

Identification and Prioritization of the Factors Affecting the Efficiency of Human Resources

Mehran Lohrasbi

Managing Director of Iran Khodro Fars

Email: m.lohrasbi@ikco.com

Abstract

Nowadays, it is proved that productivity and profit increase are not attained only by organizational modification and installing modern machinery or software systems. Managers should struggle in staff raising and development and should make the environment and culture in an organization in order to make prosperous their talents, capabilities, and skills. The studies, documents, and assessment feedback report of Iran National Quality Award in the manufacturing pressing parts department of Iran Khodro Company indicate that some factors such as organizational communication, productivity, motivation, and employees empowerment in this part envisage the challenge. The main target of this research is the identification and prioritization of the factors of human resource efficiency in the manufacturing pressing parts department of Iran Khodro Company. So, at first, the literature and the studies of behavioral sciences were reviewed and the points of view of the experts were taken. Then, a questionnaire in this field was designed and based on that the opinions of experts and managers in this field were collected. In the next step, with the usage of statistical tests and Friedman test, the prioritization of the factors of human resource efficiency in the manufacturing pressing parts department of Iran Khodro Company was performed. The results show that the dominated organizational structure on the manufacturing pressing parts department is desirable. On the other hand, there is no effective communication in the organization. Meantime, the making motivation system in the organization wasn't appropriate and wasn't struggled in employee's empowerment.

Keywords: Employee's empowerment - Motivation - Empowerment

Introduction

Nowadays, the features of organization are dynamism, complexity, ambiguity and tradition-escaping. They are constantly affected by their environment and have accepted the change as an inevitable necessity. Predicting the changes carefully and quite reasonably is difficult. In order to overcome dynamic, complex and uncertain conditions, the only possible way for the managers is to empower the organization by achieving knowledge and skills which are getting quickly old and obsolete. Therefore, having efficient and capable human resource which is considered to be the main source of national wealth and organization's vital properties, will bring huge benefits for organizations, companies and economic institutions (Ahmadi,4,2010)

In order to survive in today's dynamic and complex world, organizations should deal with empowering the potential capacity of their staff that is not completely used to exploit the sources of human power.

Thus, undoubtedly, human resource is the most valuable source for organizations. They are the one who forms organization decisions and provide solutions. And solve organization problems. They materialize productivity and give meaning to efficiency and effectiveness. Therefore, human resources spend most of their life in organizational environment and it is natural that paying attention to them is of prime importance. Such a human must have motivation and be correctly

motivated in order to offer desirable behavior regarding the objectives of the organization. Showing the abilities and flourishing talents are the manifestation of efficient and productive behavior. Hence, we must initially find out the sources of the problems that impede the productive behavior of the staff to appear and then determine the required strategies and ask competent managers to use them on time. Certainly, working satisfaction, interest, faithfulness to organization and staff pride depend on providing an environment that the manager is responsible for (Hamadani, 15, 2000).

Theoretical Framework

Human resources, as the most valuable source for organization, spend most of their life in organizational environment in the form of staff, worker, supervisor or manager and it is natural that paying attention to them is of prime importance. Such a human must have enough motivation and be correctly motivated in order to offer desirable behavior regarding the objectives of the organization. Displaying the abilities and flourishing the talents is the revelation of productive and efficient behavior and we must initially identify the factors that create the productive behavior of the staff and require the competent managers to use them on time (Faghihi, 2008, 54).

The efficient behavior of human resource requires the existence of sufficient context and framework for displaying abilities and flourishing the potential capabilities of the staff. Managers will be able to have creative, committed and faithful staff when organizational structure governs their organization. Hence, matching occupation with the expertise and skills of the employee, the way of controlling and supervising the performance and staff participation are of prime importance in determining procedures and policies of the organization. The presence of effective relations is also a major factor in displaying behavior in people since they are constantly making decisions and to make correct decisions, they need information and this information is obtained through healthy relationships (Ghobadi, 32, 2008).

