



PRODUCTIVITY OF HUMAN RESORSEES IN IRANIAN SPORT FEDERATIONS: THE DETERMINATION OF FACTORS

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Abstract

Purpose. The objective of this research was to investigate the factors affecting in human resources productivity at sport Federations of Iran.

Methods. The method of research is the descriptive nature performed in a field form. The statistical universe of this study was included all the human resources at sport federation of Iran 1394 people,. Sample group was consisting of 302 people that randomly selected. For data collection, two researchers- made questioner were used. The descriptive statistics and inferential statistics were used for data analysis.

Results. The relationship between main internal factors, complement internal factors & external factors with components of productivity is significant $\alpha=0/01$.,The main internal factors have a significant effect on the component of organizational effectiveness but there isn't significant effect on the other components of productivity $\alpha=0/01$., The complement internal factors haven't a significant effect on the components of productivity. The external factors have a significant effect on the components of productivity.

Conclusion. With regard the significant influence of external organizational factors in increasing employee productivity, the officials of sports federation must pay particular attention to these factors.

Keywords: Productivity, Human Resources, Sport Federations, Iran.

Introduction

The main goal of any organization is to achieve optimum productivity. One of the main factors for the developing of organization productivity is human resource productivity. Productivity is combination of efficiency and effectiveness. A simple mathematical formula for productivity is the ratio of output to input. Hence we can increase productivity by keeping input fixed and increasing output, keeping output fixed and decreasing input, or increasing output and decreasing input simultaneously. This simple formula, however, can be misleading, as not all of the important factors that affect productivity are easily quantified. Productivity is a culture, A rational approach to work and live for the proper use of natural riches and better life and higher. The results of researchers and studies indicated that the factors affecting in productivity is different. For example Josef M. Potty 1985, factors such as, staff training, providing job satisfaction, good relations between employees and managers, clear objectives, clarity and brightness of job, management commitment to productivity as the main factors affecting in productivity of employee has named. Morton Roger 1996, from factors such as leadership style, teamwork and participation at work& Kathrin Shaw 2003,from teamwork, new and updated information to employees, job rotation, job security, pays adequate salaries to employees has named. Applebum 2005, stated that the factors affecting in human resources productivity, is including, increasing

communication between staff and managers & participation in organizational decisions. Maghsodi & Shirzadeh 2007, in their study expressed that the average of productivity in women is more than men. Lack of access to sources and new scientific information reduce productivity. Establish an emotional relationship with manager and employee suggestion system will increase productivity. Samiee 2009, in his study reached the conclusion that for increasing productivity of human resources, three factor consist of main internal, complement internal and external are interaction with each other. Lona 2009, expressed that the relationship between job satisfaction and employee productivity is direct and significant. The relationship between job satisfaction and absenteeism is inverse and significant. Goetzel 2010, in his study reached the conclusion that the relationship between employee health and safety in the workplace with productivity is significant. Poorsalehi 2010, stated that the participatory management, training, professional orientation, job security, the operational concept of productivity in organization, developing management models with respect to the cultural conditions of the country, attention to the process and work quality, increase human resource productivity. Sylvania Sorbo 2010, stated that a defined purpose for teams make roles clear. Every business unit and team needs to understand its role. Managers and leaders need to develop a clear and communicated purpose that is both compelling and that makes

