

Identifying and Ranking the Factors Affecting the Productivity of the Organization

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Abstract

Today, productivity is more than an economic criterion and index and is considered as a comprehensive approach, system-oriented culture, and attitude and a whole composed of all components, so that it can mutually affect any of the economic, social, and cultural aspects of the country, organization, or individuals. Also, according to the investigations carried out on the following indicators in this article, the attention of managers to have people with experience and to know the principles and goals of the organization to the employees, to create a sincere atmosphere in the work environment between the employees and the managers of the organization in advancing the goals of the organization and raising people's performance can have a significant impact. Also, paying attention to the performance of people and training teamwork is also effective in increasing the productivity of the organization. Controlling the work of employees as less as possible by the managers and leaving the decisions in the work area of the employees to themselves can influence creating job satisfaction, and having a fair treatment with the employees, as well as using less bureaucracy in the work and creating a basis for the participation of the employees as much as possible in the decision. have been effective in increasing the efficiency of employees, Also, the presence of suitable physical space and standard tools and equipment has prevented physical injuries and absence of employees due to these injuries. Having a suitable system for paying salaries and giving cash and non-cash rewards based on performance to employees creates a sense of competition and increases the productivity of the organization. The use of experts as well as paying attention to the individual interests of the employees and its suitability with the jobs of the people play a significant role in advancing the goals of the organization.

Keywords: Productivity, participation, performance, employees, and organization.

Introduction

Today, productivity is more than an economic criterion and index and is considered as a comprehensive approach, system-oriented culture, and attitude and a whole composed of all components, so that it can mutually affect any of the economic, social, and cultural aspects of the country, organization, or individuals. Also, according to the investigations carried out on the following indicators in this article, the attention of managers to have people with experience and to know the principles and goals of the organization to the employees, to create a sincere atmosphere in the work environment between the employees and the managers of the organization in advancing

the goals of the organization and raising people's performance can have a significant impact. Productivity is one of the basic issues that has a history of several hundred years at different levels and in various human activities, and its importance has been strongly emphasized in economic, social, and industrial activities. Undoubtedly, among the existing capitals, human power has taken a high place. It should be noted that the progress of any nation depends on the work and efforts of all sections of the society, and productivity is a measure to evaluate the performance of these activities and efforts in different social and economic sectors. Productivity in the organization is considered as a determining factor of salaries, prices and other production factors, and productivity ratios are used for management as a means of control in the production process, and it is also used as a comparison criterion between institutions' performances.

(Seyed Javadin, 2011) Productivity literally means the power of production, being fertile and being productive. For several years, this word has become popular in the scientific and administrative culture of the country. In some research writings, equivalents such as efficiency, productivity, production power, and production capability have been chosen for the word productivity. (Motaghi, 2014) In the Oxford culture, productivity is defined as productivity is efficiency and effectiveness in production, which is measured by some relationships between organizations and institutions. The definition of productivity according to the International Labor Organization (ILO) is the ratio of efficiency to the resources used. In simpler terms, productivity is the ratio of the amount of goods or services produced to the resources used in the production process. The European Productivity Agency (EPA) defines productivity as follows: Productivity is the degree of effective use of each factor of production. Productivity is therefore an intellectual perspective that always tries to improve what is currently available. Productivity is based on the belief that a person can do her work and duties better every day than yesterday. The Japan Productivity Center defines productivity as: the purpose of improving productivity is to maximize the use of human resources, facilities, etc. through scientific means and by reducing production costs, expanding markets, increasing employment, and striving to increase real wages. and improving living standards in a way that benefits employees, managers, and consumers. Singapore's National Productivity Board defines productivity as follows: Productivity is an attitude of mind that strives for improvement and achieves it, as well as systems and a set of activities that translate that attitude into action. (Motaghi, 2014). According to the official definition, productivity is the quantitative and qualitative level of work efficiency according to the resources used (Schermerhorn et al., translated by Iran nejad Parisi et al., 1378).

Human resource efficiency is the optimal use of human resources to advance the company's goals and how to use young people, middle-aged people, and even retirees. A healthy and productive organization can never overcome its problems if it has human resources that are always waiting to be told what to do. People need to know how to maximize their productivity, how to manage their time and how to stay organized. The hallmark of a healthy and productive organization is the presence of people in it who have the necessary skills to turn plans into actions that will bring the organization to its goals. Such an organization must have made the necessary planning for the training of basic management techniques and must have taught the implementation methods of practical plans to all its employees. It is in such a situation that the necessary conditions for self-direction of employees are created. This skill is an old skill that has gained importance in today's world. Of course, the condition of internal guidance is that the necessary platform for this is provided by the senior and middle managers of the organization. In fact, to increase its productivity, an organization must provide the necessary conditions for the use of its human resources. A productive organization means a set of efficient and effective agents. People who automatically know what to do to achieve the goals of the organization and have gained inner insight into progress, the loyalty index to the organization has reached a suitable level in these people and they are moving along the path of excellence of the organization (Edwardson, 2008).

