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## EXPLAINING AND DESIGNING OF MANPOWER PRODUCTIVITY MANIFESTATION MODEL AT SADERAT BANK OF IRAN: CASE STUDY OF CENTRAL STAFFS

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### ABSTRACT

This study used a structural model to explain and design the model of manpower productivity effects in Saderat Bank of Iran, a case study of Central Headquarters. For data collection and methodology, it is descriptive-correlation research. The sample size consisted of 360 employees of Saderat Bank of Iran selected by stratified random sampling. Data analysis was performed using SPSS and confirmatory factor analysis was performed using AMOS software. The results showed that there is a positive and significant relationship between organizational related factors and manpower productivity effects in Saderat Bank of Iran. There is a positive and significant relationship between the characteristics of individuals' attitudes and manpower productivity effects in Saderat Bank of Iran. Finally, organizational related factors with the characteristics of individual attitude in Saderat Bank of Iran have a positive and significant mutual relationship. Therefore, by providing appropriate strategies and planning to meet these components, organizational related factors and individual attitude of human resources can be strengthened and subsequently enhanced human resource productivity effects.

**Disciplinary:** Management Sciences (Human Resources Management).

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## 1. INTRODUCTION

Manpower is the main capital of the modern age organization. Employees are increasingly contributing to the goals and functions of the organization (Rosiek et al., 2016: 24). Without efficient people, it is impossible to achieve organizational goals (Shapira, 2014: 676).

In the current era, like other institutions, government management faces many challenges in improving productivity that is due to developments in cultural, social, economic and political spheres. Extremely technological innovations, knowledgeable of organizations, globalization, diversification and cultural diversity, reducing public confidence in public institutions, and so on are the most significant changes that have made uncertainty about the performance and efficiency of public administration. In fact, productivity as a philosophy and vision based on improvement strategy considered to be the most important goal in any organization which can act as a chain of activity for all sectors of society so that, the mission of management and the main purpose of managers of each organization is efficient and optimal use of various forces and facilities such as labor, capital, materials, energy and information (Kudyba et al, 2003: 21).

Therefore, the most important responsibility of managers is to adapt their managed complex to environmental changes and improve its productivity to provide better quality services in order to satisfy citizens' satisfaction and expectations (Attar et al., 2012: 12).

But authors of the field, such as Souter Meister, Murray Ainsworth et al. (2002); Hersey Goldsmith (1980) almost agree that there can be only one specific cause for the increase in productivity, but that productivity promotion must be considered a combination of different factors. Most of these studies have provided reasons for greater productivity in organizations. In fact, each of these components can examine the productivity of human resources according to their dimensions and sub-components, to some extent to cover research weaknesses in the area of non-functional dimensions (Nardi & Schwars, 2012).

Since productivity effects are not only considered as benchmarks and tools of economic activity, they are also considered strategically and important competitive advantages. Because it paves the way for achieving goals and strategies by identifying the critical points and tools used.

It should be noted that the concept of productivity effects is not limited and in addition to features such as various aspects of spiritual life and development of individual goals and needs. Therefore, productivity effects are a broad concept of economic, managerial, social, and so on and cannot be limited. Productivity effects lead to organizational intelligence and put the organization on the strategic path (Hanaysha & Tahir, 2016: 277).

In the context of scientific necessity, many scholars have been explored and explained the reasons of promoting productivity, among these, one can mention the scholarly studies such as Souter Meister, Murray Ainsworth et al. (2002), Hersey Goldsmith (1980), Gangspadhyay et al. (2006), Lverson & Zatzick (2011),

Memarzadeh et al. (2017) also investigated the factors affecting the productivity of employees in a military health care organization. Baradaran & Valligani (2016) in a study entitled "investigating the effective factors on promoting manpower productivity in the Tax Affairs Organization of Iran" (a case study of East Tehran tax Administration) and found that three organizational factors, namely, personal and environmental attributes, respectively, have the most impact on productivity improvement. Shojaei and colleagues (2016), in a study, sought to identify factors influencing the productivity of manpower. Mirkamali and Ashob (2016), investigated the relationship between spiritual intelligence and productivity of artistic-cultural organization staff of Tehran municipality. Taghizadeh (2016) conducted a survey entitled "empowerment activity model aimed at promoting the productivity of employees in small and medium industries".

