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IDENTIFYING AND PRIORITIZING THE AFFECTING FACTORS ON IMPROVING HUMAN RESOURCE EFFICIENCY

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Abstract

The education system needs powerful and efficient employees to improve its performance. In this regard, the present study has been made to identify and prioritize the effecting factors on the improvement of the human resource efficiency in the ministry of education of Hamadan province. This descriptive - analytical study took place in May 2012 on employees of ministry of education in Hamadan province. The used instrument was questionnaire. It should be noted that the data in this study analyzed using SPSS software and Topsis software. The whole assumptions of the research were approved, and all components have a suitable load factor that shows a possible interrelationship between them. The study revealed that the organizational goals, is the first and quick feedback is the last effecting factors on human resource efficiency.

Keywords: performance evaluation, employee participation, training, wage and salary, efficiency.

JEL Classification: O150.

1. INTRODUCTION

Overview of the backward of the human resource shows that its content is gradually changed through years. In the competitive conditions of today's world, the most important distinction between organizations is existence of the experts which have co-working and assistant with together. In order to achieve organizational goals proper management of human resource is one of the most important issues. (Bliss, 2007, p. 20) the most important challenges of Human

Resources Management Surely is choosing a convenient way to improve the efficiency of manpower in every level.(Abbaspour, 2003, p. 19). Managers are accountable for combining and coordinating resources to achieve their organizational objectives (Griffin, 1996, p. 5). Human resource management is vital for organizations to function (Schuler, 2000, p. 240) because human is the main component of organization to operate. So effective and efficient management of human resource is the main task of managers. Managers and also the government must have at least a short-term and a long-term plan to increase the efficiency and productivity of working groups (Boxall & Purcell 2008; Boxall & Macky, 2009, pp. 3–23.) This study has been carried out to examine and identify the effecting factors affecting on human resource efficiency and this factors has been identified as "performance evaluation, participation in decision-making, wage and salary, education.

2. LITERATURE REVIEW AND PREVIOUS STUDIES

Invariably, human resource management (HRM) issues have been major concern for managers at all levels, because they all meet their goals through the efforts of others, which require the effective and efficient management of people (Dessler et al., 1999). The spacious array of HRM activities for example, planning, recruiting, selection, and training just to mention but few place enormous responsibilities on supervisors and managers alike. These embrace analyzing jobs, planning labor needs, selecting employees, orienting and training employees, managing compensation, communicating (which includes counseling and disciplining), and maintaining employee commitment.

In addition to the already mentioned activities are, ensuring fair treatment, appraising performance, ensuring employee health and safety, building and maintaining good employee/labor relations; handling complains and grievances, and ensuring compliance with human rights, occupational health and safety, labor relations, and other legislation affecting the workplace. Regardless of field of expertise, from accounting to production control, learning about employee rights, employer responsibilities, and effective HRM practices may provide all managers with knowledge that enables them to perform more effectively (Ibid).

However, according to Stewart (1996), the human resource management function has faced a scuffle in justifying its position in organizations. Firms easily justify expenditures on training, staffing, reward, and employee involvement systems in favorable conditions, but when faced with financial difficulties, such Human Resource (HR) systems become prime target for cutbacks. Nonetheless, introducing strategic human resource management (SHRM), in exploring HR's supportive role in business strategy, presented a possibility for demonstrating its value to the firm.

Various studies had offered a conclusive evidence to affirm the role HRIS plays in support of strategic decision-making. There has been a dramatic increase in HRIS's usage. For example, Lawler and Mohrman (2001) in Husain et al., (2007) established that the use of HRIS had consistently increased over the previous years, irrespective of the degree of strategic partnership held by the HR function. Definitely, HRIS usage had increased substantially even in firms where HR had no strategic role. They cautioned, however, that HRIS usage and, in particular, fully integrated HRIS systems, did not necessarily ensure that HR would become a full strategic partner.