The purpose of this research is to identify the factors affecting productivity and determine the relationships of these factors and how they affect. In the article of Mike Silver and colleagues (1986), the concept and application of potential productivity is investigated, in potential productivity, the difference between the optimal and effective productivity level is defined. As a result, measuring potential productivity based on operations and lost time, maximum output level, capacity production function estimation and work study for the covered divisions of UK manufacturing companies have been measured. Hitchens (1991) examines productivity improvement through observation in international transactions. Comparing the poor performance in Northern Ireland provides a background to cover the sum of the equations visible through managers in Northern Ireland and West Germany in the industry. The difference in the efficiency of international relations has been investigated by the managers of the weak performing ratio. In this study, the characteristics of service markets, the comparison of tangible productivity, product quality, types of devices and their suitability, the characteristics and skills of the workshop workforce, and the quality of management and its logic have been discussed. Finally, they have concluded that how can it be determined from the country's low productivity that what changes should be made to close the productivity gap. In the article, Ching Kao (1995) has discussed ways to improve productivity and the perspective of efficiency versus the perspective of effectiveness. In this article, three indices for automatic technology, production management and productivity are calculated to show levels of success. Since the company is not able to reach the expected maximum efficiency in the distribution level of technology and management during the

period of using low efficiency input factors, Two points of view have been proposed: in the efficiency point of view, there is no need to consume unnecessary resources to improve productivity, but the efficient use of input factors is considered, and in the point of view of effectiveness, the levels of technology and management should be adjusted to the best combination according to productivity. to the highest possible level, as a result, productivity is the boundary between these two views and has been investigated to improve productivity, efficiency, and effectiveness in companies. And, in Longenecker's article http://jpm.iaut.ac.ir/publisher?_action=publish&article=520956&related_issue=112245" \l "_ftn1 (1997), If performance appraisal is done to develop employees and increase productivity, it is usually successful, but when the manager uses performance appraisal to punish personnel or the appraiser is not aware of the limitations of the methods, appraisal usually leads to failure. It is not important what method and how to use for performance evaluation, but it is important that the manager and employees are aware of the purpose of the evaluation.

Also, Gnut http://jpm.iaut.ac.ir/publisher?_action=publish&article=520956&related_issue=112245" \l "_ftn2- (1998), In her article, he points out that, in addition to informing the person of the results of his performance, the manager should provide her with improvement solutions. Al-Majran (1999) also examines the relationship between labor productivity and wages in the Kuwaiti economy and tests the hypothesis of the existence of a relationship between labor productivity and average wages in various economic activities on the one hand and the unit cost of labor and average wages on the other hand. While emphasizing the inadequacy of statistical data, she concludes that although there is a relationship between these three variables in the private sector, this relationship is very weak and weak in the public sector. Cunningham (2001) also, by examining the trends of productivity and wages in the United States, concludes that during the 1990s, productivity has increased significantly, and this has reduced the cost of companies and increased their income. But the labor force has not had a share of the productivity gains during this period and in fact the real strength of the labor force has decreased and on the other hand the profits and salaries of senior executives have increased. The increase in productivity in this period, which was faster than in the 1970s and 1980s, is the result of various factors, including better organization of work, investment to expand and modernize the work environment, training of the workforce, especially more spending on research and development. Trade unions and their cooperation have played an important role in productivity growth. The important and significant part of Cunningham's study is related to the investigation of the cause of the great crises and recessions of the 20th century. He believes that the imbalance in productivity and wages played a major role in creating the great crisis of 1929 and other important recessions, including the recession of 1995.

