

The Effect of Institutional Factors in Enhancing the Efficiency of the KALEH Company's Human Resources

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ABSTRACT

This paper reviews the impact of organizational factors in enhancing the productivity of the KALEH Company's human resources. In this descriptive study population consisted of 480 managers and professional staff at various levels have been KALEH of Amul company which including managers at different levels and specific professional corporation. The sample size was 214 with a standard questionnaire reliability and validity is answered. Our findings indicate that between motivations, quality of work life and productivity enabling KALEH Company there is a significant relationship.

KEYWORDS: Productivity of human resources, motivation, quality of life, empowering, Amul KALEH Company.

1. INTRODUCTION

Over the past 15 years, increasing productivity worldwide has been 45 times [1]. The researchers believe that this miraculous increase in the ratio of output to input, have been resulting in improvements in management systems and scientific-research policies and applying the correct procedures in the advanced countries. This is tested that economic development of the communities dependent on the productivity rate growth and various inputs used in the production of goods and services. Among the entire factor, the productivity of human resources is competition pass and advantage creation. Dynamic relationship between productivity and competitiveness in all economic sectors is evident. According to Peter Drucker, the problems of developing countries, not problems after a lag, but the problem is the lack of management. Background study leading organization suggests human resources capabilities and their ability; in continuous improvement of their achievements (the same). Basically many factors affect the efficiency of human resources. Successful organizations will naturally and efficiently [2]. In this research we have tried to offer some of the most important factors in previous studies to be discussed in Tehran KALEH Company.

The recent field of employee productivity and its factors affecting

In today's competitive world, productivity as a philosophy and Perspectives based improvement strategy, forms the most important goal of any organizational And can be such a chain of activities to include all sectors of society, so that Management Mission and a principal goal of any organization is effective and efficient use of resources such as labor, capital, materials, energy and information [3]. Human resource productivity means maximizing the use of human resource in organizations which refers to issues such as reducing costs, improving performance, increasing staff capacity and skills and reducing the use of human resources [4]. Productivity of human resources has many components and features [5] that the most important of them are: Improving skills and reducing time for activities by employees, an increase in the use of human resources in the areas of daily activity, increasing knowledge and improving its delivery partners, technical skills and works with the, improving, and the equipment needed to tools performance and reduce human errors through training. From different perspectives [6], productivity has many benefits for organizations. Productivity improvement has many benefits both for organizations and for individuals in the community. Zahedi and Najari [7] in a study stated that key to success is organizations in the productivity. With productivity improvement, organization can achieve greater profitability that this issue to be achieved through lower costs, reduce errors, productivity level improvement in terms of quality and quantity, etc. For this reason, one of the most important goals of any organization is to promote productivity. Syverson [8] states that improve the productivity of human resources in organizations, is one of the managers consistently goals because it has many result for the organizations, which the most common of the them, creates a competitive advantage for the organization. The process of labor productivity is affected by the interaction and combination of several factors. One of these factors is the quality of work life indicators. Staff quality of working life and its relationship to health and how it functions, is the basis of modern human resource management policy [9]. In this view, the quality of work life, as "a combination of methods to balance work life and personal life" has been proposed. Some positive effects on QWL programs performances associated with

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decreased absenteeism, decreased Displacement, and improve job satisfaction. The results of the survey of Lau [10], suggests that there is positive direct relationship between productivity from viewpoint organizational growth and profitability and quality of working life. There is a common belief that the quality of work life resources in the form of flexible working in loyal and resurrection which is effective in determining the competitiveness of the company plays an essential role. According to the results of previous studies [11] quality of working life, as one of the most important factors affecting productivity improvement introduced. And lack of it could have causes irreparable damages, in staff productivity and achieve effective and efficient of their duties. Farnia et al, [11] in a study of quality of work life and its relation productivity achieved interesting results. They found that there is a significant relationship between the salaries and benefits, opportunities for continuous learning, organizational democracy, and participation in decision making, job design, and workspace for productivity managers. Also, in observations and surveys of researchers, seem despite the maturity directors population, in this case, however has not been effective the positive effects of programs performances to improve the quality of working life.

Empowering employees is one of the factors in achieving excellent results in organizational activities. Previous studies [12] about the leadership skills of managers indicated that the activities associated with empowerment are the main component of effective management and organizational activities. The concept of organizations is known as tools that facilitate behaviors that increase productivity, motivation and behavior. Empowerment has been interpreted strengthening personal beliefs regarding the effectiveness where process of changing individual beliefs or staff self-efficacy that leads to increased motivation and productivity. This concept is based on observations by this paper's researchers and authors are rarely seen in companies and organizations in the population.