In this chapter as the necessity of discussion, the theoretical background and literature of the research is discussed that are including the description of "the evaluation of employee performance, implementation of periodic training, wages and salary, participation of employees in decision making" and then some studies related to the research will be discussed.

2.1. PERFORMANCE EVALUATION

The issue of performance evaluation is so important that management experts believe that whatever cannot be measured cannot be managed. Based on this many methods and techniques, are presented to evaluate performance, but something that is most important than all and that is having a systematic view to the function of organization. Especially in complex and dynamic environments needs to have an evaluation system to evaluate and control the performance of people is so important and not having a good relationship between inputs and outputs of the system of performance evaluation can be lead to weakness and maybe the death of organization (Salehi, 2011, p. 129).

2.2. STAFF TRAINING

Learning is the process of transferring knowledge, attitudes and skills from the individual or group to another person or group to make changes in knowledge, attitudes and skills structure (Sadri, 2004, p. 14). Training can be a short-term course like a one-day field trips or a professional development courses with different students and learners (Khorasani, 2011, p. 107).

2.3. WAGE AND SALARY

All the theories of wage and salary initiated with this assumption that the productivity is associated with wages that is paid. If the wages decrease, productivity will be decreased (Kazeroni, 2007, p. 131). It is clearly accepted that

if the relationship between productivity and wages ignored, maybe the balance of the work-market and economy would be damaged (Taei et al., 2010, p. 142).

2.4. PARTICIPATION IN DECISION-MAKING

In complex and competitive environments, managers always try to make people share in group-work and power as good as possible. The objective of sharing staff in power is that, the powerful staff (mentally and physically) can make reasonable and logic decisions in complex situation and do the best (Gholizadeh et al., 2009, p. 41). No doubt, Involving employees in decisions of the organization, is one of the most important ways in empowering employees to achieve organizational objectives (Ghassemi, 2003, p. 17). Participation is a powerful elixir that people are interested in and significantly improve individual and organizational performance (Taei et al., 2010, p. 142).

2.5. LOCAL HISTORY OF THE RESEARCH

The study revealed that the performance assessment leads to increased efficiency and productivity (Salehi et al., 2011, pp. 142–127). Another study, have been identified that there is a significant positive relationship between training and performance (Khorasani, 2011, p. 122). In another study it was shown that the relationship between participation in decision-making and performance of school leaders is significant and positive (poor Anvari et al., 2008, p. 199). The other study, have been identified a significant positive relationship between training and performance have been identified (Kazerooni et al., 2007, p. 127).

2.6. FOREIGN HISTORY OF THE RESEARCH

One research revealed that there is a positive relationship between the development of human resource management and organizational performance. According to Gordon, the excess profits resulting from real wage growth cannot be ignored, so that real wages will lead to increased efficiency and productivity (Gordon, 1978, pp. 685–733). Positive long-term relationship exists between real wages and productivity (Dutoit & Koekemoer, 2003, pp. 49–76).

3. HYPOTHESIS

1-Evaluation of performance of employees has effect on improving employees effectively.

2-Implementation of periodic training has effect on improving employees effectively.

3-The wage and salary of employees has effect on improving employees effectively.

4-Staff participation in decision making has effect on improving employees effectively.

4. CONCEPTUAL MODEL OF THE RESEARCH

The Conceptual model of the research is a component-made structure and we will follow to find the effective factors on subordinate variable (efficiency) that this variable is estimated by four other components mentioned as bellow:

