

# The Impact of Managerial Factors on Increasing the Productivity of Low-Level Employees (Including Case Study)

Mohammad Taghipour<sup>1\*</sup>, Siavash Safdarpour<sup>2</sup>, Pouya Taherian<sup>2</sup>, Nasibe Barati<sup>2</sup>, Zahra Faryam Manesh<sup>2</sup>

<sup>1</sup> Department of Industrial Engineering, Ooj Institute of Higher Education, Qazvin, Iran

<sup>2</sup> Department of Management, Islamic Azad University, Tehran West Branch, Tehran, Iran

## Email Address

Mohamad.taghipour@srbiau.ac.ir (Mohammad Taghipour)

\*Correspondence: Mohamad.taghipour@srbiau.ac.ir

Received: 28 April 2022; Accepted: 30 May 2022; Published: 3 July 2022

## 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. Introduction

In the above research, an attempt was made to identify and prioritize job-related factors on increasing the productivity of low-level employees by conducting a scientific and systematic study in the General Welfare Office of Tehran Municipality.

## 2. 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?”.

### **3. 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 cannot 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.

### **4. Research Hypothesis**

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

## 5. A Review of Research History

Taghipour et al.[1], studied Risk analysis in the management of urban construction projects from the perspective of the employer and the contractor.

Taghipour et al.[2], studied The Evaluation of the Relationship between Occupational Accidents and Usage of Personal Protective Equipment in an Auto Making Unit.

Taghipour et al.[3], studied Necessity Analysis and Optimization of Implementing Projects with The Integration Approach of Risk Management and Value Engineering.

Taghipour et al.[4], studied Implementation of Software-Efficient DES Algorithm.

Taghipour et al.[5], studied Risk assessment and analysis of the state DAM construction projects using FMEA technique.

Taghipour et al.[6], studied Assessment of the Relationship Between Knowledge Management Implementation and Managers Skills.

Taghipour et al.[7], studied Evaluation of the effective variables of the value engineering in services(Qazvin Post Center Case Study).

Khalilpour et al.[8], studied The Impact of Accountants Ethical Approaches on the Disclosure Quality of Corporate Social Responsibility Information an Islamic in Iran.

Taghipour et al.[9], studied Evaluating CCPM method versus CPM in multiple petrochemical projects.

Taghipour et al.[10], studied Evaluation of Tourist Attractions in Borujerd County with Emphasis on Development of New Markets by Using Topsis Model.

Taghipour et al.[11], studied A Survey of BPL Technology and Feasibility of Its Application in Iran (Gilan Province).

Khodakhah Jeedi et al.[12], studied The Analysis of Effect Colour Psychology on Environmental Graphic in Childeren Ward at Medical Centers.

Taghipour & Moosavi.[13], studied A look at Gas Turbine Vibration Condition Monitoring in Region 3 of Gas Transmission Operation.

Habibi Machiani et al.[14], studied the relationship between social responsibility and brand of companies.

Taghvae yazdi et al.[15], studied The Impact of Intellectual Capital on Organizational Entrepreneurship (Case Study: Mazandaran Science and Technology Park).

Azarian et al.[16], studied The Effect of Implementing Total Quality Management on Job Satisfaction (Including Case-Study).

Baghipour sarami et al.[17], studied Modeling of Nurses' shift Work schedules According to Ergonomics: A case study in Imam sajjad (As) Hospital of Ramsar.

Ghadamzan Jalali et al.[18], studied Explain the Relationship Between Intellectual Capital, Organizational Learning and Employee Performance of Parsian Bank Branches in Gilan province.

Taghipour et al.[19], studied Analysing the Effects of Physical Conditions of the Workplace on Employees Productivity.

Mohammadi et al.[20], studied Investigating the role and impact of using ICT tools on evaluating the performance of service organizations.

Rahmani et al.[21], studied Providing Health, Safety and Environmental Management (HSE) program in Metal Mining Industry (Including Case study).

Taghipour et al.[22], studied Implementation of Software-Efficient DES Algorithm.