Omidi et al. (2016) investigated factors affect the productivity of police force manpower using

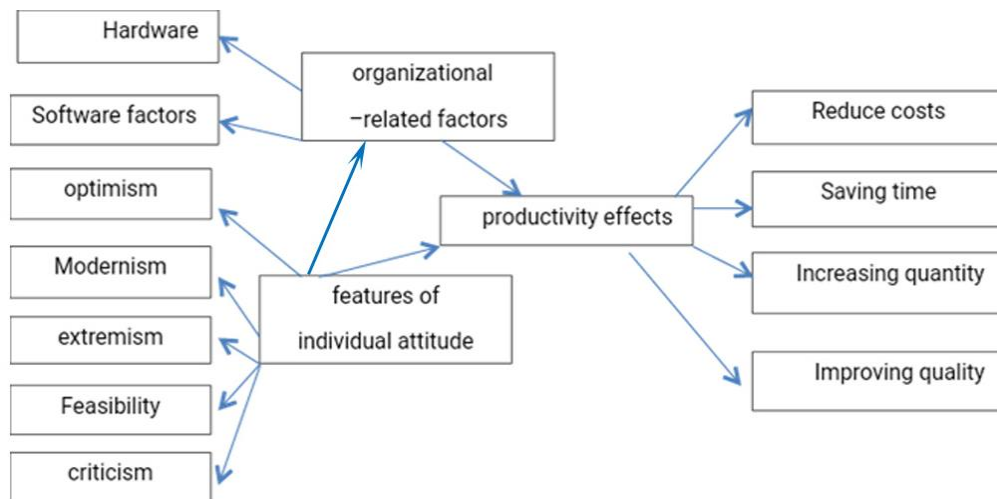
multi-dimensional decision making. Baladehi and Inejad (2016) investigate the leadership style of managers and their impact on promoting the productivity of manpower of police chiefs of Mazandaran Province. Aghani and Aghaee (2015) investigated factors affecting manpower productivity using the BSC model. Iranzadeh (2018) investigated the effect of knowledge management components on or manpower productivity using factor analysis methods in financial and credit institutions of Tabriz province. Paradi and colleagues (2016) examined the effects of integration and property right on Spanish manpower productivity. Guo et al. (2016) investigated the impact of structural activities of productivity on the stress and burnout of nurses in China. Hanaysha and Tahir (2016) investigated the impact of employee productivity on organizational commitment. Appelbaum et al. (2015) identified and combined the main factors affecting the success and failure of manpower productivity activities in both macro and micro dimensions in organizations.

Akhtar et al. (2015) investigated the impact of designing the work environment on the productivity of Oman Bank employees.

Dobni (2004) designed a model for labor productivity divided organization services into two parts of the trading and exchange features into the services and segmented market strategies or services.

Despite investigating the impact of various factors on employee productivity and research on different aspects of productivity models it seems that no progress has been made in explaining and designing the model of manpower productivity effects. Therefore, further research into the effects of productivity is needed.

In the present study, it was attempted to investigate these relationships in Saderat Bank of Iran considering the following hypotheses:



**Figure 1:** Conceptual Model of Research

## 2. RESEARCH METHODOLOGY

This research, in terms of the purpose, is exploratory combinatorial research and in terms of data collection and method of work is inductive- deductive. A total of 360 employees were selected as the sample. The method is stratified random sampling. The quantitative data collection tool was a researcher-made questionnaire based on the results obtained in the qualitative section. The researcher developed three questionnaires on Productivity Effect, Organizational Factors, and Individual Attitudes variables with five questions, based on the theoretical foundations and content

understanding of each component, and based on theoretical foundations and expert coordination. Content validity was used to quantify the content validity ratio (CVR) and content validity index (CVI). The results showed that the score of all 51 indices was higher than the Launch table number (0.42). These results indicate that the indices have acceptable statistical significance ( $P < 0.05$ ). All CVIs of all 51 indices are above 0.79, so they were appropriately diagnosed. Cronbach's alpha coefficient was calculated using SPSS23 software as described in Table 1.