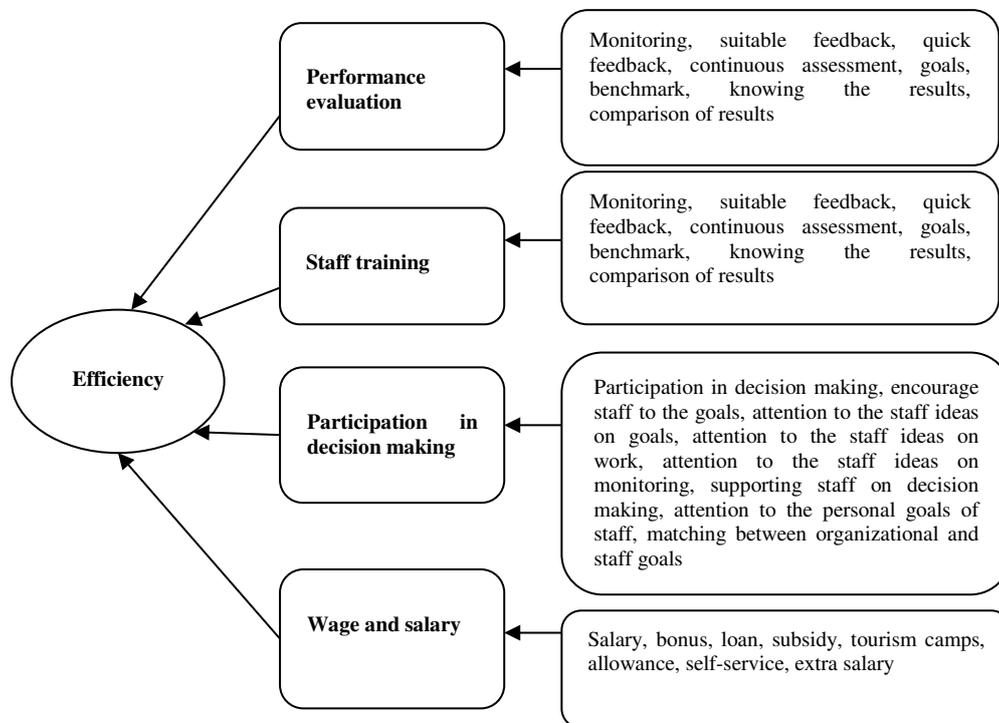


Figure 1. Conceptual model

5. STATISTICAL POPULATION OF THE RESEARCH

The population in this study is consisted of the staff of the ministry of education in Hamadan province, Iran. So the population is limited and Cochran's formula is used to determining the sample size and it is 98.

6. RESEARCH METHODOLOGY AND DATA ANALYSIS

The study was done thus, at the first the affecting factors on performance has been identified by professors and experts in human resource management, including (motivational factors of the staff, safety and health of the staff, wage and salary, choose and employment of the staff, participation in decision making, the welfare of employees, privilege and punishment systems, Performance Evaluation, regularity, staff finding and human resource planning, implementation training, commitment employees to the organization). Then four variables were chosen among the all, which are more important and more effective on management of human resources. Which include "performance evaluation, participation in decision-making, education, wage and salary". This research is a descriptive - survey study and relationship between variables is correlation method. In the current study a survey has been conducted to investigate and prioritize the effecting factors on efficiency. A self- administered questionnaire has been used to collect the data needed to investigate and test the research hypotheses. The survey approach, using a self-administered questionnaire, seems to be the most appropriate approach for conducting this research. One of the main strengths of the survey approach is its ability to collect data. Moreover, this could allow the researcher to implement quantitative analysis to test the research hypotheses and also gives the potential opportunity to generalize the research findings. The research is followed by the study of previous literature and using field research methods.

Table 1. The number of questions and reliability of data collection tools

Row	Component	Number of questions	Reliability	Total of questions
1	Performance evaluation	8	.82	
2	Participation in decision making	8	.93	30
3	Staff training	6	.78	
4	Wage and salary	8	.89	

7. DESCRIPTIVE ANALYSIS OF DATA

In this chapter demographic sample survey are noted. Combined sample in terms of demographics, based on education level is presented in Table (2).

Table 2. The distribution of sample according to education

Row	Education degree	Numbers	Percent
1	P.H.D	5	5.10
2	M.A	14	25.51
3	B.A	54	55.10
4	diploma	25	14.25
The number and percent of frequency		98	100.00

As it shown in Table 3, 54 people of sample (55.1 percent) have BA degree of education and that made the study more reliable.

