Investigating the Effective Organizational Factors in Increasing Manpower Efficiency in Naban Qeshm Industrial Group Company

Hossein Dana, Jamshid Jafaridarabjerdi, Hossein Zeynalipor

Department Of Management, Qeshm Branch, Islamic Azad University, Qeshm, Iran
Department Of Management, Hormozgan University

Corresponding Author: Hossein Dana, Email: Magnum2012@yahoo.com

ABSTRACT: The present study aims to investigate the effective factors improving manpower efficiency in Naban Qeshm Industrial Group Company. As to the research objectives, it can be considered as an applied study. The participants of the study consisted of all employees with Naban Qeshm Industrial Group Company. Efficiency questionnaire and employee performance appraisal questionnaire were used to collect the data. The results showed a significant positive correlation between good wage and salary payment, appropriate organizational culture and employee-management relations with manpower efficiency. The level of significance was set at 0.01.

Keywords: Organizational Factors, Efficiency, Manpower

Introduction

Human resources are the most strategic and valuable elements in every organization and, by extension, in every system, which may lead a country toward its developmental objectives. Appropriate use of manpower, as the most worthwhile asset of any society, has been at the center of attraction for the states. Human is regarded as both the object and agent of development so that the realization of development goals significantly depends on the appropriate management of human resources. Administrative and management systems take on significant importance in developing countries such as Iran due to some limitations including lack of skilled manpower. Appropriate use of physical resources through adequate technical approaches by skilled manpower may help achieve optimal efficiency (Aminpur, 2002). Effective, creative and receptive manpower guarantees the achievement of both short-term and long-term organizational goals. Efficiently pivots on human who may improve his quality and quantity of work, develop new plans, solve his problems creatively, increase his labor force and discover ways to reduce costs. Human is both the object and agent of efficiency. Efficiency increases GDP, enhances competitiveness and results in improved life. The key to efficiency is informed and intelligent work but not hard work since human has physical limitations. The key to increased efficiency is the improved quality of manpower, improved management, good work conditions and continuous improvement of production quality. The importance of improved efficiency in the process of economic development is undeniable. Nowadays, considering the population growth, shortage of resources and intense competition in global markets, it bears crucial importance to make efficient use of resources and enhance efficiency (Farshadfar, 2009).

In scientific management, developed by Taylor, organizational rationalism or rational organizational behavior corresponds to efficiency. Management essentially refers to the knowledge of increased efficiency and optimal use of available resources so as to achieve the specified goals. As a comprehensive concept, efficiency has always been considered by statesmen as a necessity to improve the quality of life, welfare and comfort. Efficiency refers to the acquisition of maximum possible profit from workforce, energy, talented and skilled manpower, ground, machine, money, equipments, time and place in order to improve the social welfare in the current competitive world (Aminpur, 2002).

As a philosophy and a perspective based on improvement strategy, efficiency is the most important organizational goal which may encompass all social activities like an inclusive network. The aspiration
for improved efficiency is a worldview based on the tendency to increase the power of creativity and the adaptability of society and organizations to economic, scientific and technical developments in the world. The organizational philosophy of improved efficiency empowers the manpower to think, create, come up with innovation and adopt a systematic view. This is an attitude which aims at creating future rather than past or present (Shoja, 2003).

When a society aspires to achieve economic boom, social development and better life in the competitive world and prepare itself for a prosperous life in the twenty-first century, it may need to achieve high levels of efficiency. Some potential factors include evaluation of management, job satisfaction, withdrawal from service, drive for absence, promotion and salary which may play a significant role (Zare, 2001).

In the multifactorial theory of efficiency and the systematic model of effective selection of human resources in the organization, revolutionary and effective leaders are thought of as the most important factor which causes improvements in human resource efficiency. Besides, preparations should be done for the employees to have high efficiency. Effective approaches of evaluating employee job performance are required to determine the efficiency of management and personnel. In order to make informed selection of personnel, organization's jobs should be first evaluated and financial incentives determined. It is worth mentioning that these factors are mutually interdependent so that the improvement of manpower efficiency in any organization requires special attention to the interrelations between these factors (Moorhead, 1998).

The present study aims at investigating the effective organizational factors improving manpower efficiency in Naban Qeshm Industrial Group Company consistent with hypotheses developed through appealing to the literature and a study of this company. Accordingly, the study purports to investigate the question what organizational factors may increase manpower efficiency in Naban Qeshm Industrial Group Company.

Materials and Methods

The method of the study is descriptive whereby the relation between good wage and salary payment, adequate organizational culture, employee-management relations and the rate of efficiency is investigated.