In this context, we can be named motivation as the other factor. Trying to understand the specific behavior of people in work, become led to providing a theory by title "motivated". According to Einstein, the inspiration is ten percent of genius and nine types recent are hard work and sweat pouring. It is a fact that some people than others, are more trying. These people, rather than working with his intelligence, can provide better performance [13]. If the motivation is high, then the person will choose targets if the target is too high then it will be more motivated to obtain it [14]. Motivation represents the psychological processes that lead to arousal, the guidance and strength of the purposeful activity of individuals. Motivation is called a force [15] which reinforces the behavior and give direction.

So the staff should are motivated sufficiently to acquire targets. Because one of the tasks of management, influence others to do the work, in accordance with organizational goals motivation is an important aspect of this task management. Managers are responsible for providing a suitable environment in which to flourish staff their full potential. Failure on the part of managers in this context (This case has been observed in many organizations population), will be Leading to increased staff dissatisfaction and consequently lower productivity, lower job satisfaction and staff resignation from the organization. Of course, the mental condition of employees in this regard is important. Given the above, the main issue in this paper is whether there is a relationship between institutional factors and productivity improvement of human resources in Amul KALEH Company?

2. MATERIALS AND METHODS

Research method was descriptive methods. In categories of studies based on the purpose, this research takes place in the category of applied research. The method of data collection is research field. The study sample included all employees Amul KALEH (Including managers, experts and employees of administrative units, operational units) that after viewing the document HR department, it became clear that their number is 480 people who including managers at different levels and seniors. To calculate the required sample size, the table Korjesi -Morganis used, that taking into account the 5% error level, considering the table, sufficient sample size of, 214 people.

The instrument used was a questionnaire to collect data. To measure the studied variables was used questionnaires, productivity, empowerment, motivation and quality of work life. The questionnaire Productivity has been containing 41 items. Also, to measure empowerment was used Empowerment questionnaire containing 17 scale has 38 items and quality of work life questionnaire is with 22 scales and motivation questionnaire is containing 22 items and 9 scale. All questionnaires are measured based on 5 range option, Likert and scale of distance measurement. The measurement device consistent has been tested using Cronbach's Alpha reliability survey which is given in the following table and indicates the Questionnaire has high capability relatively.

To measure the measurement tools validity in manner of the content measure, a preliminary questionnaire was distributed between the faculty advisors and experts and in form of limited test were performances. After receiving there commendation, the final questionnaire was set up. In order to analyze the data, descriptive and inferential statistical methods were used. Descriptive Data analysis was performed using statistics mean, standard deviation and corresponding tables and graphs. Also to test the research hypotheses, Pearson's correlation and multiple regressions was used. At all stages, is used SSPS software for doing the stoical task of this research.

Research variables	Cronbach's Alpha
Productivity	0.760
Empowerment	0.798
Quality of life	0.855
Motivation	0.847

3. RESULTS

Results, data analysis and hypothesis testing

In this section, first is presented the descriptive Indicators related to the variables. Then, using the Pearson correlation, the relationship between redactor variables and the criterion will be calculated. Subsequently, to investigate the hypotheses and answer the research questions and to determine the amount of variance explained criterion variables (employee productivity), was performed by the predictor variables (motivation, quality of life and empowerment of staff), multiple regression.

Table 1. Research descriptive indicator in sample group

Variables	Number	Minimum	Maximum	Average	Standard division	Skewness	Elongation
motivation	214	35	110	3.89	0.51	-1.35	1.6
Productivity	214	41	196	3.53	0.57	0.166	0.33
Quality of life	214	37	108	3.37	0.61	-0.519	0.38
empowerment	214	54	240	2.43	0.761	0.162	0.322

The resultant of the outcomes of the descriptive statistics shows that:

As Table1 shows the impulse variables is equal to 3.89 and 0.51 times the standard deviation. Skewness and elongation values show that there is a little different between the frequency distribution motivation and normal curve and has negative skewness. Also the mean quality of life variables, equal to 3.37 times the standard deviation is 0.61. Skewness and elongation values show that frequency distribution this variable is not significantly different from the normal curve has a negative skewness. Productivity variable average is equal to 3.53 with a standard deviation of 0.57. Skewness and elongation values show that frequency distribution this variable is not significantly different from the normal curve has a positive skewness. Empowerment variables average equal to 3.43 and standard deviation is 0.741. Skewness and elongation values show that frequency distribution this variable is not significantly different from the normal curve has a negative skewness. Pearson correlation was used to examine relationship between variables.

