have a negative effect on productivity, it is because of organization structure ignorance, resistance against change and the unfamiliarity of human resources with office sophisticated technology. Ibrahimi(2003) believes that good productivity begins from management level because this issue is basically of managers responsibility. Many researches have been done In the Iran and other Countries Regarding Motivational Factors. In the Research of (Yadavar, 2005), Social needs (need for achievement, need to belong and the need for power), Interest in the job, the organizational vision, job value, quality supervision, evaluation and participation in decision making have been the most important motivational factors. In the research of (Hosseini, 2008) Variable such as Age, work experience, education Level, Organizational Level, gender and income have been effective in motivating the employees. In the (Eskandari, 2010) Research, There is no significant relationship between job satisfaction and variables such as the nature of the work, manager's supervisory style, colleagues behavior in the workplace. In the Research of (Arayesh, 2011), Achievement motivation is defined based on four factors: responsibility, competitiveness, hard work, and goal oriented. (Rasolzadeh and Samari, 2008) have divided Job motivation factors in three categories: organizational factors such as participation in decision making, employment benefits, given the responsibility and supervisory, the supervisory quality, personal factors like self-esteem and job. (Ballout, 2007) in his Research, has divided Job Satisfaction to Internal factors (Intellectual Factors such as a sense of person to self-job and his reaction to the job) and external dimensions (job performance, and promoting Person professional Status). (Arayesh, 2011) In their studies are considered the most important motivation for volunteering activities includes: values, Recognition, Vocation, development and support. (Nourbaksh, 2008) in their studies, Came to this conclusion that progress is a joint function of the skill and Animus. (Rahimi, 2009) In their research, have pointed to the effect of five factors in the Increasing of people motivation: contextual, content, comparison, management, and demographic Factors in the. (Amiable, 2004) in his research report, has declared Factors such as: decision-making ability, competence and participation in work and the curiosity sense as Internal Motivation Factors and the atmosphere of competition, evaluation and doing of the work as External Motivational Factors. This research has been done with the aim of Analysis of increasing Factors on trainer's motivation of the Red Crescent Society in Ilam Province.

### **3. Methodology**

#### *3.1. Research Goal*

The Purpose of this syudy was studying the effective factors on human resources Productivity from the region 11 Islamic Azad University personal point of view. To test the propositions, a field survey using questionnaires was conducted.

#### *3.2. Sample and Data Collection*

On the based on research goals, the type of current Research is applied research and Due to impossibility of controlling the research Variables, the Research is quasi- Experimental Research and in terms of research methodology is the type of Casual – Relative Research. A research made questionnaire was used as the main tool for gathering data. The face and content validity of the questionnaire were confirmed by a group of university professors. Also the reliability of the questionnaire was confirmed through calculating the Cornbach's coefficient  $\alpha = 0.87$  . The statistical Population of Current study included 800 people from the region 11 Islamic Azad University personal.150 people were selected as the sample based on using cronbach Formula.

#### *3.3. Analyses and Results*

The data analysis task was done using the SPSS software application and it was carried out in two levels; namely descriptive statistics (center-oriented statistics and distribution) and analytical statistics (Spearman's Correlation

Coefficient in order to test the correlational hypotheses of the research) and multiple regression analysis in order to determining of overall impact of Independent variable on the variances of dependent variable.

**4. Result and Discussion**

*4.1. Correlation Studies (Relationships between variables)*

Based on the outcomes among all of the study hypotheses, hypothesis referring to relation between employee’s education, knowledge and skill, range of salary, employee’s experience, level of interest to for working, utilizing suitable systems, for promoting and penalizing employee’s by the managers, the range of staff participation in decision making process, the existence of staff evaluating criteria, kindly relationships among staff and managers, job security have a direct and significant relationship with productivity, and there is no significant relationship between the individual variables with productivity.

Table 1. Correlation Coefficients

Statement	r	Significant level
Training human resources	0.579	0.000 **
Level of Knowledge and skills	0.411	0.002 **
Experience and enough talent	0.541	0.000 **
Supervising affairs upon to skills	0.371	0.004 **
Salary equivalence with pre background	0.425	0.002 **
Using incentive and punishment system	0.395	0.003 **
Managers attention to final outcomes	0.289	0.029 *
Suggestions and complaints system	0.362	0.007 **
Employees participation for decision making	0.415	0.002 **
Mangers gratitude for hardworking employees	0.217	0.041 *
Having explanation of vocational tasks	0.408	0.002 **
Believe to work	0.276	0.033 *
Having standards of work	0.374	0.004 **
Sincerely relations between managers and employees	0.471	0.001 **
Managerial support for successful accomplishment of affairs	0.511	0.000 **
Freedom and independence for doing tasks	0.369	0.006 **
Identifying employees evaluation criteria’s	0.337	0.007 **
Continuing employees evaluation	0.179	0.0039 **
Focusing managers on employees weaknesses	0.146	0.046 *
Having job security	0.627	0.0003 **
Performing common meeting about working affairs	0.457	0.001 **

\*. Significant in 0.05 level    \*\*. Significant in 0.01 level

For determining the level of relationship between the dependent and independent variables the following model is used.

