



Effect of Human Resources Management's Functions on Promotion of Job Satisfaction in the Staff of Ministry of Sport and Youth

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ABSTRACT: The most important aims of every organization, especially sport organizations, are the improvement of its productivity level and that man plays a central role in productivity, his/her demands will leave key effects in organization. Participation of the staff and their clever and conscious attempts accompanied by work discipline can affect the productivity level and changes required for the improvement of productivity, especially in a turbulent and insecure environment. The present study has considered the effect of job satisfaction on the productivity of human resources in Ministry of Sport and Youth. The present study is a descriptive survey based on library and data collection methods. The statistical population of the present research is comprised of all the employees (890) of Iran's Ministry of Sport and Youth. According to the limited statistical population with 95% level of significance and through Cochran Formula, the sample was reduced to 129 participants. A simple random sampling method was used to select the participants from the list introduced by the organization. Results indicated the effect of human resources management's function on enhancement of job satisfaction in employees of Ministry of Sport and Youth is lower than the average level. Generally, the findings of the present study showed that the human resources management's function has a significant effect on enhancement of job satisfaction in Ministry's employees.

Keywords: Human Resources Management, Promotion of Job Satisfaction, Ministry of Sport and Youth

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INTRODUCTION

Job satisfaction is dependent upon many factors. Although these factors are considered separately, but in fact this is an interdependent issue: meaning that due to particular environmental condition or individual factors, people will undertake some changes in their spirit and the more their severity, the more their influence and threat will be. Lack of basic needs, frustration, stress, learning, social issues, mass media and etc. are amongst the main factors affecting job satisfaction [1]. Herzberg believes that job satisfaction has two separate dimensions; one of the factors known as health factor contains job environment features and external aspects like, upervision, salary, interpersonal relations, job conditions and opportunities. The second dimension is related to the motivating factors which are actually dependent upon job content and internal aspects and contains some aspects such as emphasis on promotion, responsibility and growth.

The second common sense of job satisfaction does only have one dimension which contains the answer to these two questions that: a) how much you are content with the job right now and, b) how much satisfaction you want form your job. According to many experts, the difference between what a person has right now and what s/he is looking for can be indicative of job satisfaction.

Davis has defined productivity as "the acquired change in amount of the product per consumed resources" [2]. Mandel has also defined productivity as "the ratio between production's output and the unit of consumed source compared to the base year" [2]. American Productivity and Quality Center (APQC) have defined productivity according to the following relation: Productivity * recycling price = Profitability.

Determining the ratio of what has been used for production to what is resulted from production [input to output] is the most important factor in productivity. Meanwhile, human forces are the main focus of productivity and all attempts are focused upon the improvement of human resources' productivity. In other words, the motivating machine of every productivity is human forces which have been undergone many changes in time. The integration of the concept of productivity in economics also shows this point.

Management of human and nonfinancial factors is a knowledge that can be successful in developing approaches as well as an updated knowledge-based performance [3]. Since one of the most important aims of every organization, especially sport organizations, is the improvement of its productivity level and that man plays an central role in productivity, his/her demands will leave key effects in organization. Participation of the staff and their clever and conscious attempts accompanied by work discipline can affect the productivity level and changes required for the improvement of productivity, especially in a turbulent and insecure environment.

Organizations should have the culture of improvement the core of which is human forces [4]. All managers of economic organizations, industrial production units and service institutions aim at improvement and effective use of various resources such as labor, capital, materials, energy and information. Appropriate organizational structure, effective executive methods, safe equipment and working tools, balanced work environment and above all, qualified and competent human forces are amongst the necessities that managers should consider in order to reach a desired productivity [5].

Mirsepasi (2006) believes that the improvement of labor's productivity in the country's (Iran) organizations depends on the following factors [6]:

- Continuous job training
- Enhancing staff motivation
- Opportunity to express innovation and creativity
- Establishing a suitable pay system based on performance
- Establishing a reward and punishment system

In addition to above factors, a distinctive factor from other models have been studied in the present model that is emphasis on the improvement of the methods in one hand, and promotion of self-control among the organization staff on the other. Indeed, the researcher believes that promotion of conscience work and social discipline and revising working methods to assure their optimization have positive effects on the staff's productivity.



Figure 1. Model, 1998

In a study entitled "Investigation of Job Satisfaction of Razi Psychiatric Hospital Nurses and its Related Factors in 2004" conducted in Nursing Faculty of International Hawaii University, Goodarzi shows that job satisfaction has a significant relation with education, marriage status, gender and employment. The findings indicated that among those who were content with their job, a great deal of satisfaction was dedicated to the satisfaction from those directly responsible. Moreover, ranking five factors considered in the present study, job features, salary, job promotion, colleagues and direct responsible have respectively the lowest and highest score in job satisfaction of Razi Psychiatric Hospital nurses. [7]

The results of a study entitled "Investigation of Effective Factors in Job Satisfaction of Fishery Promotion Experts in 2003" conducted by Ashkar, show that there is a positive and significant relation between job satisfaction and overtime per month, rewards, respectful and amazing job, innovation and creativity in work, independency and authority in work, specified area of responsibility, clear and unambiguous role, compatibility of responsibility with authorities, qualified supervision, respecting the subset, conclusive work, sufficient control, work appreciation, defending people's interests, friendly relationship between co-workers, respecting each other's privacy, healthy competition and the quality of medical services. But there is a negative relation between job satisfaction and repetitive work. Comparison of averages through F test showed a significant difference in job satisfaction of experts among different groups with different employment states. A step-by-step regression suggested that four variables of work attraction, appraisal of the finished work, respecting other's privacy and quality of medical services influenced job satisfaction and determined about 40% of dependent variable variance of job satisfaction [8].