In order to motivate its staff, the organization should use suitable strategies and it should also use other devices such as education, forming working groups, staff participation in arranging educational programs and job enrichment to foster and flourish its staff abilities (Amami, 93, 2008).

Most researchers and theoreticians in the field of human resource emphasize on almost equal factors for empowering their staff. Mohseni (2010), in his thesis titled "Determining and Measuring Factors Affecting Human Resource's Empowerment in Tehran Northwest Power Distribution Company", regarding the importance of human resources' empowerment, has pointed to communication, motivation and recognition approaches to show the situation of these factors in Tehran Northwest Power Distribution Company as well as the presence of difference among experts and manager's outlooks on the status of these factors in the company. To achieve this goal, he, first, conducted a library research and studied articles and books about the literature and identified 19 variables affecting human resource's empowerment in the organization and collected management professors and scholar's opinions on the importance of these variables in Iran's organizations through a questionnaire. The opinions indicated that these variables are of prime importance. Similarly, a second questionnaire with 57 questions was designed. The results obtained from exploratory factor analysis showed that the 19 variables of the empowerment are divided into three factors. Regarding the review of literature, these factors have been named as communication, motivation and recognition factors. The variables of organizational commitment, self-determination or the right to choose, job efficiency, self-sufficiency or merit, job significance and confidence are classified as recognition factor and variables of education, leadership method, persuasion and encouragement, team work, relationships and communications, job enrichment and participation are classified as motivation factor and variables of authorization, accessibility to information, responsibility, revealing the objectives and outlooks, controlling and accessing to resources are

classified as communication factor. The particular value obtained from the factor analysis of each of these factors indicates that recognition factor is the first priority, motivation factor is the second priority and communication factor is the third priority.

Mahnaz Molaee, in 2001, in her thesis titled "Determining and Prioritizing the Factors Affecting Human Resource's Empowerment" prioritized and analyzed the internal relationships of these factors and offered suggestions for improving the status of human resource empowerment. After studying the review of literature and identifying the indicators, she distributed a questionnaire among the staff and experts of Water and Sewage Company in 6th district of Tehran. Content validity of this questionnaire was analyzed and confirmed by reporters. Then, the reliability of the content was analyzed in a pre-test; finally, after distributing the questionnaire which was compatible with the calculated sample, 141 questionnaires were sent back. The research methodology is descriptive (non-pilot) and a correlation has been used. Considering the hypotheses of the research, the results respectively indicate that: "structural" factor determines about %43.56 of the changes in "human resources empowerment". "Underlying" factor determines about %32.49 of the changes in "human resources empowerment". And "behavioral" factor determines about %27.04 of the changes in "human resources empowerment". These factors have a positive and significant relationship with the concept of "human resources empowerment" in Water and Sewage Company in 6th district in Tehran.

Also, Talbian, in his article in Tadbir monthly magazine no 203 titled "a comprehensive model for human resource empowerment", while studying models for enabling, has presented a comprehensive model for empowering the staff.

Mohades Kassae (2000), in her thesis titled "identification of factors affecting human resources empowerment in National Company for Distribution of Iran's Oil by-products-Tehran" has merely studied recognition approach in empowering human resources and pointed that the feeling of being empowered is one of the most important factors affecting the flourishing of talents and organizational performance of the staff considering the wide variety of approaches to human resources empowerment. After studying the related literature and identifying different organizational factors (individual, group and organizational) affecting the recognition factor in the staff in the form of Asprytz Model, it has been endeavored to initially measure the effect of per factor in forming the feeling of being empowered, using devices such as multiple regression and then determine the priority of everyone of them in the National Company for Iran's Oil by-products Distribution that finally leads to offering a native model for creating the feeling of psychological or recognition empowerment in the staff.