Taghipour et al.[23], studied Insurance Performance Evaluation Using Bsc-Ahp Combined Technique.

Taghipour and Azarian.[24], studied The Impact of Extensive Quality Management on Human Relations (Case Study: Education).

Taghipour et al.[25], studied The Impact of Working Capital Management on the Performance of Firms Listed in Tehran Stock Exchange (TSE).

Asadifard et al.[26], studied A Multi-Objective Mathematical Model for Vehicle Routing Problem Considering the Time Window and Economic and Environmental Objectives Using the Metaheuristic Algorithm Based on Pareto Archive.

Torabi et al.[27], studied Implementation of hierarchy production planning model and its theoretical comparison with manufacturing resources planning.

Habibi Machiyani et al.[28], studied Using Business Intelligence to Provide a Model for Smartening the Management of Iranian Chain Stores.

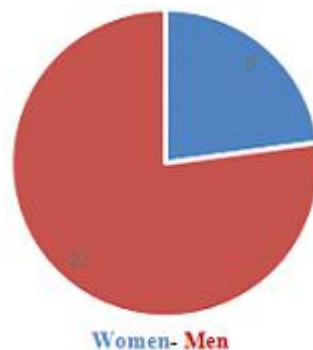
Abbasi & Taghipour,[29], studied An Ant Colony Algorithm for Solving Bi-Criteria Network Flow Problems in Dynamic Networks.

Taghvae yazdi et al.[30], studied The Relationship between Implementation Principles of Implementation with Organizational Accelerations, Ethical Leadership and Empowerment of Managers (Case study: Employees of national banks in Sari, District 1).

## 6. Descriptive Statistics on Demographic Variables

### 6.1. 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)



*Figure 1. Statistical sample status of research in terms of gender.*

### 6.2. 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)

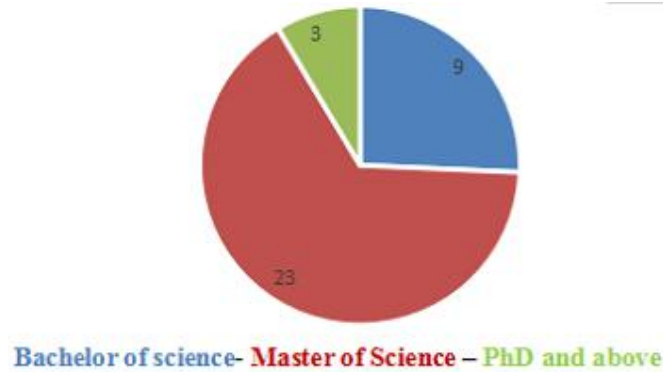


Figure 2. Status of statistical research sample in terms of education.

### 6.3. 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)



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

## 7. 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)

Table 1. Results of t-test on research hypothesis.

One-Sample Test			
Test Value = 3			
	t	df	Sig. (2-tailed)

Supervisor specialized knowledge	-8/178	34	0/000
Effective communication with subordinates to solve work problems	7/748	34	0/000
Playing the role of coach	6/706	34	0/000
Emotional and spiritual support of the subordinate	6/952	34	0/000
Establishing justice through communication between subordinates	7/403	34	0/000
Careful monitoring in the first months of employment	7/318	34	0/000

## 8. 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):

*Table 2. The result of the research hypothesis test.*

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

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.

## 9. 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.

## Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this article.

## Funding

This research received no specific grant from any funding agency in the public, commercial or not-for-profit sectors.