In his study "Determining Effective Factors [job satisfaction, organizational commitment and conscience work] in Productivity of Teachers of Shahin Shahr's Department of Education in Management Education Institute in 2002", Torabian-Fard indicated that: 1) there is a significant relation between three independent variables of the research and dependent productivity variable; 2) it is a positive and direct relation; 3) the relation of three variables of job satisfaction, organizational commitment and conscience work are respectively 62%, 148% and 347%; and 4) amongst Shahin Shahr teachers, job satisfaction variable with determination coefficient of 63% had the highest correlation with the increment of productivity and the variables of conscience work with 347% determination coefficient and organizational commitment with 148% determination coefficient were respectively in next orders.[9]

In a research conducted in 2002, Daren concluded that job satisfaction and work motivation in private sector is more than in public sector. In addition, he suggested that having an important, diverse and independent work with high feedback have a positive relation with internal motivation and job satisfaction .[10]

Patrich (2005) showed in their study that during the time of performance-based payments and seniority-based rewards, job satisfaction increases. When the staffs feel injustice in payment, they will be less content with the payment. Individual characteristics of the functions and also the functions of human resources management have a positive effect on job satisfaction. [11]

In his study conducted in 2004, Bram Stein concluded that the functions of human resources management indirectly affect job satisfaction and are balanced with job and organizational features. Patrich [11] also suggested that learning updated issues, work independence and having the right to comment have a positive effect on the staff's job satisfaction and accurate and close supervision affect their job satisfaction negatively. Additionally, Buelens et al. (2007) concluded that the employees in public sector are more persuaded in supportive work environment compared to the staff of private sector. Moreover, they showed that compared to the private sector, the employees in the public sector have less tendency towards the advancement of organization's goals. According to the findings of aforementioned studies as well as existing theoretical backgrounds, the present study has considered the effect of job satisfaction on the productivity of human resources in Ministry of Sport and Youth. [12].

MATERIAL AND METHODS

The present study is a descriptive survey based on library and data collection methods. The statistical population of the present research is comprised of all the employees (890) of Iran's Ministry of Sport and Youth working in different departments. According to the limited statistical population with 95% level of significance and through Cochran Formula, the sample was reduced to 129 participants. A simple random sampling method was used to select the participants from the list introduced by the organization. After filling 129 questioners and removing incomplete ones, 107 questioners were totally selected for examination. Two descriptive and inferential statistical methods were used for data analysis. For examination of research hypotheses in inferential method, univariate T-test was used. Given that the average of Likert method's scores is 3, it is assumed as the expected average in statistical population. This test will be conducted in 0.05 alpha levels. Data collection was done using a questioner with 48 five-option closed questions within the Likert scale. In order to determine the reliability coefficient, Cronbach's alpha coefficient was used in the present research which was finally 90%.

Table1. Cronbach's Alpha Coefficient for Reliability Test

Category (questions)	Questions	Alpha
Job satisfaction	8	0.93
Reliability of the questioner	48	0.95

RESULTS

According to the table, Z for job satisfaction within 0.05 alpha level is not significant; because the level of significance (p-value) should be equal to or larger than 0.05. Zero hypotheses are not rejected and the data related to these variables adhere to the normal distribution. Therefore, for the related hypotheses, univariate parametric T-test is used.

Hypothesis: functions of human resources management have a significant influence on the enhancement of job satisfaction in the staff of Ministry of Sport and Youth. To test this hypothesis, univariate T-test is used. According to the table 5, observed t equals 3.04 and thus, the zero hypotheses is rejected. In other words, with reliability level of 95% and alpha of 5%, the average of normal curve is between -0.089 and -0.426. Therefore, it is suggested that the effect of human resources management's function on enhancement of job satisfaction in employees of Ministry of Sport and Youth is lower than the average level. So the observed average (2.74) is lower than the expected (3) level.

Table2. Statistical Description of Human Factors Effective in Productivity of Human Resources.

Scale	Job satisfaction
mean	2.74
median	2.62
Standard deviation	0.878
variance	0.771
deviation	0.285
kurtosis	0.409

Table3. Kolmogorov–Smirnov Test for Data Normality

Scale	Job Satisfaction
Mean	2.74
Standard deviation	0.878
Z	0.972
Level of significance (p-value)	0.302

Table4. Score Average of role of Human Resources Management’s Function in Job Satisfaction Enhancement

Groups	Number	Average	Standard Deviation
Job satisfaction	107	2.74	0.089

Table5. T-Test for Comparison of Observed and Expected Average

Variable	Expected average=3					
	t	DF	Sig.	Mean difference	95 % reliability	
					Low level	High level
Job satisfaction	3.04	106	0.003	-0.258	-0.426	-0.089

DISCUSSION

The findings of the present study showed that the human resources management’s function has a significant effect on enhancement of job satisfaction in Ministry’s employees. Amongst the parallel researches are studies conducted by Patric, (2005) who believe that job satisfaction during performance-based payments and seniority-based rewards increases [11]. Darren (2002) also believes that having an important, diverse and independent job with high feedback have a positive relation with internal motivation and job satisfaction [10]. According to the studies conducted by Ashkar (2003), salary and wage are the most important factors in job satisfaction [8]. The present study considers each factor (job satisfaction, organizational commitment and conscience work) effective in human resources productivity. Since job satisfaction is one of the main and effective factors in enhancement of human resources productivity, it is proposed that to increase job satisfaction, factors resulting in satisfaction including, salary and wage increment, benefits and rewards should be provided for employees and managers. In addition, factors leading to lack of job satisfaction including, injustice in work environment should be decreased. It is suggested to repeat the present study in other organizations and compare their results with the present one.

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