Studying the related literature and concepts about staff empowerment, Iranzadeh, Solyman, associate professor and faculty member at Islamic Azad University of Tabriz in his article titled "Identification and Prioritization of the Factors Affecting Staff Empowerment by Using Quantitative Method" has designed a questionnaire for factors affecting the population. After determining main factors using Minitab 15, he has identified those factors that have the most influence on the staff empowerment by drawing Parto chart. Then, he used another questionnaire with quantitative method to prioritize the identified factors and finally this prioritization shows that, respectively, education, using proposal system, motivated staff, authorization, giving reward based on performance, team work, job enrichment, and the feeling of responsibility are in priority for staff empowerment (Iranzadeh,2000).

To sum up, the conducted studies in the area of factors affecting human resources and asking the opinions of the scholars, 5 general groups including structure, communications, motivation, empowerment and efficient behavior of human resource were identified. Generally, the researcher chose the above-said factors as the main factors affecting staff empowerment. Therefore, measures

were taken to define the hypotheses of the research. The hypotheses of the research are as follows: 1) the present organizational structure makes human resource efficient. 2) the present organizational communications make human resource efficient. 3) The human resource's motivation-making systems make human recourse efficient. 4) the empowerment system makes human resource efficient.

Focusing on the the following objectives for identification and prioritization of factors affecting the efficiency of human resource, some steps were taken in the deputy for pressing parts:

1. Identification of the present organizational structure and its effect on the efficiency of the staff.
2. The assessment of organizational relationships prevailing over the organization and its influence on the efficiency of the staff.
3. The effect of the present system of creating motivation in organization on its effect on the efficiency of the staff.
4. The effect of the present system of empowerment on the efficiency of the staff.
5. Comparing the variables offered in different units of production deputy of pressing parts.
6. The identification of the factors affecting human resources and prioritizing them for improving efficient behavior.

Methodology

The population of the research includes general offices of engineering, production, quality and human resources that are active in deputy for production of pressing parts in Iran Khodro. The staff of the population is 650 people who occupy different positions such as manager, boss, persons in charge/expert, supervisor, technician and worker. They have been officially and contractually employed in the organization.

In this research, 150 individuals were chosen as the sample. Then, 150 questionnaires were distributed among whom, 127 questionnaires were collected. The methodology used in this research is group sampling. In this method, the participants are divided into different groups. Each group has individuals with the same qualifications.

The final questionnaire of the research has 41 main questions related to the factors affecting the efficiency of human resource through which the comments and opinions of the population were collected. it has also 5 questions related to personal features. in the final questionnaire, Likert scale, from very low to very high, was used to design the answer the questions of the questionnaire. they were coded as follows:

Table 1. The table for coding the answers

Row	Alternative	Code
1	very low	1
2	Low	2
3	Average	3
4	high	4
5	very high	5

To assess the validity of the final questions, Cronbach scale was calculated. It is 846/0 indicating a good validity. This table shows the related variables and questions and their number in the final questionnaire.

Table 2. Factors affecting the efficiency of human resource and their relationship with the questionnaire

