



## The Effect of Human Resource Management Functions on the Quality of Working Life in the Department of Sport

Ebrahim Jafargholi<sup>1\*</sup>, Vali Nozari<sup>2</sup>, Younes Mohammadzadeh<sup>2</sup>

1. Department of Sport Management, Damavand Branch, Islamic Azad University, Damavand, Iran

2. Department of Sport Management, Arsanjan Branch, Islamic Azad University, Arsanjan, Iran

\*Corresponding author's e-mail: mr.jafargholi@yahoo.com

**ABSTRACT:** One of the most important goals of any organization is improving productivity. Humans play a crucial role in creating productivity. It was observed in the current research that human resource management functions significantly affects working life quality of employees in the Department of Sport. Factors influencing the quality of working life include job security, mental relaxation, and participation in decision-making, matching of work with worker, job promotion, appropriate workplace, and responsibility. Therefore, this research aims at investigation of the effect of human resource management functions on promoting human indexes influencing human resource productivity in sport organizations. The results showed that the amount of observed  $t$  was  $-18.67$  and the Zero hypothesis was rejected. Based on, it can be stated that the effect of human resource management functions on working life quality of employees in the Department of Sport is less than average amount.

**Keywords:** Human Resource Management, Quality of Working Life, Sport Department

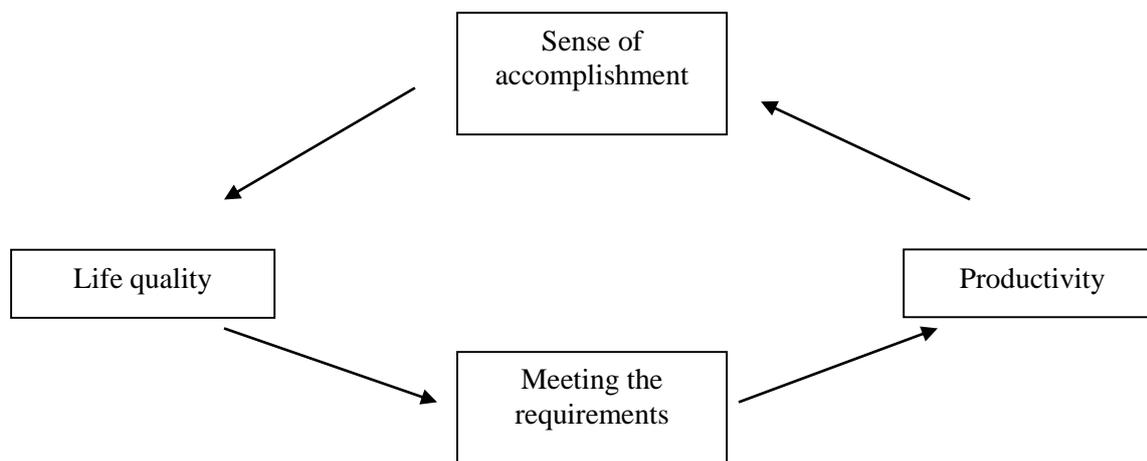
Received 13 Jan. 2014  
Accepted 28 Mar. 2014

ORIGINAL ARTICLE

### INTRODUCTION

The quality of working life consists of elements such as salary and benefits, health and welfare services, insurance and pensions, appropriate and fair payments, safe and healthy working conditions, possibility of learning and using new skills, creating social cohesion in organization, individual rights preservation, balance in division of labor and organizational and working commitment. Human resource management functions can be effective in directing and controlling each and every element mentioned above (1378). Factors influencing productivity include continuous vocational training of managers and employees, improving motivation among employees for better and more work, establishment of a proper functional-based system of payment and establishment of a system of reward and punishment, work ethics and social discipline and saving as a national duty [1]. One of the most important goals of any organization is improving productivity. Humans play a crucial role in creating productivity. Human resource productivity means maximizing scientific utilization of human resource in order to reduce costs and employees, managers and consumers satisfaction, as well as maximum utilization of human resource in order to move towards the organization goals using minimum time and cost.