Table 2. The description of correlation coefficient based on Davis model

Elaborating describing relations	Correlation coefficient
1= So strong relation	±0.7 and more
2= Fairly strong relation	±0.5 till ±0.69
3= Average relation	±0.3 till ±0.49
4= Weak relation	±0.29 till ±0.01

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5= Slight relation	±0.009 and less than...
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According to the table2, we understand between variables such as:

Training human resources, experience and enough talent, spending educational semesters. Managerial support for successful staff, Having job security and productivity, there is a fairly strong relationship between knowledge and skill variables, give a affairs to employee according to their skills, salary equivalence and benefit by working background, existence of standard working criteria, sincere relationship between managers and employee, having freedom and independence for doing tasks, existence of employee evaluation criteria and performing common meeting about working affairs have relationship with productivity. And finally managers gratitude about hard working employee activities, employee beliefs to work, consultant evaluation of stuff have a weak relationship with human resources productivity.

4.2. Multiple regression analysis

At this stage for evaluating the collective role of the independent variables on the dependent variable, stepwise multiple regression analysis has been used. In stepwise method, the most powerful variables introduced into the regression equation one at a time and this continues until the significance test error reaches to 5%. According to the gathered information from valid sources, multiple regression model have obtained in which three variables(job security – training mature employee and the support of managers toward successful staff are implemented.

Table 3. multiple regression coefficients, coefficient determination reduced coefficient, and standard in regression phases

Steps	Dependency multiplier	(R)	R. Ad	S.E
Regression	(Multiple)(R)	.....	.....	.....
Step 1	0.697	0.385	0.381	0.739
Step 2	0.816	0.566	0.561	0.598
Step 3	0.863	0.645	0.639	0.524

Table 4. Regression analysis in the final model

Step 1	Fixed step	54.36	3.869	.....
-----	Having job security	10.128	0.936	0.697
Step 2	Fixed digit	38.92	3.657	.....
-----	Having job security	8.331	0.789	0.573
-----	Training employees	5.196	0.637	0.443
Step 3	Fixed digit	34.41	3.289	.....
-----	Having job security	6.841	0.734	0.469
-----	Training employees	4.399	0.573	0.375
-----	managerial support for successful staff	3.573	0.580	0.314

According to table 3 and 4, the findings show that at first step job security is entered in the model and this show that the most important variable affecting human resources productivity is job security. This relationship is positive and means that the more job security is the more productivity.

In the next step employee’s training variable is used in the model. The positive relationship between this variable and productivity shows that the more education level, the more is productivity.

In the third step managerial support for successful staff is used which the model and it shows that after the two previous variable, this variable is the third one affecting productivity.

Thus upon to accurate findings in tables 3 and 4, final regression model for predicting the level of productivity of human resources is presented as follow;

$$Y=0/469X1 + 0/357X2 +0/324X3 \pm 0/524$$

X1 = having job security

X2 = employees training

X3 = managerial support for successful stuff

The model shows that among the investigated variables just the three mentioned ones have had the most significant affection and the other independent had not significant affect. For predicting the level of human resources productivity, maybe one reason is the affect of other variables(X2 ) has been implemented by these variables in advance and the common level among X3 is not entered into y model and they have been covered by these three X3 in advance.

According to table (3), it is clear that those variables predicted %63.9 of human resources productivity. In other words, the common variables between those three variables and y is %63.9 and the remaining %36.1 refers to some extraneous effects. The standard deviation of the final model is 0.526 which indicates standard deviation from the regression.

## 5. Recommendations

1. By the high obtained correlation coefficient between having job security and productivity it is suggested:
  - a: Managers and universities policy makers should do some action to change the employment status of stuff to stabilize their job situation(According to the statistics %26.2 of stuff were not fixed).
  - b: Since some parts of conceptual aspects in job security refers to stability of management, a should avoid unlogical changes with the stuff.
2. Regarding high obtained correlation coefficient between stuff education and their productivity it is suggested:
  - c: There should be inductive education for new employees.
  - d: There should be enrichment education.
  - e: Since 135 of research office stuff have the degree of diploma or under diploma, educated people should be employed by managers.
3. By regarding the significant correlation coefficient between managerial support and human resources productivity it is suggested:
  - f: There should be motivating and encouraging policies for stuff.
  - g: Team management should be exercised.

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