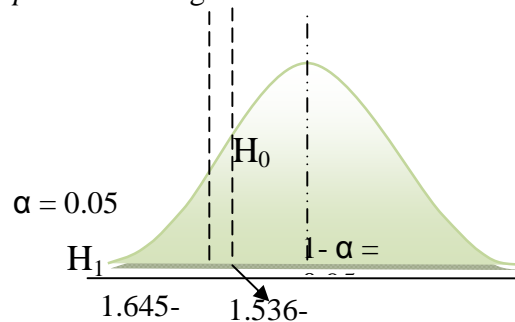
Variables	Measuring Scales	Related Questions	The limit of point
Organizational Structural	The way of controlling and supervising staff performance Consistency and repetitiveness of the assigned duties Transparency of the assigned duties Participation in designing the procedures The effect of control and supervision on efficient behavior Compatibility of the job with skill and expertise Coordination among the units of organization Coordination between power and authorities	1-2-6-13-17 22-24-26	5-1
Relationships	Giving awareness to staff about the problems of the organization Direct transfer of complaints to managers The way of transferring managers instructions to staff Building efficient relationship with staff To some extent problems are transferred to managers Working relationship among equally -positioned staff	20-15-9-5 38-34-31-25	5-1
Motivation	The possibility of promotion Tendency to work in another company with higher salary and privileges Assessing job performance Tendency to leave the company, selling and transferring to other units Management's attention to the demands of the staff Enough motivation for improving work quality The feeling of job satisfaction The feeling of pride from work	19-16-10-8 37-32-29-21 41	5-1
empowerment	Investing in fostering individuals Freedom of action in job Paying attention to the changes in the attitudes of the staff Manager's tolerance against committing mistakes The opportunity for showing new thoughts Using the staff opinions in arranging educational programs Comprehensive programs for empowering the staff Attaching importance to forming working groups	23-18-11-4 40-35-30-28	5-1
Assessing efficient behavior	Coordination between individual and organizational goals Tendency to continue working more than official time Coordination among the staff Trying to stop wasting time Commitment and the feeling of being belonged to the organization Willing to participate in group activities Hesitation over the decisions of the managers	14-12-7-3 39-36-33-27	5-1

Results***First hypothesis***

The first step: Determining the test's hypothesis

Since this hypothesis consists of 8 questions and the point of each question is from 1 to 5. Therefore, the minimum score for individuals in this hypothesis is 8 and the maximum score is 40. So, if an individual gets 24 or more, it shows that the present organizational structures causes efficient behavior and if the score is lower than 24, it indicates that the present organizational structure does not lead to efficient behavior.

The second step: Determining the area under the curve



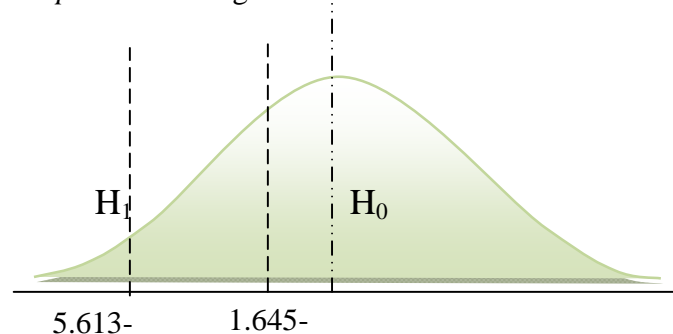
The third step: Determining the test's statistic using the SPSS software, the value of the test's statistic is -1.536.

The fourth step: Decision making stage: Regarding that the test's statistic is in H0 area, here, the zero hypothesis represents null hypothesis. Therefore, the first hypothesis is rejected and the present organizational structure leads to efficient behavior of human resource.

Second hypothesis

The first step: Determining the test's hypothesis. Since this hypothesis also consists of 8 questions and the point of each question is from 1 to 5. Therefore, the minimum score for individuals in this hypothesis is 8 and the maximum score is 40. So, if an individual gets 24 or more, it shows that the present communication systems causes efficient behavior and if the score is lower than 24, it indicates that the present communication system does not lead to efficient behavior.

The second step: Determining the area under the curve



The third step: Determining the test's statistic using the SPSS software, the value of the test's statistic is -1.536.

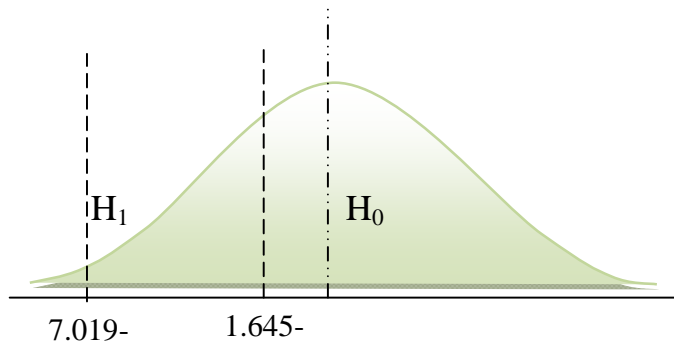
The fourth step: Decision making stage: Regarding that the test's statistic is in H1 area and H1 represents hypothesis. Therefore, the second hypothesis is confirmed and the present communication system does not lead to efficient behavior of human resource.

