



The impact of managerial factors on increasing the productivity of low-level employees (Including case study)

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ABSTRACT: The aim of this study was to determine the effect of job-related factors on increasing the productivity of low-level employees in the General Welfare Office of Tehran Municipality. This research is applied in terms of purpose, in terms of survey approach and it is also an exploratory studies. The statistical population of the present study was a group of 35 senior, middle and operational managers of the General Welfare Department of Tehran Municipality. Necessary analyzes were performed using SPSS software. The results showed that managerial factors have a significant effect on increasing the productivity of low-level employees in the General Welfare Department of Tehran Municipality. Based on the results of the research hypothesis, it is suggested that in the General Welfare Office of Tehran Municipality, managers and supervisors pay special attention to the following: Emotional and spiritual support to subordinates, playing the role of coach, establishing interactive justice between subordinates, effective communication with subordinates to solve work problems, and careful monitoring in the first months of employment.

KEYWORDS: Productivity, Unprecedented staff, Management factors, General Department of Welfare of Tehran Municipality.

1. PROBLEM STATEMENT

Productivity is a comprehensive concept that its increase is a necessity to improve the living standards of human beings and build a more prosperous society, which is a national goal for all countries of the world, has always been considered by political and economic experts. Following the excellence of more knowledge and insight in economic and social issues, the concept of productivity has gradually changed in terms of form and content and new aspects have emerged. Productivity has been used in different ways depending on the type of people and in relation to their experiences and knowledge, other than what it really is. The main mission of management science is to achieve greater productivity and this has always been the focus of managers to manage organizations more effectively (Abtahi and Kazemi, 1378).

The General Welfare Office of Tehran Municipality is no exception to this category and conducting initial interviews with the managers of this organization proved that one of their main concerns in the field of human resources is to identify the factors affecting the productivity of human resources, and especially the less experienced manpower (people with less than ten years of experience). Therefore, the above research intends to answer the following question by conducting a scientific and systematic study in the General Welfare Office of Tehran Municipality: "In the General Welfare Office of Tehran Municipality, what is the impact of managerial factors on increasing the productivity of low-level employees in the General Welfare Office of Tehran Municipality?" "And how are these factors ranked in terms of importance and impact?"

2. RESEARCH NECESSITY

if a society is to enjoy economic prosperity, social growth, and a better life in today's competitive world, and also prepare for a better life in the 21st century, it needs to be highly productive, and in order for a country to increase productivity It is necessary for all production, service, research and educational organizations in that country to have high productivity (Saatchi, 2005). Increasing productivity in a country will be possible with the efforts of all people, organizations and especially families and all individuals of a nation. Productivity growth is not something that can be commanded from above. Governments have provided the appropriate platforms and policies to enable people to be widely involved in increasing corporate productivity. The two-hundred-year history of economic development after the Industrial Revolution is the result of productive growth and promotion, as exemplified by automation, ligament manufacturing, and global information technology. In the last fifteen years alone, global productivity has increased 45-fold. The only way to develop developing countries is to rely on knowledge combined with productivity in practice and wise work and dynamism and creativity and the promotion of innovation in all industrial, administrative and service units. Due to resource constraints, population growth,

growing human needs and wants, and fierce competition on the world stage, without a strategy for improvement and productivity, growth and survival can not be enjoyed continuously and in the long run at the grassroots level (Taheri, 1378).

The studies carried out by the researcher and also according to some senior managers of the General Department of Welfare of Tehran Municipality, conducting this research in the mentioned organization is of practical importance and necessity. Because at present, this organization is facing a decline in manpower productivity and this decline has been reflected in employees with less than ten years of work experience.

3. RESEARCH HYPOTHES

Management factors have a significant effect on increasing the productivity of low-level employees in the General Welfare Department of Tehran Municipality.