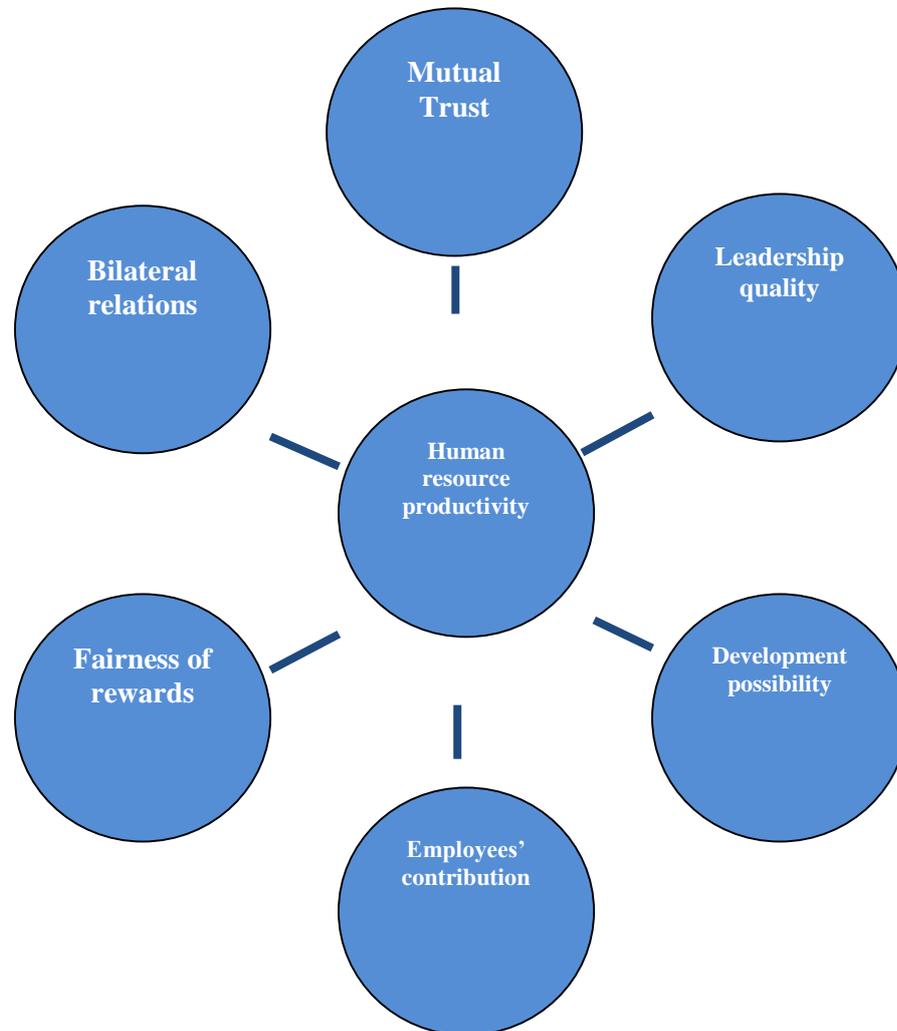
There is a mutual relationship between the quality of working life and productivity, not a unidirectional one – that is, we should not just provide salary and ask for work. However, work should be considered a part of life quality. Organization managers should be reinforces of this mutual relationship [2].



**Diagram 1.** The relationship between productivity and the quality of working life

Creating reciprocal relationship between productivity and quality of working life and creating shared beliefs in organization is formed by proper guide and management which are dependent on two conditions (: Managers should be skillful in guiding the organization Management time should be long enough to create the opportunity for education and culture change and creating shared values [2]. Researcher mentioned the following items regarding the effective factors in labor productivity [2]:

- Leadership quality
- Mutual trust of employees and employers
- Reciprocity of organizational communications
- Fairness of rewards
- Contribution of employees in organization administrations
- Possibility of employee’s development



**Figure (1).** Model, 1986

In 2000 Qasemi conducted a research in Tehran University titled the investigation of the effect of working life quality on human resource productivity. The results of the research show that there is a direct and significant relationship between the quality of working life and human resource productivity which means the more we invest on creating a working life quality system, the productivity of the organization will increase [3]. Bram Stein,(2004), Song Yang (2011) believe that the factors influencing productivity increase include employees’ contribution in decision-making, improvement of rewards, skill increase, improvement of working life quality, human resource improvement via training and safety[4,5]. Nikolaos (2006) divided the factors influencing the productivity into two types of short term and long term. The short term type includes the motivation to work, improving current methods and systems and the long term one includes introducing new production methods, discovering new resources and finding new marketing solutions [6].

Lucas (2000) considers poor job design, ineffective and insufficient training, and management mistakes in optimal use of resources and ambiguity of organization goals as effective factors in reducing productivity and organization performance level [7].

Lamplo (2003) conducted a research titled human motivation working organization: theories and implications. The results showed that one of the main problems in a modern society is creating jobs for all those

who are willing to work and have the required abilities. However, the management should concern about its employees' motivation once they get the job. The reason is that employees' motivation or organizational motivation is one of the main functions of the management [8].