Table 2. Correlation matrix between variables

Items	The correlation coefficient	Number	P
There is relationship between quality of life and Productivity of staff	0.46	214	P < 0.01
There is relationship between empowerment and Productivity of staff	0.418	214	P < 0.01
There is relationship between motivation and Productivity of staff	0.536	214	P < 0.01

First hypothesis: There is a relationship between quality of life and productivity of employees.

The correlation matrix in Table 2, the relationship between quality of life and productivity of employees is shown. This relation value (0.46) is a positive and direct relationship that is meaningful. In other words, the null hypothesis is rejected.

Second hypothesis: There is relationship between empowerment and employee productivity

The correlation matrix in Table 2, between empowerment and employee productivity ($0.418 = r$) there is a relationship that is significant at 99% level.

This relationship is direct and positive. This means that increasing employee empowerment increases their productivity.

Third hypothesis: There is a relationship between motivation and productivity of employees.

The correlation matrix in Table 2, the correlation between motivation and productivity of employees ($0.536r =$) is positive, which is significant at 99% level. In other words, by increasing the motivation of employees, their productivity increases.

Table 3. Summary of analysis of variance and regression for variables predicting productivity

Indicator	SS	df	MS	F	P	R	R2	RAdj
Regression	1074.339	3	358.113	2.755	0.051	0.442	0.196	0.125
Reminder	4419.977	211	129.999					
Total	5494.316	214						

Table 4. Regression statically indicators for the efficiency predictor variables

Variables	B	β	t	P
Constant value	48.234		1.974	0.057
Motivation	0.725	0.477	2.700	0.011
Quality of life	0.39	0.022	0.129	0.898
Empowerment	0.076	0.071	0.380	0.707

According to statistical analysis of variance and regression statically indicators of productivity predictor variables, the amount of F obtained for motivation, quality of life and empowerment on productivity variables is significant ($F=2.755$ and $P<0.05$). Based on the regression model, predictor variables could explain some of the changes related to productivity. The linear combination of predictor variables have a significant relationship with productivity ($R=0.442$) and a total efficiency of 19% is accounted ($R=0.2196$). If the study results are generalizable to the main population, the predictor variables were able to explain 12% of the variance in productivity ($R_{Adj}=0.125$).

According to Table 4, the regression coefficient of predictor variables shows that only one variable can explain the changes of productivity, significantly. Motivation variable weight ($P<0.001$ and $t=2.7$) indicates that these variables can significantly predict changes in productivity.

4. DISCUSSION AND CONCLUSION

The results of this study showed that the correlation between motivation and productivity of employees ($r=0.536$) is positively significant at 99% level. In other words, by increasing the motivation of employees, their productivity increases. Research of Cetin [16] suggests that people, who have higher motivation, are at the higher levels of persistence and performance usually. As previously mentioned, the purposeful efforts of staff, is the most important factor in improving productivity. Productivity is composed of two parts, one of which, the performance largely depends on the motivation of their employees [17]. It is also acknowledged that are useful in staff motivation, steering, to be obedient, and cooperate with other staff. These factors increase the level of effective group and team activities, and could to create synergies, to be effective in increasing productivity. Today's organizations are under a lot of pressure affected by factors such as increased global competition Upheaval need for quality after-sales service and limited resources.

After years of experience, the world has come to the conclusion that if an organization wants to be a leader in economic and business affairs and not Falling behind the competition, they need have skilled manpower, creative, and high motivated. For this reason, motivated human resources, they in partnership with corporate advance the goals, can lead to productivity growth of organization.

So it seems logical that in the present study, employee motivation increasing has been leads to greater efficiency. Together with current research of Renani Ansari et al. [18] and Haj Karimi and Peirayesh [2] also found similar results.

The relationship between quality of life and productivity of employees ($r=0.46$), is a direct positive relationship, that ensure 99% is significant. Research indicates that improving the work environment reduce complaints and absenteeism while increasing productivity. Weiis [19] has stated that satisfaction with the work environment has been associated with job satisfaction. In recent years, the welfare of employees at work, which is determined by the workplace environment, has been identified as an important factor in measuring the efficiency of them.