**Table 1:** Cronbach's Alpha Coefficients

Variables	No of Questions	Cronbach's Alpha Coefficient
Organizational Related Factors	14	0.89
Individual Characteristics	21	0.78
Productivity Effects	16	0.72
Total Questions	51	0.89

### 3. RESEARCH FINDING

To investigate, the assumption of the normal distribution of variables, before performing other analyzes, the standardization (normality) test in *AMOS<sub>23</sub>* software was used to evaluate Skewness and Kurtosis of scales, to make the necessary conversions in case of intense Skewness and Kurtosis. If the Kurtosis and Skewness of the scales are less than 2, then there is no need for conversion, and the continuation of the statistical analysis process with these scales does not create a distortion in results (Tabachnick & Fidell, 2001). Based on the information in Table 2, the distribution of participants' scores on the research variables (organizational related factors, individual attitude characteristics, and manpower productivity effects) is shown. These scores are described by using appropriate descriptive statistics such as average, standard deviation and distribution indicators such as Skewness and Kurtosis.

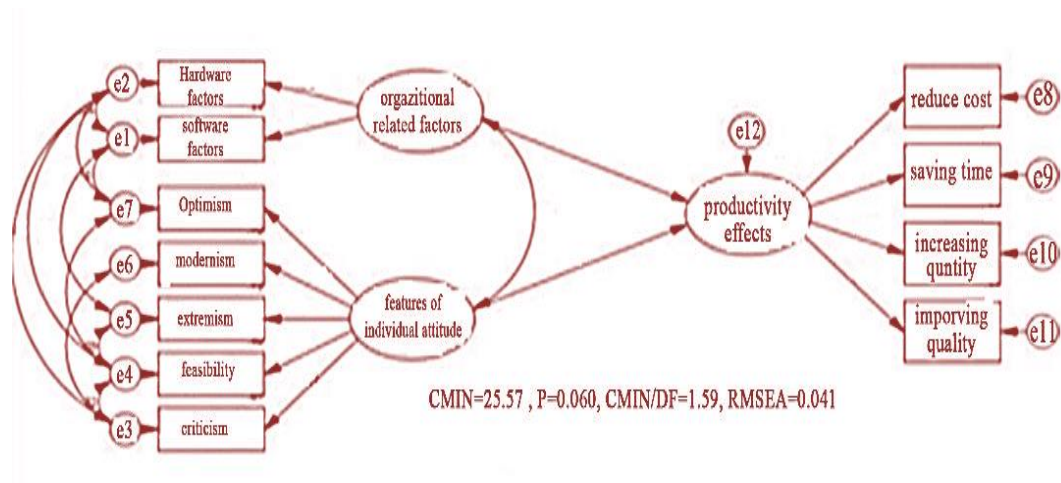
Since Skewness and Kurtosis of the research variables are between  $\pm 2$ , the distribution of data is normal and indicates the desirability of the variable status for performing parametric analyzes and the use of structural equations.

**Table 2:** Descriptive indicators of latent variable and their components

Variables, Components	Average	Standard Deviation	Skewness	Kurtosis
Organizational related Factors	3.62	0.51	-1.14	1.83
Individual Attitudes	3.16	0.53	0.23	-0.58
Productivity Effects	2.73	0.56	0.46	0.07

### 4. RESEARCH HYPOTHESES TEST

Regarding the fact that in this study, two predictive variables namely, "organizational related factors" with two components including hardware factors and software factors and "individual attitudes", with five components including positivism attitude, modernity attitudes, (modernism), feasibility attitude, extroverted attitude (transcendence ) and critical attitude and one criterion variable namely productivity effects with four components including reducing cost, saving time, increasing quantity and improving quality, a theoretical model in the structural model template is presented as follows:



**Figure 2:** Research Structural Model

According to the results of Table 3, regarding the fit analysis of the model with respect to the fitness indices, it can be said that the factor analysis model has a good fit for answering the question and also testing the main hypotheses of the research. The model was used to explain and design the model of manpower productivity effects in Saderat Bank of Iran (Case Study of Central Headquarters). Table 3 gives a result of the goodness of fit index (GFI) (a measure of fit between the hypothesized model and the observed covariance matrix), the adjusted goodness of fit index (AGFI) (a correction to the GFI), Incremental Fit Index (IFI), the minimum discrepancy divided by its degrees of freedom (CMIN/DF), the root mean square error of approximation (RMSEA), comparative fit index (CFI), and Tucker–Lewis index (TLI), and Normal Fit Index (NFI).