Mark Bulence and Herman (2007) in their research concluded that [9]: Public sector employees are less encouraged by financial rewards, compared to private sector employees. Public sector employees are less encouraged, compared to private sector employees. Public sector employees are more encouraged in supportive working environment, compared to private sector employees.

Public sector employees are less willing to promote organization goals, compared to private sector employees. Factors influencing the quality of working life include job security, mental relaxation, participation in decision-making, matching of work with worker, job promotion, appropriate workplace, development, salary, educational, welfare, and sports facilities, incentive tools, healthy workplace, various jobs and responsibility. Therefore, this research aims at investigation of the effect of human resource management functions on promoting human indexes influencing human resource productivity in sport organizations. It also seeks to find an answer to the question that if human resource functions significantly influence the improvement of working life quality of the employees in the Department of Sport.

## MATERIAL AND METHODS

The study was a descriptive survey conducted using library and field information approach. The population of the research included all employees in Iran's Department of Sport and Youth. They were 890 people working in different sections. The sample was based on a limited population at confidential level of 0.95 which were set to 129 subjects using Cochran formula. For sampling we made use of a simple random method offered by the organization. 107 questionnaires could be examined after filling up 129 questionnaires and eliminating the incomplete ones. Two statistical methods of descriptive and inferential were used to analyze the data. Univariable T-Test was used in inferential part to test the research hypotheses. Because the mean of scores by Likert method was 3, it was considered the desired mean of the population. The test was conducted at level 0.05 alpha. A questionnaire with 48 closed questions was used in Likert scale and five items to collect the data. Cronbach's alpha was used to determine validity coefficient. It was calculated to be 0.95.

**Table1.** Cronbach's alpha for reliability test

Categories (questions)	Questions	Alpha
Quality of life	13	0.89

## RESULTS

Descriptive statistics of the dependent variable are presented in the following table. According to the table above, Z amount for quality of life at alpha level of 0.05 is not significant because the significance level (p-value) is larger than 0.05. Thus, the Zero hypothesis is not rejected. In fact the data related to these variables follow a normal distribution. Therefore, the parametric Univariable T-Test is used for hypotheses of these variables.

Hypothesis: Human resource management functions significantly affect the working life quality development in the Department of Sport. The results of the table 5 show that observed t is 18.67, so the Zero hypothesis is rejected. In other words, with 95% level of confidence and 5 percent alpha, the mean in normal curve is between (-1.238 and -1.001).

**Table2.** Statistical description of human indexes influencing human resource productivity

Scale	Quality of life
Mean	1.88
Mode	1.81
Standard deviation	0.621
Variance	0.385
Obliquity	-0.262
Skewness	0.457

**Table2.** Kolmogorov-Smirov Test to test normality of the data

Scale	Quality of life
Mean	1.88
Standard deviation	0.621
Z	0.885
Significance level	0.414

**Table 4.** Description of the mean scores of human resource management role on quality of life

Groups	Number	Mean	Standard Deviation
Quality of life	107	1.88	0.059

**Table 5.** T-test for comparing the observed mean and expected mean

	Expected mean=3					
	T	DF	Sig.	Mean differences	95 percent confidence	
					Low level	High level
Quality of life	18.67	106	0.001	-1.119	-1.001	-1.238

## DISCUSSION

It was observed in the current research that human resource management functions significantly affects working life quality of employees in the Department of Sport. The results of the test showed that the amount of observed t was -18.67 and the Zero hypothesis was rejected. In other words with 95% level of confidence and 5 percent alpha, the mean was below the normal curve. Therefore, it can be stated that the effect of human resource management functions on working life quality of employees in the Department of Sport is less than average amount. That is, the observed mean (1.88) was less than expected mean 3. In fact it is inferred that there is a reciprocal relationship between working life quality and productivity. It is not a unidirectional relationship- that is; we should not just provide salary and ask for work. Actually working should be considered a part of working life quality and organization managers should reinforce this reciprocal relationship. Qasemi (2005) conducted a research consistent with this one [3]. Also the findings were consistent with the research results of Bram Stein,(2004), Song Yang and Lu Zheng (2011). They considered employees contribution in decision-making, rewards improvement, skills improvement, working life quality improvement, human resource improvement through training and safety as effective factors in productivity increase [4, 5].

According to the current research results it is recommended that in order to increase productivity, continuous vocational training of managers and employees should be presented during working time. The required backgrounds should be provided by encouraging managers and employees to become innovative and creative. Indexes influencing the human resource productivity should be available for managers and programmers in prioritized factors design so that it can help them prioritize programs and related designs and provide better services. It is also recommended that more attention be paid to factors such as organizational culture and human relations in organizations in order to improve the working quality of managers and employees.

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