A Study of Effective Factors on Human Resources Productivity in the Branches of Bank-Saderat Located in the West District of Tehran

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Abstract: This paper is the result of research that has tried to study the effective factors on human resources productivity. The factors have been studied in the ACHIEVE model. This model stands for Ability, Clarity, Help, Incentive, Evaluation, Validity and Environment. The research method is descriptive-survey. Questionnaires were used in order to gather data. Considering the research goals and kind of gathered data, nonparametric tests were utilized and binominal tests, Friedman and chi square were used for testing research hypotheses. Finally all hypotheses were confirmed and on the basis of that, some suggestions have been made.

Key words: Productivity, Ability, Clarity, Help, Incentive, Environment, Evaluation, Validity, Environment.

INTRODUCTION

Mankind has always been reflecting on proper and efficient utilization of his capacities, capabilities, available resources and facilities. Nowadays, the concept has been focused more seriously than ever. Limited resources, increased population rate, increased expectations and requirements have induced the economists, politicians; managers of the organizations and society management give the first priority to productivity and implement productivity plans (Taheri, 1384).

Man's economical activities have always programmed to get best achievements and the most desirable results with least facilities and activities. The tendency could be named eagerness for higher rate of productivity attainment. All inventions and innovations, including the simplest tool of primitive ages and the most complex mechanical and electrical devices of modern technology era stems from this tendency and eager. Every wise man tries to do the best for the purpose of the best profit.(Abtahi& Kazemi, 1386).

In the competitive world of this era, productivity is a philosophy and a concept of improvement strategy that defines the most important objective of an organization; it resembles a chain that the links are all people of the community. Productivity improvement is an idea and ideology of creation capacity, creation potency, rate of aptness, mingled community and organizations who are involved in the world and they are witness of global economical, scientific, and technological advancements. Productivity improvement philosophy motivates humane force; and encourages him to think better, create, innovate, and develop a systematic appro.

Productivity is not just an economic index but an indication of several realities. Accordingly we must treat differently by knowing that it is an indicator of socioeconomic life, successful resource management, efficiency and effectiveness of a system is reflected by productivity, therefore it is a meaningful index linking to all basic and serious issues of the system. (Khaki, 1387) .When an organization is on path of excellence and development and progress, and takes steps to achieve their lofty goals that have healthy, fresh and lively human resources. It is said that the reason the development of any organization depends on its human development and prosperity of the organization (Khosravi, 1389).

This paper is presenting some guidelines for productivity increase and optimum use of human resources to approach strategic objectives of Bank Saderat . So, The Main goals of this research are, 1-Definition of influential factors on productivity rate of employees in the branches of Bank Saderat located in the West district of Tehran 2-Proposing proper guidelines to promote productivity rate in the branches of Bank Saderat located in the West district of Tehran

Literature Review:
The First Study:
Prioritizing effective factors on human resources productivity in Yazd Regional Power Plant Co: Mrs. Maryam zare is the researcher,1380 (Hussein Rahman-Seresht is the supervisor,) the research took place at Islamic Azad University –Branch of Kerman. She has defined four hypotheses:
1. Social factors of productivity are prioritized rather than economic factors.
2. Social factors of productivity are prioritized rather than Cultural factors

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3. Cultural factors of productivity are prioritized rather than natural elements
4. Cultural factors of productivity are prioritized rather than economic factors. And it is concluded that
5. Social factors of productivity are prioritized rather than cultural factors
6. Cultural factors of productivity are prioritized rather than natural and economic factors.

The Second Study Includes:

Effective factors of productivity promotion in Public Business and knowledge Schools, and Non-Profit Schools of Qom Province:

Mr. Reza –Omid-Ali, Master's Degree Student wrote the thesis in 1381 when his studies supervised by (Professor Adel Azar) who is Faculty member of Qom University; to pinpoint the main objectives, also secondary objectives are:
1. Presenting   main effective factors of productivity promotion in Public Business and knowledge, to enable all students of the mentioned schools
2. Recommending proper guidelines and enabling such schools as well as industrial institutions
3. Recommending   proper guidelines for promoting economic outputs of public Business and knowledge schools ,
4. Recommending proper guidelines for promoting motivations of all employees of the schools
5. Recommending proper guidelines for promoting quality of technical schools.

