

## Factor Increasing the Productivity of Human Resources and Sport Federations in Iran

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### ABSTRACT

**Objective:** 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.

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### 1. 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. Poty (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. Appelabum (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. Alfonsinalona (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 clears. 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 members feel important. Understand that employees

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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. And 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 Campion (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?

### **1.1. 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, 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.

### **2.1. 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.

## **2. METHODOLOGY**

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, yoo Mann- Whitney, one way analysis of variance and multivariable regression were used for data analysis.

### 3. RESULTS

The results showed that:

- 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 ( $\alpha=0/01$ ).

**Table1: The regression coefficient about relationship between main internal factors with components of productivity.**

components of productivity	step	Predictable variables	coefficient $\beta$	T value	sig
organizational participation	Step1	Staff knowledge from job duties	0/34	6/08	0/001
	Step2	The level of education	0/22	4/02	0/001
organizational effectiveness	Step1	Staff knowledge from job duties	0/33	5/63	0/001
	Step2	The level of education	0/36	2/06	0/001
meritocracy	Step1	Familiarity with the goals of federation	0/32	5/56	0/001
	Step2	Fair pay to employee	0/14	2/40	0/001
organizational development	Step1	Fair pay to employee	0/27	13/68	0/001
	Step2	Familiarity with the goals of federation	0/19	3/28	0/001
	Step3	Familiarity federation officials with knowledge management	0/17	2/90	0/004
	Step4	The level of education	0/14	2/34	0/020

-The relationship between complement internal factors with components of productivity, consist of organizational participation, organizational effectiveness, meritocracy and organizational development (table2) is significant ( $\alpha=0/01$ ).

**Table2:The regression coefficient about relationship between complement internal factors with components of productivity.**

components of productivity	step	Predictable variables	coefficient $\beta$	T value	sig
organizational participation	Step1	Value system in accordance with human values	0/34	5/64	0/001
	Step2	Proper use of time	0/27	4/52	0/001
	Step3	Physical security at work	0/19	3/26	0/001
	Step4	Employee trust each other	0/16	2/78	0/006
	Step5	Don't abuse from federation assets	0/14	2/27	0/024
organizational effectiveness	Step1	Don't abuse from federation assets	0/26	4/18	0/001
	Step2	Physical security at work	0/19	2/98	0/003
	Step3	The importance productivity in the organizational climate	0/16	2/63	0/009
meritocracy	Step1	Physical security at work	0/34	5/67	0/001
	Step2	Increasing quality of work life	0/23	3/54	0/001
	Step3	Employee trust each other	0/15	2/58	0/010
organizational development	Step1	Job satisfaction	0/33	5/50	0/001
	Step2	The importance productivity in the organizational climate	0/25	4/25	0/001
	Step3	Comprehensive view of productivity	0/15	2/45	0/015
	Step4	Appropriate reward and punishment system	0/13	2/13	0/034

-The relationship between external factors with components of productivity, consist of organizational participation, organizational effectiveness, meritocracy and organizational development (table3) is significant ( $\alpha=0/01$ ).

**Table3: The regression coefficient about relationship between external factors with components of productivity.**

components of productivity	step	Predictable variables	coefficient $\beta$	T value	sig
organizational participation	Step1	Psychological health of people	0/37	6/16	0/001
	Step2	Correct use from the rich culture of Islam	0/28	4/74	0/001
	Step3	Use from new scientific resources	0/20	3/36	0/001
	Step4	Proper position of the federation	0/17	2/87	0/004
	Step5	Innovation experts on target sport	0/14	2/34	0/020
organizational effectiveness	Step1	Political awareness from the value of productivity	0/37	5/97	0/001
	Step2	Use from new scientific resources	0/25	4/21	0/001
	Step3	Provide better services with less cost	0/14	2/31	0/022
	Step4	Correct use from the rich culture of Islam	0/15	2/17	0/031
	Step5	Family problems of staff	-0/12	1/97	0/049
	Step6	Efficient administrative system	0/16	2/47	0/014
meritocracy	Step1	Political awareness from the value of productivity	0/52	9/27	0/001
	Step2	Political stability of federation	0/22	3/75	0/001
	Step3	Stability of the country's administrative structure	0/16	2/94	0/004
	Step4	Correct use from the rich culture of Islam	0/13	2/12	0/034
organizational development	Step1	Correct use from the rich culture of Islam	0/42	7/14	0/001
	Step2	Efficient administrative system	0/27	4/81	0/001
	Step3	Innovation experts on target sport	0/22	3/84	0/001
	Step4	Support the cultural habits from productivity	0/18	3/09	0/002
	Step5	Remove the factors of threatening mental relaxation	0/14	2/56	0/011
	Step6	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), Green(2005), 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 asFamiliarity with the goals of federation and Fair pay to employee, lead to increasing meritocracy. This result is consistent withEbrahimi (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 aleslami (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 beigi (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 Campion(2012)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. This result is consistent with Ahmadi (2001), Taheri (2008), Samiee (2009), Poorsalehi (2010) and Ward, (2011) but with Marefati (2004) isn't consistent.

## **Conclusion**

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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