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members feel important. Understand that employees are more likely to be committed to the purpose of the unit or team if they are involved in creating it. An unclear mission will result in a lack of focus and a low level of "engagement" and commitment toward achieving it. Melanie E. Ward, 2011, stated that Support for innovation can dramatically increase productivity. In most industries, the yearly increase in the level of productivity that is required to maintain a dominant position in the industry has increased dramatically. The new reality is that productivity increases of between 10 and 25% are now required each year. What is needed is a continuous level of innovation both in products and in business processes. Increased efficiency for continuous improvement processes are not sufficient to provide that level of double-digit gain, so HR must develop processes, training, measures. Incentives that result in continuous innovation workforce wide. John Sullivan 2011, stated that employee skills and knowledge must be continually updated to maintain productivity. Global competition has created a rapid pace of change which means that current skill sets must be continually updated. It is the manager's job to identify employees with less than optimal skills. HR's role is to develop processes to continually increase employee learning, knowledge, and skill development, while minimizing the amount of time that employees are away from their work. Gabriele Pic coli 2011, stated that team member support increases individual performance. Few tasks in this modern age can be completed by an individual employee working without support. Unless your employees are provided with complementary teammates, as well as the support of managers and employees outside the team, productivity is bound to suffer. Mary Brown 2012, stated that control and authority can enhance or hinder decision-making. A lack of control and excessive freedom can result in waste, duplication, and a lack of focus. In direct contrast, micromanagement and excessive rules can slow decision-making and employee development. Productivity is maximized when there is enough balance so that employees have enough control, authority, and permissions to make most operational decisions. Barry P. Haynes, 2012, stated that technology, tools, and equipment can limit or bolster productivity. Even highly trained, motivated, and engaged employees can't be very productive when they are provided with insufficient tools and equipment to do their job. In an era where technology dominates almost every function, a failure to provide the technology, updates, or sufficient training can dramatically slow productivity. Michael Champion 2012, stated that outside-the-workplace factors. Although most factors that impact productivity are internal to the organization, on occasion; employee productivity is negatively impacted by things that happen outside of the firm. These factors could include

changes in employee's personal life and external economic, social, political, and even weather-related factors. Excellent productivity processes need to be flexible so that they can adjust when these external factors begin to impact individual or team productivity. Thus in different studies and researches from different factors and models of human resources productivity has used. In this research from systematic model of selection and effective utilization of human resources in organization MONABAMAS, were used. The objective of this research was to investigate the factors affecting in human resources productivity at sport Federations of Iran. Therefore the principle question of this research consists of: What are the factors affecting in human resources productivity at sport Federations of Iran?

Method

The method of research is the descriptive nature, performed in a field form. The statistical universe of this study was included all the human resources at sport federations of Iran 1394 people. At first, the 20 sport federation were selected by cluster and then 302 people randomly selected as a sample group. For data collection, two researchers - made questioner including, factors affecting in productivity $\alpha=0/9492$, & amount of productivity $\alpha=0/8993$, questioner were used. The descriptive statistics and inferential statistics consist of independent T-test, U Mann-Whitney, one way analysis of variance and multivariable regression were used for data analysis.

The MONABAMAS Model

In this models the factors affecting in human resource productivity is consist of three factor groups.

1- Main internal factors: Consist of Job analysis, evaluation of jobs and financial incentives, scientific selection of employees, effective training of staff, scientific evaluation of job performance and leadership.

2- Complement internal factors: Consist of organizational development, coordinating of working groups, time management, anti-corruption organization, and the scientific study of labor, safety and accidents in the workplace, motivation and job satisfaction, modifying the attitudes of employees, effectiveness of communication networks, flourishing creativity of employees, appropriate use of informal groups, culture and organizational climate efficient and providing mental health.

3- External factor: Consist of considering the customer's request, the federation status in the country and international level, countries political situation, population culture, historical records in the sport of target, geographical position of national federation placement in Asia, the involvement of political parties at federation, mental health of people, access to resources and new scientific information, the number of sports professionals, utilizing from experts in the country, the role of families employees and administrative system of country.



The components of human resource productivity

In this research the results of factor analysis indicated that the component of productivity consist of organizational participation, organizational effectiveness, meritocracy and organizational development.

Results

Between employees point of view on human resource productivity factors with regard to sex, type of employment and education, there isn't significant difference $\alpha=0/01$. Between employees point of view on human resource productivity factors with regard to course of study, education, age and type of employment there isn't significant difference but about the sex, service status of employee and duration of

work, is significant difference $\alpha=0/01$. The relationship between main internal factors with components of productivity, consist of organizational participation, organizational effectiveness, meritocracy and organizational development table1, is significant $\alpha=0/01$. The relationship between complement internal factors with components of productivity, consist of organizational participation, organizational effectiveness, meritocracy and organizational development table2, is significant $\alpha=0/01$. The relationship between external factors with components of productivity, consist of organizational participation, organizational effectiveness, meritocracy and organizational development table3, is significant $\alpha=0/01$.