## References

- [1] Taghipour, M.; Seraj, F.; Amir, H.M.; Farahani, K.S. Risk analysis in the management of urban construction projects from the perspective of the employer and the contractor. *International Journal of organization Leadership*, 2015, 4, 356-373.
- [2] Taghipour, M.; Kheirkhahan, H.; Mahboobi, M.; Mohammadi, M. Evaluation of the Relationship between Occupational Accidents and Usage of Personal Protective Equipment in an Auto Making Unit. *International Journal of Innovative Research in Science, Engineering and Technology*, 2015, 4(9).
- [3] Taghipour, M.; Seraj, F.; Seraj, M. Necessity Analysis and Optimization of Implementing Projects with The Integration Approach of Risk Management and Value Engineering. *A Journal of Economics and Management*, 2015, 5(1), 330-346.
- [4] Taghipour, M.; Moghadam, A.; Moghadam, N.; Shekardasht, B. Implementation of Software-Efficient DES Algorithm. *Advances in Networks*, 2015, 3(1), 7-22.
- [5] Taghipour, M.; Sharifzadeh, S.; Seraj, F. Risk assessment and analysis of the state DAM construction projects using FMEA technique. *Trends in Life Sciences An International Peer-reviewed Journal*, 2015, 4(2).
- [6] Taghipour, M.; Saffari, K.; Sadri, N. Assessment of the Relationship Between Knowledge Management Implementation and Managers Skills (Case Study: Reezmoj System Company in Iran). *Science Journal of Business and Management*, 2016, 4(4), 114-120.
- [7] Taghipour, M.; Nokhbefallah, M.; Nosrati, F.; Yaghoubi, J.; Nazemi, S. Evaluation of the effective variables of the value engineering in services(Qazvin post center case study). *Journal of Applied Environmental and Biological Science*, 2015, 5(12), 319-322.
- [8] Khalilpour, M.; Kamyabi, Y.; Nabavi, C.S.A.; Taghipour, M. HE Impact ofAccounts' Ethical Approaches on The Disclosure Quality of Corporate Social Responsibility Information an Islamic Perspective in Iran. *National Academy of Managerial Staff of Culture and Arts Herald*, 2018, 1, 1173-1181.
- [9] Taghipour, M.; Seraj, F.; Amin, M.; Changiz, D.M. Evaluating CCPM method versus CPM in multiple petrochemical projects. *Management*, 2020, 3(3), 1-20.
- [10] Taghipour, M.; Ahmadi, S.J. Evaluation of Tourist Attractions in Borujerd County with Emphasis on Development of New Markets by Using Topsis Model. *Science Journal of Business and Management*, 2015, 3(5), 175-189.

- [11] Taghipour, M.; Safari, M.; Bagheri, H. A Survey of BPL Technology and Feasibility of Its Application in Iran (Gilan Province). *Science Journal of Circuits, Systems and Signal Processing*, 2015, 4, 5, 30-40.
- [12] Khodakhah, J.L.; Kasrayee, F.; Khodakhah, J.S.; Taghipouret, M. The Analysis of Effect Colour Psychology on Environmental Graphic in Children Ward at Medical Centers. *Psychology and Behavioral Sciences*, 2016, 5(2), 51-61.
- [13] Taghipour, M.; Moosavi, A. A look at Gas Turbine Vibration Condition Monitoring in Region 3 of Gas Transmission Operation. *Journal of Environmental Science, Computer Science and Engineering & Technology*, 2020, 9(3), 423-432.
- [14] Habibi, M.H.; Taghipour, M.; Asadifard, E. The Relationship Between Social Responsibility and Brand Of Companies Listed on the Tehran Stock Exchange. *Journal Of Economics and Administrative Science*, 2020, 3(1), 15-20.
- [15] Taghvaei, Y.M.; Taghipour, M.; A.J.; Habibi, M.A. The Impact of Intellectual Capital on Organizational Entrepreneurship (Case Study: Mazandaran Science and Technology Park). *Journal of Modern Thoughts in Education*, 2020, 15(3), 44-58.
- [16] Azarian. R.; Gholamreza, T.F.G.; Habibi, M.A.; Taghipour, M. The Effect of Implementing Total Quality Management on Job Satisfaction (Including Case-Study). *Management*, 2020, 3(5), 1-15.
- [17] Baghipour, S.F.; Bozorgi, A.A.; Mououdi, M.A.; Taghipour, M. Modeling of Nurses' shift Work schedules According to Ergonomics: A case study in Imam sajjad (As) Hospital of Ramsar. *Journal of Ergonomics*, 2016, 4(1), 1-12.
- [18] Ghadamzan, J.A.; Habibi, M.H.; Taghipour, M.; Fathi, V.K.; Moshtaghi, S. Explain the Relationship Between Intellectual Capital, Organizational Learning and Employee Performance of Parsian Bank Branches in Gilan province. *Educational Administration Research Quarterly*, 2020, 10(2), 127-142.
- [19] Taghipour, M.; Mahboobi, M.; Nikoeifar, A.; Soofi, M.E. Analysing the Effects of Physical Conditions of the Workplace on Employee' s Productivity (Including Case Study). *International Journal of Environmental Protection and Policy*, 2015, 3(4), 111-119.
- [20] Mohammadi, M.; Taghipour, M.; Mahboobi, M. Investigating the role and impact of using ICT tools on evaluating the performance of service organizations. *Iranian Journal of Information processing and Management*, 2021, 37(1), 1-26.
- [21] Rahmani, M.; Vaziri, S.S.; Abedi, V.; Taghipour, M. Providing Health, Safety and Environmental Management (HSE) program in Metal Mining Industry (Including Case study). *Management*, 2020, 4(3), 14-35.
- [22] Taghipour, M.; Sharifzadeh, S.; Seraj, F. Risk assessment and analysis of the state DAM construction projects using FMEA technique. *Engineering*, 2015, 4(2), 195-203, Corpus ID: 110496771.
- [23] Taghipour, M.; Vosough, A.; Azizi, D.; Abdi, J. Insurance Performance Evaluation Using Bsc-Ahp Combined Technique. *Journal National Academy of Managerial Staff of Culture and Arts Herald*, 2018, 4, 112-120.