Review of previous research

- Taghipour et al.[1], studied Risk analysis in the management of urban construction projects from the perspective of the employer and the contractor.
- Mahboobi et al.[2], discussed Assessing Ergonomic Risk Factors Using Combined Data Envelopment Analysis and Conventional Methods for an Auto Parts Manufacturer. occupational injuries are currently a major contributor to job loss around the world.
- Taghipour et al.[3], studied The Impact of ICT on Knowledge Sharing Obstacles in Knowledge Management Process (Including Case-Study).
- Khalilpour et al.[4], studied The Impact of Accountant's Ethical Approaches on the Disclosure Quality of Corporate Social Responsibility Information an Islamic in Iran.
- Mirzaie et al.[5], studied The Relationship Between Social Bearing Capacities with Conflict as a Result, in the Perception of the Visiting Historical Sites
- Alamdar khoodaki et al.[6], studied Taghipour et al.[8], studied Effect of integrated marketing communication on brand value with the role of agencies reputation (including case study).
- Taghipouret al.[7], studied A Survey of BPL Technology and Feasibility of Its Application in Iran (Gilan Province).
- Seddigh Marvasti et al.[8], studied Assessing the Effect of the FRP System on Compressive and Shear Bending Strength of Concrete Elements.
- Jalili et al.[9], studied Utopia is considered to be the physical form of an ideal human society where the goals are met.
- Taghipour et al.[10], studied Insurance Performance Evaluation Using BSC-AHP Combined Technique.
- Rezvani Befrouie A et al. [11], discussed the design of high-rise building with ecological approach in Iran (Alborz Province).
- Taghipour et al.[12], studied The identification and prioritization of effective indices on optimal implementation of customer relationship management using TOPSIS, AHP methods.
- Taghipour & Yazdi.[13], studied Seismic Analysis (Non-Linear Static Analysis (Pushover) and Nonlinear Dynamic) on Cable-Stayed Bridge.
- Taghipour et al.[14], studied " Investigating the Relationship between Competitive Strategies and Corporates Performance (Case Study: Parsian Banks of Tehran)".
- Taghipour & Moosavi.[15], studied A look at Gas Turbine Vibration Condition Monitoring in Region 3 of Gas Transmission Operation.
- Rahmani et al.[16], studied Providing Health, Safety and Environmental Management (HSE) program in Metal Mining Industry (Including Case study).
- Taghipour and Vaezi.[17], studied Safe Power Outlet.
- Tarverdzadehet al.[18], studied Predicting students' academic achievement based on emotional intelligence, personality and demographic characteristics, attitudes toward education and career prospects through the mediation of academic resilience. *Scientific Journal of Education Research*, 2021, Vol. 16, Issue 65, pp.171-186.
- Azarian and Taghipour .[19], studied The Impact of Implementing Inclusive Quality Management on Organizational Trust (Case Study: Educatin).
- Ghadamzan Jalali et al.[20], studied Explain the Relationship Between Intellectual Capital, Organizational Learning and Employee Performance of Parsian Bank Branches in Gilan province.
- Mohammadi et al.[21], studied Investigating the role and impact of using ICT tools on evaluating the performance of service organizations.

- Abdi Hevelayi et al.[22], studied Predicting Entrepreneurial Marketing through Strategic Planning (Including Case Study).
- Arsalani et al.[23], studied "Investigating the Effect of Social Media Marketing Activities on Brand Awareness".
- Khorasani et al.[24], studied The Location of Industrial Complex Using Combined Model of Fuzzy Multiple Criteria Decision Making (Including Case -Study).
- Hoseinpour et al.[25], studied The Problem Solving of Bi-objective Hybrid Production with the Possibility of Production Outsourcing through Imperialist Algorithm, NSGA-II, GAPS0 Hybrid Algorithms.
- Taghipour & Ahmadi Sarchoghaei.[26], studied Evaluation of Tourist Attractions in Bourujerd County with Emphasis on Development of New Markets by Using Topsis Model.
- Baghipour saramiet al.[27], studied Modeling of Nurses shift work schedules According to Ergonomics: A case study in Imam sajjad(As) Hospital of Ramsar.
- Taghipour et al.[28], studied Study of the Application of Risk Management in the Operation and Maintenance of Power Plant Projects.
- Hashemi et al.[29], studied The Effect of Job-Related Factors on Increasing the Productivity of Low-Level Employees in the General Welfare Office of Tehran Municipality. In another study Hashemi al.[30], studied M The effect of personal factors on increasing the productivity of low-level employees in the General Welfare Department of Tehran Municipality. Also in another research Hashemiet al.[32], studied The impact of managerial factors on increasing the productivity of low-level employees (Including case study),