8. DATA ANALYSIS

The T-test has been used to check which component has effect on efficiency and which don't have and must be removed.

Table 3. Results of the independent t-test

Variable	Components	Average	Variance	Confidence distance		Result
				Up	Down	
Performance evaluation	Monitoring	3.70	.948	.89	.51	Confirmation
	Suitable feedback	3.90	.867	1.07	.72	Confirmation
	Quick feedback	3.41	1.01	.61	.20	Confirmation
	Continuous assessment	3.72	.944	.91	.53	Confirmation
	Goals	4.14	.703	1.28	1.00	Confirmation
	Benchmark	3.88	.777	1.03	.72	Confirmation
	Knowing the results	3.94	.940	1.13	.75	Confirmation
Staff training	Comparison of results	3.62	.982	.81	.43	Confirmation
	Describe the goals	4.06	.814	1.22	.90	Confirmation
	Describe the task	4.04	.852	1.21	.87	Confirmation

Variable	Components	Average	Variance	Confidence distance		Result
				Up	Down	
Wage and salary	Internal and external training	3.76	.600	.885	.647	Confirmation
	Training goals	3.66	.768	.81	.51	Confirmation
	Consistent goals by training	3.72	.877	.89	.55	Confirmation
	Interest in learning	4.40	.603	1.52	1.28	Confirmation
	Salary	4.42	.727	1.56	1.28	Confirmation
	Bonus	4.40	.725	1.54	1.26	Confirmation
	Loan	4.04	.852	1.21	.87	Confirmation
	Subsidy	3.78	.905	.96	.60	Confirmation
	Tourism camps	3.71	1.07	.93	.50	Confirmation
	Allowance	4.02	.816	1.18	.86	Confirmation
Participation in decision making	Self-service	3.88	.868	1.05	.71	Confirmation
	Extra salary	4.38	.722	1.52	1.24	Confirmation
	Participation in decision making	4.30	.644	1.43	1.17	Confirmation
	Encourage staff to the goals	4.10	.674	1.23	.97	Confirmation
	Attention to the staff ideas on goals	4.18	.723	1.33	1.04	Confirmation
	Attention to the staff ideas on work	4.04	.695	1.18	.90	Confirmation
	Attention to the staff ideas on monitoring	4.08	.720	1.22	.94	Confirmation
	Supporting staff on decision making	4.40	.829	1.56	1.24	Confirmation
	Attention to the personal goals of staff	4.18	.914	1.36	1.00	Confirmation
	Matching between organizational and staff goals	4.55	.675	1.69	1.42	Confirmation

The above table shows that all of the components have an effect on efficiency because the range of average of all components is up to 3 and that means, assumption H0 is approved.

9. TOPSIS RANKING MODEL

At the Topsis model for choosing the best choice, the options should have the shortest distance with ideal positive solution and the longest distance with ideal negative solution.

Table 4. Results TOPSIS model to rank the research component

Component	Ideal positive distance	Ideal negative distance	Final weight	Rank
Matching between organizational and staff goals	0.000	.059	1.000	1
Interest in learning	.009	.050	.847	2
Salary	.010	.049	.831	3
Bonus	.010	.049	.831	3
Extra salary	.011	.048	.814	4
Supporting staff on decision making	.012	.047	.797	5
Participation in decision making	.014	.045	.763	6
Attention to the staff ideas on goals	.018	.041	.695	7
Goals	.019	.040	.678	8
Attention to the personal goals of staff	.024	.035	.593	9
Encourage staff to the goals	.024	.035	.593	9
Attention to the staff ideas on monitoring	.025	.034	.576	10
Attention to the staff ideas on work	.027	.032	.542	11
Describe the goals	.028	.031	.525	12
Describe the task	.029	.030	.508	13
Loan	.029	.030	.508	13
Allowance	.029	.030	.508	13
Benchmark	.032	.027	.458	14