The Third Study:

Partnership and its effect on human resources productivity in Mazandaran University: Morteza Movaghar from higher education center of Qom was the researcher, who researched in 1379, supervised by Professor Mahdi Alvani) abstract: he has studied the relationship between participatory management system and employees' productivity of the university; he has developed four hypotheses:
1. Encouraged employees proposed ideas by managers increase their productivity
2. Easy information transfer by and between the managers and employees increase their productivity
3. Held meeting for consultation with employees increases employees' productivity
4. Employees' participation in decision making increases their productivity. Finally all the above mentioned hypotheses confirmed. And it was revealed that participatory management system has meaningful relationship with employees' productivity of the university.

Functional definitions of variables

A. *Ability:*

According to Achieve model, capability refers to knowledge and skills of the followers. (indeed, potency to perform a task successfully)

B. *Clarity:*

Clear conception and acceptance of a work, place and method of accomplishment. Objectives and targets must be defined, policies and strategies and priorities should be specified explicitly to ensure what, when, where and how it must be accomplished.

If employees have cognition issues, it depends on planning stage of the performance. Mostly, oral concord is not enough for short-term objectives. Manager must ensure all short-term objectives are written formally, and he or she must encourage the employees for more questions. (Rezaeian, 1385, p142)

C. *Help:*

It refers to organizational help, because the follower or subordinate must be supported to finalize an effective function. Some supporting factors are: budget, tools and facilities needed to fully accomplish a work. Other departments must be supportive to avail quality product, and there must be enough human recourse.

D. *Incentive:*

Incentive is needed to encourage and motivate the followers or subordinates to successfully perform a function to the end. Beware that most people need emotional incentives rather than tangible rewards.

E. *Evaluation:*

Evaluation is to review how employees behave, feedback of their behavior is represented through evaluation; effective feedback to the employees enables them know how to change or modify their behaviors; they must know useless or fruitful action or else they could not realize performance improvement. Workforces must be evaluated periodically through a formal process, although some informal and sudden evaluations are productive. Many issues happen due to non-feedback or implementation lack of training schedule

F. Validity:

Refers to valid and lawful management decisions respective to human resources. Managers must ensure that they have taken lawful decisions and their judgment is just, they have defined lawful, just as well as effective strategies as well.

G. Environment:

It refers to external factors that even very capable managers and employees with clarified objectives and policies may be impressed and remained inactive despite their eagerness for competition, changes of market situation, public by-law, procurement of material and so forth(Ghasem, Kabiri, 2005, pp156-158).

1.2. Model of Research :(Hersey&Goldsmith1980):
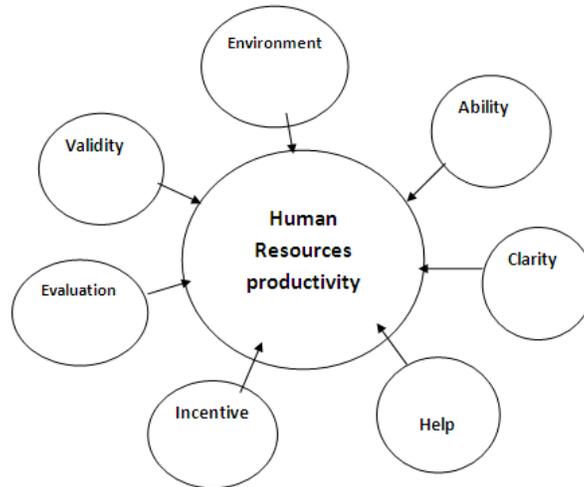
2. Research Method:

The research method is descriptive- survey and the documental – field study; namely, the researcher has studied resources and references of Bank Saderat and to completion information use the questionnaire. Questionnaire has been used as a tool to collect information; it was compared with some standard questionnaire developed by Hersey& Goldsmith model (ACHIEVE) ; also advisor and supervisor as well as some experts and scholars enquired to give their viewpoints. To measure the answers of the staff, Likert's five point scale has been utilized, namely, there were 5 scales named (least, less, average, much, and very much) and the respondents enabled to choose them optionally. The codified questionnaire was submitted to 3 university professors and they were asked to confirm validity of the questionnaire respective to number and adaptability of the questions. They proposed their ideas and then the justifiable questionnaire approved to be implemented. 30 subjects were selected to check reliability of the submitted questionnaire; then technique of Cronbach's Alpha was utilized. According to the opposite table, Cronbach's Alpha for all variables and questionnaires was more than 0.7; therefore, the questionnaire is valid.

Table 1: The reliability of the submitted questionnaire.