Descriptive statistics on demographic variables**Status of the statistical sample of the research in terms of gender**

In the chart below, the status of this demographic variable can be seen. As can be seen in this chart, in this study, out of 35 experts who participated in the study, 27 were men and 8 were women.

Figure 1) Statistical sample status of research in terms of gender

Status of research statistical sample in terms of education

In the chart below, the status of this demographic variable can be seen. As shown in this chart, out of a total of 35 experts who participated in the study, 9 had a bachelor's degree, 23 had a master's degree, and 3 had a doctorate or equivalent.

Figure 2) Status of statistical research sample in terms of education

Status of the statistical sample of the research in terms of management history in the organizations affiliated to Tehran Municipality

In the chart below, the status of this demographic variable can be seen. As shown in this chart, in this study, out of 35 experts who participated in the research, 6 people had less than 10 years of experience, 12 people had 10 to 20 years of experience, 17 people had experience Between 21 and 30 years, and finally 1 person had more than 30 years of experience in the management of Tehran Municipality and its affiliated departments.

Figure 3) The status of the statistical sample of the research in terms of management history in Tehran Municipality and its affiliated departments

Research hypothesis test

In the research hypothesis, it was claimed that managerial factors have a significant effect on increasing the productivity of low-level employees in the General Welfare Department of Tehran Municipality.

Indices related to managerial factors, except for the first index, were evidence of confirmation of the research hypothesis

Table 1) Results of t-test on research hypothesis

One-Sample Test			
Test Value = 3			
	t	df	Sig. (2-tailed)
Supervisor specialized knowledge	178/8-	34	000/0
Effective communication with subordinates to solve work problems	748/7	34	000/0
Playing the role of coach	706/6	34	000/0
Emotional and spiritual support of the subordinate	952/6	34	000/0
Establishing justice through communication between subordinates	403/7	34	000/0
Careful monitoring in the first months of employment	318/7	34	000/0

Research Hypothesis Test Results

Research Hypothesis: "Management factors have a significant effect on increasing the productivity of low-level employees in the General Welfare Department of Tehran Municipality."

Based on the results of the research, the research hypothesis was confirmed and 6 managerial factors affecting the productivity of low-level employees in the General Welfare Department of Tehran Municipality were identified and prioritized as follows:

Table 2) The result of the research hypothesis test

rank	indicators	wight
1	Emotional and spiritual support of the subordinate	328/0
2	Playing the role of coach	202/0
3	Establishing justice through communication between subordinates	180/0
4	Effective communication with subordinates to solve work problems	174/0
5	Careful monitoring in the first months of employment	118/0

Based on the results of the research hypothesis, it is suggested that in the General Welfare Department of Tehran Municipality, managers and supervisors pay special attention to the following: emotional and spiritual support of subordinates, playing the role of coach, establishing interactive justice between subordinates, effective communication with subordinates to solve work problems, and close monitoring in the first months of employment.

Suggestions for future research

Based on the experiences gained in the process of library studies, survey studies and compilation of the present collection, the following suggestions are presented to future researchers:

- Due to the limited space, it is suggested that this research be conducted in other departments of Tehran Municipality and even in metropolitan municipalities of Iran.
- Also, due to the executive limitation of the research based on the time consuming distribution and collection of questionnaires, it is suggested that the first two phases of the research, which are related to identifying indicators and finalizing them, be conducted by Delphi method and during a joint session. Accept.
- In addition, future researchers are suggested to design a local model to improve employee productivity in municipalities across the country.
- In addition to the above, future researchers are recommended to conduct research to identify and model the factors that reduce employee productivity in municipalities across the country.

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