Third hypothesis

The first step: Determining the test's hypotheses. Since this hypothesis also consists of 9 questions and the point of each question is from 1 to 5. Therefore, the minimum score for individuals in this hypothesis is 9 and the maximum score is 45. So, if an individual gets 27 or more,

it shows that the present motivation systems causes efficient behavior and if the score is lower than 27, it indicates that the present motivation system does not lead to efficient behavior.

The second step: Determining the area under the curve



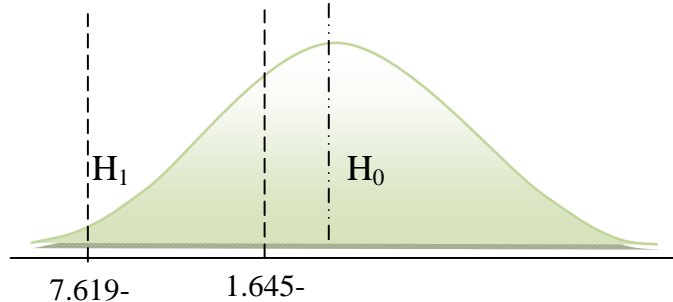
The third step: Determining the test's statistic using the SPSS software, the value of the test's statistic is -7.019.

The fourth step: Decision making stage: Regarding that the test's statistic is in H₁ area and H₁ represents hypothesis. Therefore, the third hypothesis is confirmed and the present motivation making system does not lead efficient behavior.

Fourth hypothesis

The first step: Determining the test's hypotheses. Since this hypothesis also consists of 8 questions and the point of each question is from 1 to 5. Therefore, the minimum score for individuals in this hypothesis is 8 and the maximum score is 40. So, if an individual gets 24 or more, it shows that the present empowerment systems causes efficient behavior and if the score is lower than 24, it indicates that the present empowerment system does not lead to efficient behavior.

The second step: Determining the area under the curve



The third step: Determining the test's statistic using the SPSS software, the value of the test's statistic is -7.019.

The fourth step: decision making stage: Regarding that the test's statistic is in H₁ area and H₁ represents hypothesis. Therefore, the fourth hypothesis is confirmed and the empowerment system does not lead to efficient behavior.

Friedman test was used to prioritize the conducted classification to measure the importance of the test by the researcher. According to the conducted statistical tests, organizational structure was not regarded as one of the factors affecting the efficiency of the human resource. Three variables of organizational communication, motivation and empowerment of human resource are described as the factors affecting the efficiency of human resources. Freedman test indicated that variables are different from each others on an average rate of 3 meaning that these variables are

different from each other. According to this test, the order of classification of the variables in the order of importance has been shown in figure 1 and table 5.

Table 3. The order of prioritization of the factors affecting the efficiency of human resources
Friedman Test

	Mean Rank
Communication	2.13
Moral	2.12
Empowerment	1.75

N	127
Chi-Square	13.374
df	2
Asymp. Sig.	.001

a. Friedman Test

Table 4. The order of prioritization of the factors affecting the efficiency of human resource

row	The title of the classification	Mean
1	communication system	2.13
2	motivation system	2.12
3	human resource empowerment system	1.75

We can conclude that the prioritization of the factors is as follows: 1-the present communication system. 2-motivation system prevailing over the organization 3- human resource empowerment The above observations can be interpreted in such a way that regarding the data collected from the population, communication system with the value of 13/2 has the maximum mean that represents the importance of this variable in efficiency of human resource in the deputy of pressing parts in Iran Khodro Company.