Component	Ideal positive distance	Ideal negative distance	Final weight	Rank
Knowing the results	.032	.027	.458	14
Suitable feedback	.034	.025	.424	15
Self-service	.036	.023	.390	16
Internal and external training	.038	.021	.356	17
Subsidy	.042	.017	.288	18
Consistent goals by training	.044	.015	.254	19
Continuous assessment	.045	.014	.237	20
Tourism camps	.045	.014	.237	20
Training goals	.046	.013	.220	21
Monitoring	.047	.012	.203	22
Comparison of results	.050	.009	.153	23
Quick feedback	.059	0.000	.107	24

It is assumed from the above table that the utility of each criterion is steadily rising or falling. In table (5) after obtaining the positive and negative ideal distance, the Topsis software achieved the final weight, which determined the rank of components. In this study the “attention to the staff ideas on monitoring the goals” has the most final weight and is ranked as 1. Also the least final weight is up to quick feedback so is ranked as 24. Some of components have the same final weight so are ranked in the same line.

10. CONCLUSION

At the first the independent T-Test was used to determine whether to approve or reject the research hypothesis. The data analysis showed that all the components have the same direction and all of them were approved. TOPSIS ranking model showed that the best component is matching between individual and organizational goals those effects on efficiency and also showed that some components have the same rank. The survey also revealed that, there is a positive relationship between the staff training, wage & salary and participating in decision-making with the efficiency.

11. SUGGESTIONS BASED ON THE RESULTS OF HYPOTHESIS

11.1. BASED ON THE FIRST HYPOTHESIS

"Performance evaluation of employees has effect on improving employee's effectively".

As it shown in TOPSIS ranking model the components of performance evaluation factor don't have the ranks near to one and that means this components have less effects on efficiency. Just the component of suitable benchmark has the rank 18 and that is the top rank of the performance evaluation's components. It is suggested "if the objective is improve efficiency by the factor of performance evaluation we should concentrate on choosing the best benchmarks as much as possible.

11.2. BASED ON THE SECOND HYPOTHESIS

"Implementation of periodic training has effect on improving employee's effectively".

In this study the staff training factor has good shape because its components have high rank in the TOPSIS model. For example "interest in learning" has the second rank and it's mentioned that one of the most important factors of improving efficiency in organizations is implementation of periodic staff training. It is suggested "if the objective is improve efficiency by the factor of training we should concentrate at first on interest in learning component as much as possible then the other components of training factors.

11.3. BASED ON THE THIRD HYPOTHESIS

"The wage and salary of employees has effect on improving employee's effectively".

After ranking the components of this factor it is cleared that the components have the rank near to one and that means these components are important in efficiency issue. The amount of salary has third rank and other components have in sequence the next ranks. We can conclude that the components of wage and salary factor have the most effect on efficiency. It is suggested "if the objective is improve efficiency by the factor of wage and salary we should concentrate on its components such as salary, bonus, and extra salary as much as possible then the other components.

11.4. BASED ON THE FOURTH HYPOTHESIS

"Staff participation in decision making has effect on improving employees effectively".

As it shown in TOPSIS ranking model component of "matching between organizational goals and personal goals of staff has the first rank and other components have ranks near to one. It's concluding that this factor is one of the most effective factors on improving efficiency. It is suggested "if the objective is improve efficiency by the factor of participating in decision-making we should concentrate on its components more than other.

12. LIMITATIONS OF THE STUDY

There are some limitations in research activities. If the researcher is able to overcome these limits, then the results will be obtained with greater accuracy and reliability. This research also is not an exception. Therefore the constraints are briefly mentioned as below:

- A) Since our study is a survey study and its addresses are human and also the objective is "to identify factors affecting on efficiency" and "priorities" them, which are both components of human behavior, This study has been associated with this constraint (being influenced by human behavior).
- B) One of the characteristics of managers in organizations, corporations and government agencies, is how to use and apply the organizational research. If they don't have enough tendencies to do research in their organization, the research process will be too long and bureaucratic. This study was so on.

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