Variable	Number of questions	Cronbach's alpha coefficient
ability	4	0/738
clarity	4	0/757
help	4	0/846
incentive	4	0/781
evaluation	4	0/713
validity	4	0/744
environment	4	0/819
total	28	0/859

Statistical Society of this study include all the staffs of Bank Saderat Located in the west district of Tehran that is the number 1230 and the number of sampling group obtained by Cochran formula –it was 266 person.
Place domain: all branches of Bank Saderat Located in the west district of Tehran; 87 branches.

Time domain: Data collected and analyzed on khordad- mordad 1391
Subject domain: human resources management

2.1. The Research Questions:
1. Whether Ability in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity?
2. Whether Clarity in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity?
3. Whether Help in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity?
4. Whether Incentive in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity?
5. Whether Evaluation in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity?
6. Whether Validity of management's decision in the West district of Tehran Branches of bank Saderat has positive impact on productivity?
7. Whether Environmental adaptation in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity?

2.2. The Hypothesis of Research:
1. Ability in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity
2. Clarity in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity
3. Help in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity
4. Incentive in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity
5. Evaluation in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity
6. Validity of management's decision in the West district of Tehran Branches of bank Saderat has positive impact on productivity
7. Environmental adaptation in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity

RESULTS AND DISCUSSION

In this section, the scores were added and the quantities defined; hypotheses were studied by focusing on obtained scores for any question. Statistical tables and diagram of gender, marital status, education, background, position, as well as concerning questions of the questionnaire have been studied.

Table 2: Descriptive statistics of effective factors on human resources productivity.

	max	min	Standard deviation	mode	median	mean	numbers
Ability	5	2.5	0.47	4	4	4.01	266
Clarity	5	2.25	0.53	4	4	3.91	266
Help	5	1.75	0.515	4	3.75	3.78	266
Incentive	5	1	0.512	4	4.25	4.22	266
Evaluation	5	1.5	0.57	3.75	3.75	3.56	266
Validity	4.75	1.5	0.66	3.75	3.25	3.22	266
Environment	5	1	0.59	4	4	4.07	266

The quantities were defined, scores of every concerning question to the questionnaire obtained, and then the hypotheses reviewed. For the quantity definition, scores (1-5) of concerning question to every variable polarized. The following statistical techniques utilized to analyze the obtained data: according to the objectives of the research, non-parametric tests were used to analyze and interpret types of the obtained data. Hypotheses of the research analyzed and interpreted through Binominal, Chi square and Freidman tests.
Normality distributed variables are being tested through Kolmogorov – Smironov tests.
(H_0) is null hypothesis: variables are normally distributed
(H_1) is alternative hypothesis: variables are abnormally distributed.
According to table3, the significant level of tested normal distributed variables is less than 0.05, therefore, null hypothesis was rejected, and by 95% reliably, variables are abnormally distributed. Thus, non-parametric tests were used for testing research hypotheses.

Table 3: Distribution variables analysis.

	Amount of Z statistics	numbers	Significant level
Ability	2.646	266	0/000
Clarity	2.229	266	0/000
Help	2.188	266	0/000
Incentive	2.199	266	0/000
Evaluation	2.507	266	0/000
Validity	1.693	266	0/006
Environment	2.318	266	0/000

Null hypothesis indicate that components of the productivity model are ineffective and the alternative hypotheses indicates that components of the productivity model are effective. Binominal non-parametric test has been used to analyze the hypothesis; it is supposed that the subjects are in two different groups, scores of one group are less than 3 but scores of the other groups are more than 3 , those who have got more than 3 believe that this factor is effective and this effect is positive.

Hypothesis 1:

Ability in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity

Table 4 indicates the Result of this hypothesis. According to table 4, significance level is less than 0.05; accordingly, null hypothesis is rejected. By confidence 95%, indicates that the above mentioned factor have affected on productivity rate of the above mentioned staffs. Whereas, greater scores have more numbers of frequency and positive effect, namely the above factors have had positive effect on productivity.

Table 4: Results of Binominal test for ability.

Group	classification	numbers	observed Probability	standard Probability	Significant level
Group1	Less than 3	10	0.04	0.5	0.000
Group2	More than 3	256	0.96		

Table 5: The observed frequency distribution of ability.

	Least	less	Average	Much	Very much	sum
frequency distribution	0	4	48	152	62	266
percent	0	1.5	18	57.2	23.3	100

Hypothesis 2:

Clarity in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity

Table 6 indicates the Result of this hypothesis. According to table 6, significance level is less than 0.05; accordingly, null hypothesis is rejected. By confidence 95%, indicates that the above mentioned factor have affected on productivity rate of the above mentioned staffs. Whereas, greater scores have more numbers of frequency and positive effect, namely the above factors have had positive effect on productivity.