Conclusions and Discussion

This research has been carried out to prioritize the factors affecting the efficiency of human resource in production deputy of pressing parts in Iran Khodro Company. Therefore, after reviewing the related literature, some actions were taken to identify and collect a comprehensive set of factors affecting the efficiency of human resource. Then, the collected factors were localized by holding meeting with the experienced individuals in the production deputy of pressing parts in Iran Khodro. After this step, the final questionnaire was designed and distributed to collect the data of the research. The most important point to be referred to here is the grouping of the questions in five classifications that includes: The utility of organizational structure, the rate of communication efficiency, the amount of motivation, the present empowerment system and the assessment of efficient behavior. And the opinions of the respondents on each of the classifications were specified

according to percentage and frequency. Also, four hypotheses of the research were evaluated by conducting statistical tests and the following results were obtained:

Organizational structure is among the factors affecting the efficient behavior of the staff. Using a mean test, this hypothesis was rejected. Therefore, the production deputy of Iran Khodro pressing parts has a great structure. The correlation between organizational structure and efficient behavior was calculated to be 0.295. Therefore, the relation between these two variables is significant and positive.

Also, it is obvious for everyone that efficient communication is very important in flourishing individual's talents and improving labor force productivity. The second hypothesis was confirmed using mean test and it turned out that the present communications in the organization prevent the efficient behavior of the staff and in fact there is no efficient communication in the organization. The coefficient correlation between organizational communications and efficient behavior was calculated to be about 0.312 using correlation test and the relation between the two variables was significant and positive. So, the more the organization takes steps to improve the organization communications, the more efficient the staff behavior will be.

Undoubtedly, motivation factors are among the most important factors affecting the productivity of labor force. If material and spiritual needs of the individuals receive attention, they have job security and are respected and are provided with opportunities to foster and grow, they definitely show efficient behavior. Using mean hypothesis test, the third hypothesis is also confirmed. Correlation between motivation system and efficient behavior was calculated to be 0.377 using correlation coefficient test. Therefore, the relation between these two variables is significant and positive. The more the organization performs comprehensive and suitable programs to motivate its staff, the more the feeling of commitment and being belonged to the organization will increase.

Based on the conducted researches, every organization that can raise empowered staff will be more successful in the current turbulent competitive world. As a result, every organization must be able to offer suitable programs for empowering its staff. Using the mean test, the fourth hypothesis was confirmed. Also, the correlation between empowerment system in the organization and efficient behavior was calculated to be 0.394 using the correlation coefficient test. Therefore, the relation between these two variables is significant and positive. (Lohrasbi, 2000)

References

- Adler, P. (1988). Managing flexible automation, California Management Review .
- Ahmadi, P., Safari, M., & Nemati, S. (2010). The management of staff empowerment, The Office of Cultural Researches, Tehran.
- Byurani, H. (2001). Statistical analysis with SPSS and Minitab Softwares- Ofough Danesh Publication.
- Emami, M., & Soraydarian, M., & Heidari, M. (2008). Human resources empowerment. Iran's foundation for empowering human resource, Andishe Gostar publication.
- Hamedani, A. (2001). The System of encouragement and punishment in industrial, production and service units, Work and Social Security Institution Publication.
- Iranzadeh, S. & Babaei, S. (2000). Haravi-Staff empowerment in modern organizations, Frouzesh publication, Tabriz.
- Lohrasbi, M. (2003). Identification and prioritization of the factors affecting the efficiency of human force in the deputy for pressing parts in IranKhodro, MA thesis in executive management. Islamic Azad University, Science and Research branch, East Azarbayjan.
- Miler, C. (2008). Organizational communications (approaches and processes)- translated by Azar Ghobadi, Industrial Management Organization Publication, Tehran.

- Minisberg, H. (1998). Organizing five efficient models, translated by Faghihi- vaziri.
- Woodward, J. (1965). Industrial Organization: Theory and Practice, London: Oxford University Press.