- [24] Taghipour, M.; Azarian, R. The Impact of Extensive Quality Management on Human Relations (Case Study: Education). *International Journal of Current Science and Engineering*, 2020, 2(7), 341-347.
- [25] Taghipour, M.; Habibi, M.H.; Amin, M. The Impact of Working Capital Management on the Performance of Firms Listed in Tehran Stock Exchange (TSE). *Journal of Multidisciplinary Engineering Science and Technology (JMEST)*, 2020, 7(6), 12146-12154.
- [26] Elnaz, A.E.; Adlifard, M.; Taghipour, M.; Shamami, N. A Multi-Objective Mathematical Model for Vehicle Routing Problem Considering the Time Window and Economic and Environmental Objectives Using the Metaheuristic Algorithm Based on Pareto Archive. *Logistics & Supply Chain Review*, 2020, 1(1), 58-68.
- [27] Torabi, F.; Taghipour, M.; Madankan, M.; Mahdijoo, R.; Mahdijoo, A. Implementation of hierarchy production planning model and its theoretical comparison with manufacturing resources planning (MRP II) (Case study of Iran Khodro Company). *Journal of Applied Environmental*, 2015, 3(12), 196-202.
- [28] Habibi M.A.; Aghazadeh, M.; Fooladi, T.; Yaser.; Taghipour, M. Using Business Intelligence to Provide a Model for Smartening the Management of Iranian Chain Stores. *Managemet*, 2020, 4(1), 37-55.
- [29] Abbasi, S.; Taghipour, M. An Ant Colony Algorithm for Solving Bi-criteria Network Flow Problems in Dynamic Networks. *International Journal in IT & Engineering*, 2015, 3(5), 34-48.
- [30] Taghvae, Y.M.; Taghipour, M.; Abdi, J. The Relationship between Implementation Principles of Implementation with Organizational Accelerations, Ethical Leadership and Empowerment of Managers (Case study: Employees of national banks in Sari, District 1). *Quarterly Research on Educational Leadership & Managemet*, 2020, 5(17), 1-24.



© 2022 by the author(s); licensee International Technology and Science Publications (ITS), this work for open access publication is under the Creative Commons Attribution International License (CC BY 4.0). (<http://creativecommons.org/licenses/by/4.0/>)