Table, 1. The regression coefficient between main internal factors with components of productivity.

Components of productivity	Step	Predictable variables	Coefficient β	T value	sig
organizational participation	1	Staff knowledge from job duties	0.34	6.08	0.001
	2	The level of education	0.22	4.02	0.001
organizational effectiveness	1	Staff knowledge from job duties	0.33	5.63	0.001
	2	The level of education	0.36	2.06	0.001
meritocracy	1	Familiarity with the goals of federation	0.32	5.56	0.001
	2	Fair pay to employee	0.14	2.40	0.001
organizational development	1	Fair pay to employee	0.27	13.68	0.001
	2	Familiarity with the goals of federation	0.19	3.28	0.001
	3	Familiarity federation officials with knowledge management	0.17	2.90	0.004
	4	The level of education	0.14	2.34	0.020

Table, 2. The regression coefficient between complement internal factors with components of productivity.

components of productivity	step	Predictable variables	coefficient β	T value	sig
organizational participation	1	Value system in accordance with human values	0.34	5.64	0.001
	2	Proper use of time	0.27	4.52	0.001
	3	Physical security at work	0.19	3.26	0.001
	4	Employee trust each other	0.16	2.78	0.006
	5	Don't abuse from federation assets	0.14	2.27	0.024
organizational	1	Don't abuse from federation assets	0.26	4.18	0.001



effectiveness	2	Physical security at work	0.19	2.98	0.003
	3	The importance productivity in the organizational climate	0.16	2.63	0.009
meritocracy	1	Physical security at work	0.34	5.67	0.001
	2	Increasing quality of work life	0.23	3.54	0.001
	3	Employee trust each other	0.15	2.58	0.010
organizational development	1	Job satisfaction	0.33	5.50	0.001
	2	The importance productivity in the organizational climate	0.25	4.25	0.001
	3	Comprehensive view of productivity	0.15	2.45	0.015
	4	Appropriate reward and punishment system	0.13	2.13	0.034

Table, 3. The regression coefficient between external factors with components of productivity.

components of productivity	step	Predictable variables	coefficient β	T value	sig
organizational participation	1	Psychological health of people	0.37	6.16	0.001
	2	Correct use from the rich culture of Islam	0.28	4.74	0.001
	3	Use from new scientific resources	0.20	3.36	0.001
	4	Proper position of the federation	0.17	2.87	0.004
	5	Innovation experts on target sport	0.14	2.34	0.020
organizational effectiveness	1	Political awareness from the value of productivity	0.37	5.97	0.001
	2	Use from new scientific resources	0.25	4.21	0.001
	3	Provide better services with less cost	0.14	2.31	0.022
	4	Correct use from the rich culture of Islam	0.15	2.17	0.031
	5	Family problems of staff	-0.12	1.97	0.049
	6	Efficient administrative system	0.16	2.47	0.014
meritocracy	1	Political awareness from the value of productivity	0.52	9.27	0.001
	2	Political stability of federation	0.22	3.75	0.001
	3	Stability of the country's administrative structure	0.16	2.94	0.004
	4	Correct use from the rich culture of Islam	0.13	2.12	0.034
organizational development	1	Correct use from the rich culture of Islam	0.42	7.14	0.001
	2	Efficient administrative system	0.27	4.81	0.001
	3	Innovation experts on target sport	0.22	3.84	0.001
	4	Support the cultural habits from productivity	0.18	3.09	0.002



5	Remove the factors of threatening mental relaxation	0.14	2.56	0.011
6	Proper position of the federation	0.11	1.98	0.049