Table 6: Results of Binominal test for clarity.

Group	classification	numbers	observed Probability	standard Probability	Significant level
Group1	Less than 3	19	0.07	0.5	0.000
Group2	More than 3	247	0.93		

Table 7: The observed frequency distribution of clarity.

	Least	Less	Average	Much	Very much	sum
frequency distribution	2	13	72	143	36	266
percent	.8	4.9	27	53.8	13.5	100

Hypothesis 3:

Help in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity

Table 8 indicates the result of this hypothesis. According to table 8, significance level is less than 0.05; accordingly, null hypothesis is rejected. By confidence 95%, indicates that the above mentioned factor have affected on productivity rate of the above mentioned staffs. Whereas, greater scores have more numbers of frequency and positive effect, namely the above factors have had positive effect on productivity.

Table 8: Results of Binominal test for help.

Group	classification	numbers	observed Probability	standard Probability	Significant level
Group1	Less than 3	25	0.09	0.5	0.000
Group2	More than 3	247	0.91		

Table 9: The observed frequency distribution of help.

	Least	less	Average	Much	Very much	sum
frequency distribution	3	3	64	143	53	266
percent	1.1	1.1	24.1	53.8	19.9	100

Hypothesis 4:

Incentive in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity
Table 10 indicates the result of this hypothesis. According to table 10, significance level is less than 0.05; accordingly, null hypothesis is rejected. By confidence 95%, indicates that the above mentioned factor have affected on productivity rate of the above mentioned staffs. Whereas, greater scores have more numbers of frequency and positive effect, namely the above factors have had positive effect on productivity.

Table 10: Results of Binominal test for incentive.

Group	classification	numbers	observed Probability	standard Probability	Significant level
Group1	Less than 3	8	0.03	0.5	0.000
Group2	More than 3	257	0.97		

Table 11: The observed frequency distribution of incentive.

	Least	Less	Average	Much	Very much	sum
frequency distribution	1	2	34	125	104	266
percent	.4	.8	12.7	47	39.1	100

Hypothesis 5:

Evaluation in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity
Table 12 indicates the Result of this hypothesis. According to table 12, significance level is less than 0.05; accordingly, null hypothesis is rejected. By confidence 95%, indicates that the above mentioned factor have affected on productivity rate of the above mentioned staffs. Whereas, greater scores have more numbers of frequency and positive effect, namely the above factors have had positive effect on productivity.

Table 12: Results of Binominal test for evaluation.

Group	classification	numbers	observed Probability	standard Probability	Significant level
Group1	Less than 3	64	0.24	0.5	0.000
Group2	More than 3	201	0.76		

Table 13: The observed frequency distribution of evaluation.

	Least	Less	Average	Much	Very much	sum
frequency distribution	3	20	78	122	43	266
percent	1.1	7.5	29.3	45.9	16.2	100

Hypothesis 6:

Validity in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity
Table 14 indicates the Result of this hypothesis. According to table 14, significance level is less than 0.05; accordingly, null hypothesis is rejected. By confidence 95%, indicates that the above mentioned factor have affected on productivity rate of the above mentioned staffs. Whereas, greater scores have more numbers of frequency and positive effect, namely the above factors have had positive effect on productivity.

Table 14: Results of Binominal test for validity.

Group	classification	numbers	observed Probability	standard Probability	Significant level
Group1	Less than 3	113	0.43	0.5	0.023
Group2	More than 3	151	0.57		

Table 15: The observed frequency distribution of validity.

	Least	Less	Average	Much	Very much	sum
frequency distribution	6	14	66	132	48	266
percent	2.2	5.3	24.9	49.6	18	100

Hypothesis 7:

Environment in the West district of Tehran Branches staffs of bank Saderat has positive effect on productivity

Table 16 indicates the Result of this hypothesis. According to table 16, significance level is less than 0.05; accordingly, null hypothesis is rejected. By confidence 95%, indicates that the above mentioned factor have affected on productivity rate of the above mentioned staffs. Whereas, greater scores have more numbers of frequency and positive effect, namely the above factors have had positive effect on productivity.

Table 16: Results of Binominal test for environment.

Group	classification	numbers	observed Probability	standard Probability	Significant level
Group1	Less than 3	21	0.08	0.5	0.023
Group2	More than 3	243	0.92		

Table 17: The observed frequency distribution of environment.