Quality of work life and its relation to employee performance is considered as the basis of many modern organizations human resource management policies. After years of organizations restructuring and work re-engineering, managers have concluded that the design of the working environment based on the principle of productivity, increasingly plays an essential role in competitive advantages in the pursuit of organization at world-class [9]. In this regard, the identification of factors affecting productivity, determined that one of the factors that has a great effect the efficiency of human resources, are working conditions and employee satisfaction from their work, which later was introduced as the title of "quality of work life" [20]. Reham et al [21] during their study showed that the quality of working life as a psychological factor at work can increase the productivity of employees. Farnia and Shojaei [11], Ansari Renani and Sabzi Ali Abadi [18], Pardakhtchi et al. [22], Mehdi zadeh Ashrafi and Ilka [22], Li and Yeo [24] and Lau [24] also were achieved similar results.

The results of this study about the relationship between empowerment and employee productivity showed that ($r=0.418$) there is a positive correlation is significant at the 99% level. This means that increasing employee empowerment increases their productivity. Empowering is an innovative and effective technique to improve organizational productivity by taking advantage of the employees. This technique provides a potential capacity for the operation of the human ability source, which to use it, is not complete. In case of the empowering of such as these issues, checked the how is atmosphere for staff management and organization of space? Does give the management of the organization the possibility of ideas to his employees? Are choosing and applying the competencies and qualifications of those jobs Or is simply have a relationship based on pure information? Is there a system of reward and punishment fair? What is the rate of participation in the organization? How much have attractive managers, environment for doing business? Today, advantage that organizations have to outshine each other not only in the use of new technology, but lies high confidence and employee level of commitment to organizational objectives. To pass the various stages, organizations must adapt themselves to different situations and learn new techniques. In this case, they should reach to identify cases in which build working environment be strong and effective. In the new organization, employees feel responsible not only for the task, but also to improve the functioning of the organization.

They work together to increase of productivity performance continued actively. The studies in the field of leadership and management skills, state that activities associated with empowerment, the core element of

management and organizational effective activities. Empowerment in organizations is as a tool that would facilitate in motivation behavior creation and behavior and subsequent will increase efficiency [26]. In other words, empowerment measures to strengthen personal beliefs, regarding the effectiveness is; the process of beliefs changing or self-efficacy that leading to motivation and productivity increasing [26]. In researches which have been carried out recently, Power, decision-making, intelligence, autonomy, initiative, creativity, skill and responsibility as an empowerment of the staff mentioned that they are also effective in improving employee productivity [12].

Given the above it is obvious that the sample in this study was also has a significant positive relationship between employee empowerment and productivity. Previous research both inside Iran and outside Iran have also demonstrated a positive relationship between empowerment and productivity of employees. In this context, the Ansari Renani and Sabzi Ali Abadi [18] and haj Karimi and Peirayesh [2] also found results consistent with the present results.

According to statistical analysis of variance and regression of predictor variables productivity, the amount of F obtained for motivation, quality of life and empowerment on productivity is significant ($F=2.755$ and $P<0.05$). Based on the regression model, predictor variables may explain some of the changes are related to productivity. The linear combination of predictor variables have a significant relationship with productivity ($0.442 = R$) and a total efficiency of 19% is accounted for ($R^2=20.196$). Also If the study results are generalizable to the population, the main predictor variables are able to explain 12% of the variance in productivity ($R^2_{adj}=0.125$). Based on the results, only one variable can be explained productivity changes significantly. Motivation variable weight ($P < 0.01$ and $t=2.7$) indicates that these variables can significantly predict changes in productivity. As noted above, all three variables, empowerment, motivation and quality of work life and productivity are positive and significant relationship. But to predict the productivity of the organization, the role of employee motivation extent that adding two variables, the quality of working life and empowerment, and the regression equation does not add any significant difference in the variance predicted productivity. In other words, although Empowerment and quality of work life have relationship with productivity but productivity is far more effective in prediction of employee motivation.

One of the most important goals of any organization is to enhance organizational productivity and In order to increase productivity in any organization is a set of factors that play a key role in the manpower. Motivate the manpower as the most valuable asset of organizations, is the most important factor productivity in the organization. Whatever people have more satisfied needs, their behavior would be more logical and rationally, so one of the important tasks of organizations is recognizing the needs of employees and their motivation.

As organizations tackle their the organizational challenges and set the continuous improvement at a priority, felt extra need to support and commitment of staff and engaging them in the work. Employees have hidden powers through knowledge, experience and their motives. Therefore, it is reasonable that the predictive power of employee motivation in predicting the performance of organization is more than other effective variables. Ansari Renani and Ali Abadi [18], Haj Karimi and Peirayesh [2] and Zahedi and Najari [7] also found results consistent with the results of the present study.

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