Discussion

The relationship between main internal factors with components of productivity

The results indicated that some main internal factors such as staff knowledge from job duties and the level of education, lead to increasing organizational participation. This result with studies including Samence 2001., Janalinejad 2001., Green2005., Applebum 2005., Azizi 2007., Sorbo 2010, and Sullivan 2011, is consistent but with Craig 1995, and Ahmadi 1999, isn't consistent. The factors such as staff knowledge from job duties and the level of education, lead to increasing organizational effectiveness. This result is consistent with Pollok 2000., Samence 2001., Applebum 2005., Poorsalehi 2010., Sorbo 2010, and Sullivan 2011, but with Ahmadi 1999, isn't consistent. The factors such as Familiarity with the goals of federation and Fair pay to employee, lead to increasing meritocracy. This result is consistent with Ebrahimi 2002., Marefati 2004., Thach 2005., Mure 2007., Poorsalehi 2010., Sorbo 2010, and Sullivan 2011, but with Ahmadi 1999, isn't consistent. The factors such as Fair pay to employee, Familiarity with the goals of federation and Familiarity federation officials with knowledge management, lead to increasing organizational development. This result is consistent with sheikh al-eslami 1998., Cornelius 1999., Shaw 2003., bagheri 2004, and Samiee 2009, but with Ahmadi 1999, and Ahmadi 2001, isn't consistent.

The relationship between complement internal factors with components of productivity

The results indicated that some complement internal factors such as Value system in accordance with human values, Proper use of time, Physical security at work, Employee trust each other, don't abuse from federation assets, lead to increasing organizational participation. This result is consistent with Shokri 1996., Omrani 1997., Kopleman 2002., Samiee 2009, and Goetzel 2010, but with Craig 1995, isn't consistent. The factors such as don't abuse from federation assets, Physical security at work and the importance productivity in the organizational climate, lead to increasing organizational effectiveness. This result is consistent with Shah beige 1996., Shokri 1996., Omrani 1997., Kopleman 2002., Samiee 2009, and Goetzel 2010,. The factors such as Physical security at work, increasing quality of work life and employee trust each other, lead to increasing meritocracy. This result is consistent with Shokri 1996., Sepehri 1998., Kopleman 2002., Samiee 2009., Goetzel 2010., Pic coli 2011., Brown 2012, and Haynes 2012, but with Basset 1999, isn't consistent. The

factors such as, Job satisfaction, The importance productivity in the organizational climate, Comprehensive view of productivity and Appropriate reward and punishment system, lead to increasing organizational development. This result is consistent with Shokri 1996., Sepehri 1998., Kopleman 2002., Applebum 2005, and Azizi 2007, but with Basset 1999, isn't consistent.

The relationship between external factors with components of productivity

The results indicated that some external factors such as, Psychological health of people, Correct use from the rich culture of Islam, Use from new scientific resources, Proper position of the federation and innovation experts on target sport, lead to increasing organizational participation. This result is consistent with shokri 1996., Kopleman 2002., Shaw 2003., Soltani 2007., maghsodi 2007., Samiee 2009, and Campion2012, but with Craig 1995, isn't consistent. The factors such as, Political awareness from the value of productivity, Use from new scientific resources, Provide better services with less cost, Correct use from the rich culture of Islam, Family problems of staff, Efficient administrative system, lead to increasing organizational effectiveness. This result is consistent with shokri 1996., Kopleman 2002., Shaw 2003., Soltani 2007., maghsodi 2007., Samiee 2009, and Campion 2012,. The factors such as, Political awareness from the value of productivity, Political stability of federation, Stability of the country's administrative structure, Correct use from the rich culture of Islam, lead to increasing meritocracy. This result is consistent with shokri 1996., Kopleman 2002., Shaw 2003., Soltani 2007., maghsodi 2007., Samiee 2009, and Campion 2012,. The factors such as, correct use from the rich culture of Islam, efficient administrative system, innovation experts on target sport, support the cultural habits from productivity, remove the factors of threatening mental relaxation, proper position of the federation, lead to increasing organizational development.

Conclusion

This result is consistent with Ahmadi 2001., Taheri 2008., Samiee 2009., Poorsalehi 2010, and Ward, 2011, but with Marefati 2004, isn't consistent.

With regard the effect of the main internal factors on the component of organizational effectiveness and influence of external organizational factors in increasing employee productivity, the officials of sports federation must pay particular attention to these factors.

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