	Least	Less	Average	Much	Very much	sum
frequency distribution	2	2	41	134	87	
percent	.8	.8	15.4	50.3	32.7	100

4. Conclusion:
Prioritization of effective factors on productivity.
Null hypotheses (**H0**): All indices have equal priorities.
Alternative hypotheses **(H1):** All indices have not equal priorities.

Table 11: Results of Friedman test.

Significance level	Degree of freedom	Chi square
0/000	6	580/169

According to the opposite table, meaningful test result equals to: 0.000, null hypothesis is rejected and 95% reliability is an indication of priority differences of the effective factors.

Table 12: Summarized result of hypothesis test and its priorities.

Nom	analyzed factors	result of test hypothesis	effective rates of the analyzed factors	mean variety of the studied factor
1	Incentive	Refused H0 and confirmed H1	Upper than mean	5.46
2	Help	Refused H0 and confirmed H1	Upper than mean	4.98
3	Ability	Refused H0 and confirmed H1	Upper than mean	4.71
4	Clarity	Refused H0 and confirmed H1	Upper than mean	4.35
5	Environment	Refused H0 and confirmed H1	Upper than mean	3.62
6	Evaluation	Refused H0 and confirmed H1	Upper than mean	2.87
7	Validity	Refused H0 and confirmed H1	Upper than mean	2

Study results demonstrated that all seven factors of the model affect on productivity, according to the staff, incentive, organizational support, and ability are most effective. It is concluded that the model is effective enough to illustrate how the mentioned factors affect on productivity, and the model is a proper tool for analysis and measurement.

Following recommendations are based on obtained results of the study:
- Utilizing employees' useful experiences in related things to productivity
- Knowledge transfer and useful experiences to the coworkers
- Documentation of employees' concerning experiences to every job.

Staff must attend in training courses and time of service delivery must be assessed. The courses must adapt with background and requirements at least in formal administrative work hours, the operational training courses are held when the staff are ready to do better.
- Holding job related training courses to increase skills of the employees.
- Consultation and knowledge transfer when the training courses are held and the workforces have enough experience and knowledge.
- Training courses, training materials, and features of the workforces must be adaptable

Whenever a supervisor or workshop director is going to resolve quality issues, he must explain the details, and define the objectives explicitly; he must inform them more concerning to long-term and Short-term objectives; hence the following measures are recommended:
- Recurrent review of planed jobs
- More focus on defined duties for employees and holding training courses for them
- More focus on position promotion
- Documentation and orderly accomplishment of the duties.

It is recommended that , the directors have other involving staff in the organization propose their viewpoints, they must be motivated and encouraged specially reveal their ideas based on their profession and skills ; whereas directors of bank do not enable the staff , it is better for the bank administrator heed more on ideas of the employee based on bottom-up approach.

Other departments of the banks do not support concerning branches, also, bank employees work hard for several incessant days, even they have to do overwork, and hence their jobs must be rated harsh and harmful.

- Work space must create more opportunities for promotion
- Creativity and cooperation in effective troubleshooting
- Academic objective based cognition of rational expectations
- Utilization of concerning applicable guidelines
- Codification and correction of employees' motivational award giving
- Study of current organization's punitive and remuneration systems, and review
- Developing concerning codified plans for cognition of eminent staff that are qualified, competent and skillful, and extensive promotion for qualifying meritocratic system.

Encourage the employees so that, they get feedbacks for negative as well as positive performances. Consult them before you decide to give them negative scores, they must know the rationality of assessment and evaluation process. Concerning shortcomings must be indicated if they are dependant to environment or anything else. Never let just someone to evaluate them but have other colleagues assess them, get feedback from lofty customers, evaluators must have enough knowledge and experience for effective evaluations. They must know the duties of the staff that is being evaluated as well.

Promotion and advancement of the employees must be based on their qualifications, potencies, and skills; then they are encouraged more for higher positions and better jobs. Directors must not have some impossible expectations and requirements. Because some requirements are not met due to inactive market such decisions may be invalid and they have negative impacts on their reputations, qualified; studious skillful workers with good behaviors must be encouraged and promoted.

Administrator must know external environment of the organization very well, also, he or she must know modern technology as well as novel systems of production and service delivery. He must be competent enough to defeat the rivals in a competitive global market; environmental conditions of the banks must be so apt that the banks are enabled to deliver various kinds of customer friendly services.

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