**Table 3:** Goodness of fit indices of the structural model of research variables

Fitness Indices of the Model	CMIN	DF	CMIN/DF	NPAR	P	GFI	AGFI	IFI	TLI	CFI	NFI	RMSEA
Fitted Model	25.57	16	1.59	50	0.060	0.99	0.95	0.99	0.98	0.99	0.98	0.041
Desirable Values	=df	-	< 3	-	>0.05	>0.90	>0.90	>0.90	>0.90	>0.90	>0.90	<0.08

The results of the above model test show that (Table 4) the relationship between organizational related factors and manpower productivity effects is positive and significant ( $\beta=0.24$ ,  $t= 9.83$ ,  $p<0.05$ ). Also, the relationship between characteristics of individual attitude and manpower productivity effects ( $\beta=0.45$ ,  $t=5.09$ ,  $p<0.05$ ) is positive and signification. Finally, the mutual relationship between organizational related factors and characteristics of individual attitude ( $\beta=0.21$ ,  $t=2.74$ ,  $p<0.05$ ) is positive and significant.

**Table 4:** the relationship of hidden variables with each other

Path (Directions)	Path Coefficients			Significance level
	Standardized Parameter	Non-Standardized Parameter	T value	
Organizational related factors → productivity effects	0.24	0.32	9.83	0.001
Features of individual attitude → productivity effects	0.45	0.62	5.9	0.001
Organizational related factors → individual attitude	0.21	0.30	2.74	0.022



## 5. DISCUSSION

Since the beginning of human creation, man has always sought to maximize the use of available power considering the specific spatial and temporal limitations; therefore, the history of productivity should be linked to human history. Productivity is an indicator of effective, useful and efficient use of various forces. Productivity effects are one step ahead of the outflow ratio to inputs or average product produce per unit. In fact, productivity effects are the same as the positive effects that productivity can have on society, organization, groups and individuals.

Productivity effects are considered not only as a benchmark and tool for measuring the effectiveness of economic activities but also from a strategic perspective and an important competitive advantage. Because it paves the way for achieving goals and strategies by recognizing the critical points and the features and tools used. The important point is that manpower is the most important factor in improving productivity. In fact, human qualities are a kind of capital, because they can make our services more productive and ultimately more prosperous.

The results of the first hypothesis showed that there is a positive and significant relationship between organizational related factors and manpower productivity effects. In this regard, the managers of Saderat Bank of Iran have been able to implement an organizational structure and control the internal human resources so that they are able to respond to the business environment in a timely and appropriate manner. This research result consistent with the results obtained by Jafari & Memarzadeh (2018), Baradaran and Valijani (2017), Shojaee et al. (2017), Guo et al. (2016), Akhtar et al. (2015), Dobni (2004) and Hanaysha & Tahir (2016).

The second result showed that there is a positive and significant relationship between the characteristics of individual attitude and manpower productivity effects in Saderat Bank of Iran. Whereas among the factors of production, the factor of manpower, unlike other forces, has a high level of understanding and influence on the better use of other factors of production, in other words, it is the most important lever in increasing and decreasing the productivity of organizations. Therefore, it has a special place in the improvement of productivity and should be given special attention. The role of manpower in enhancing the efficiency of service organizations becomes more important due to the direct production and delivery of services by human resources. Applying motivated, empowered and productive manpower, in addition to providing efficient services, can utilize other intra-organizational forces efficiently and effectively, accomplishing all aspects of productivity and ultimately benefiting the organization. This result is consistent with the results of Jafari and Memarzadeh Tehran (2017), Baradaran and Valijani (2016), Taghizadeh (2016) and Omid et al. (2016), have been consistent.

## 6. CONCLUSION

Based on the research findings, it can be observed that there is a mutual relationship between organizational related factors and the characteristics of individual attitude in Saderat Bank of Iran. The reason for this mutual relationship can be interpreted as having a direct and dynamic impact on the individual attitude, nervous and mental readiness of the employees of the Saderat Bank through the experience of the organization and their response to all issues and situations related to the bank. On the other hand, the managers and supervisors of these banks have been successful in dividing, organizing and coordinating organizational activities and have created structures that coordinate the activities and control the work of the members. The organizational structure of the Saderat Bank has

been able to specify how tasks are to be assigned, whom to report to, and what are the formal coordination mechanisms, as well as the interactive organizational models to be followed. Therefore, the attitudes of the personnel and the organizational structure of Saderat Bank have had a mutual relation. No research has been found to investigate the mutual relationship between organizational related factors and the characteristics of the individual attitude

Based on the results of the research, considering the factors related to employee productivity through planning by policymakers and managers, it is necessary to provide more framework and appropriate mechanisms to improve employees' productivity.

## 7. AVAILABILITY OF DATA AND MATERIAL

Data can be made available by contacting the corresponding author.

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