Participants

The population of the study consisted of all 212 employees of Naban Qeshm Industrial Group Company. Using census sampling, a number of 172 employees were selected as the participants.

Instrument

Efficiency questionnaire: this questionnaire examines the rate of efficiency in the participants. It measures seven variables based on Goldsmith's model. The seven variables include the ability of personnel, job satisfaction, organizational support, employee motivation, evaluation of employees, management decisions and organizational environment. This scale has been used in several studies (Honari, 2003). Using Cronbach alpha formula, the reliability of the questionnaire was calculated to be 0.83.

Employee performance appraisal questionnaire: this scale consists of 25 items on a 5-point Likert scale, which examines the performance of employees in terms of three indicators including wage and salary, adequate culture, and employee-management relations. The scale has been used in several studies so far and reported to have both high reliability and validity (Aminpur, 2002; Ghobadi, 1992). The reliability of the questionnaire was calculated to be 0.87 using Cronbach alpha formula.

Data analysis

Several statistical procedures were used to analyze the data. First, using descriptive statistics, the measures of mean, standard deviation and frequency of research variables were described. Second, Pearson correlation formula was run to investigate the relationship between employee performance and efficiency.

Procedure
Following the development of the questionnaires, preparations were made in collaboration with the internal manager of Naban Qeshm Industrial Group Company to receive the permit for the research project. The researcher then informed the employees of the research topic, objectives and how to complete the questionnaires. Subsequently, the questionnaires were distributed among the participants and collected 10 days later.

**Results**

The results of statistical analysis revealed a significant positive correlation between good wage and salary payment and manpower efficiency ($R_{(172)}=0.35$, $P<0.01$). Thus, it seems that good wage and salary payment may increase manpower efficiency. The results also showed that there is a significant positive correlation between adequate organizational culture and manpower efficiency ($R_{(172)}=0.54$, $P<0.01$). Therefore, it seems that adequate organizational culture increases manpower efficiency. A significant positive correlation was also noticed between good employee-management relations and manpower efficiency ($R_{(172)}=0.61$, $P<0.00$). Accordingly, it seems that good employee-management relations may increase manpower efficiency (see Table 1).

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**Correlation is significant at the 0.01 level (2-tailed).**

**Discussion and Conclusion**

Nowadays, efficiency has gone far beyond a simple economic indicator to be considered as a comprehensive approach, a systematic attitude and a whole composed of individual components so that it can influence all economic, social and cultural aspects of an organization or country. Efficiency is an essential subject with a history of several centuries in human activities. It has been strongly emphasized in economic, social and industrial activities (Farshadfar, 2009; Shoja, 2003). No doubt, manpower takes on an important status among the available assets. It has been a concern as how to pay adequate attention to manpower as the best and shortest way to development as well as quantitative and qualitative growth (Gordon, 1992). Effective managers need to exploit all managerial tools to have efficient and dynamic employees. To this end, they need to identify the factors which may increase efficiency. Since increased efficiency is one of the most significant approaches to increased production, better services and the consequent increased social welfare, researchers have been mainly concerned about identifying effective factors in increasing efficiency. Almost all researchers consent that increased efficiency is the result of the contribution of different factors (Moorehead, 1998; Allameh, 1993). Research has shown that two types of factors affect efficiency: (Aminpur, 2002) short-term factors which often depend on the personnel motivation for work, improved approaches, current systems, etc. and (Farshadfar, 2009) long-term factors which include the development of new products, identification of approaches to production and detection of new resources (Shoja, 2003).
Other key factors affecting manpower efficiency include attitudes toward work, the type of work, specialized knowledge of work, perception of work process, manpower requirements and manpower ethics (Farshadfar, 2009).

The present study aimed at investigating the effective organizational factors in manpower efficiency in Naban Qeshm Industrial Group Company. The results showed that there is a significant positive correlation between the three factors of good wage and salary payment, adequate organizational culture, good employee-management relations and the rate of manpower efficiency. Therefore, it may be necessary for the managers to pay more attention to these factors in order to improve their employee efficiency. It is recommended that a workplace environment be created based on reciprocal trust between management and employees. In order to increase rapport in the organization, preparations should be made for people to have more intimate relations in informal situations. For example, establishing a personnel club may help increase intimacy among the employees. Organizations need to foster flexibility in their employees and heed the employees’ individual needs including mutual respect, devolution and independence at work. Management should consider the problem of employee salary and allowances and reduce the differences between different payroll systems. It may be necessary to set up an efficiency committee that can measure the efficiency of the organization in each season and determine the obstacles to increased efficiency.

References

Zare M (2001) M.S thesis, Kerman Azad University, Kerman, Iran.