In 1995, consumer purchases decreased significantly, while increased productivity enabled producers to produce more. In other words, the purchasing power was able to increase as much as the growth of productivity. According to his research, senior executives of companies have had an astronomical increase in their earnings. While the increase in the income of other employees has been very small. By examining the destructive effects of inconsistency in the distribution of productivity gains between workers and employers, Cunningham criticized the theory. "http://jpm.iaut.ac.ir/publisher?_action=publish&article=520956&related_issue=112245" \l "_ftn5" It emphasizes the distribution of income based on productivity gains. Mawson and her colleagues (2003) and Namazi (2009) also point out in their article that changes in available resources, changes in customers' expectations and needs, product innovation are necessary for the productivity of organizations and processes. Productivity improvement should focus on value creation over minimal data. And Tolentino (2004) also considers doing things the right way (knowing "how to do it") and permanently through the improvement of the production and distribution process and delivery of products and services as an effective way in most cases. At the same time, this minimization of time has a negative impact on the internal and external environments of the organization. Organizational communication, as a determining factor in improving efficiency, has always been in the center of attention, and the ability of manpower and the ways of using their talents in creating new ideas for developing technology and improving productivity have been investigated. In Horner's article (2006), improving productivity is not only about reducing the cost of items and assumptions, but also about efficient and effective use of resources to create goods and services for customers. Therefore, the relationship between productivity and the development of societies shows that the high level of productivity is not enough to determine the relationship with the durability of quality; And compared to other aspects, the effects of society and the environment should also be examined. In their studies, Mathis, and Jackson (2007) have divided the management process based on the goal into four stages, namely job interview and agreement, creating performance standards, setting goals, checking and continuous discussion about performance. Blucher (2008) also raises contradictions about productivity and quality and points out that productivity is seen only inside the organization and quality is seen inside and outside the organization. Management plays a role in productivity, while they influence the quality of labor and customers. Quality and productivity make sense together. Most of the framework of business advantages is rooted in productivity, but the output of the system is the quality of that business. Cristina Bernard and colleagues (2010) have also examined the effects of mergers and ownership rights on productivity in Spanish banks. Also, in this research, the consequences, and limitations of integration in a time frame and its long-term effect on productivity have been evaluated. According to the results obtained with the merger of the Spanish banks, the productivity improvement

has been halved during the analysis period. John Silon (2011) also points out in his article that apart from productivity it is effective at the macro level (society) and it is also very decisive at the micro level (individual).

"http://jpm.iaut.ac.ir/publisher?_action=publish&article=520956&related_issue=112245" \l "_ftn6".

Undoubtedly, improving productivity is a very effective medicine in reducing workload. It can be said that the main cause of stress and psychological pressure in many cases is low productivity. A person who does not think about productivity in his daily work lacks the mentality to distinguish between effective and ineffective activities on the way to reaching the goal, so he cannot have a purposeful movement, and he is also unable to choose the most efficient way to perform activities. In other words, if the thinking of productivity is weak, doing the activity will be more important than distinguishing the necessary and unnecessary activities. Parotta and his colleagues (2010) have investigated the effect of diversity in the field of culture and the skills and demographics of characters in total factor productivity for 1995 to 2005 in Danish companies and the effect of workforce diversity on productivity from three dimensions. and have studied that in the field of culture, According to Waldrige (2009), skills or education and demographics follow the simultaneity and internalization of problems in the calculation of the company's total factor productivity In order to control whether there is an effect of diversity on total factor productivity in different industries and finally, according to the evidence found, to check whether there is a difference between the diversity of the workforce in skills or training to improve the performance of the company or not, Sensitivity analysis should be used. Wei Chi Wang et al

In their article, they refer to the fact that most of the customers form the matrix organization and the matrix organization is necessarily the result of insufficient and late decisions that may have arisen because of a poor performance. Poor implementation is a barrier to providing information for critical projects. "http://jpm.iaut.ac.ir/publisher?_action=publish&article=520956&related_issue=112245" \l "_ftn9". Also, in this article, an innovative model is designed to identify decisions responsible for poor performance, which aims to integrate the model with SIA and DEMATEL, SIA evaluates the performance of each department and creates a causal relationship between departments with DEMATEL to draw effective connections, also, Yang and her colleagues (2013) in an article have investigated the improvement of efficiency from various aspects in the Japanese banking industry. Their goal is to focus on improving the efficiency of banking systems from many aspects, and in this research, DEA and NBG theories have been used to improve the activity of banks with low efficiency, to show how the process of optimization can be done by using a pie chart and by changing the ratio. and officials can make the necessary changes in various improvement programs. Also, Joseph (2013) analyzes the data obtained from examining the efficiency and performance of bank branches. This article examines 80 factors obtained from the DEA method, which has been implemented in 24 countries. The focus of this research is on bank branches. The DEA models designed in this study are discussed and the experiences and studies that include a range are determined.

Research method

The purpose of this article is to identify the most effective factors affecting productivity and to rank the identified factors using the Dimatel method. and the research method is practical in terms of the purpose because the result of this research helps the organization to identify the most effective factors in productivity and by using the correct management method, it helps to increase the productivity of the organization. The survey execution method, the choice of the research method depends on the nature of the objectives of the research subject, according to the nature of the research tool, two methods, library, and field, have been used to collect information. In such a way that the information on the theoretical and theoretical bases of the research is collected in a library and by referring to the books and research of the organization and other centers and in the form of questionnaires, and the information related to the factors affecting the productivity of the organization is collected by field methods through questionnaires in person. At first, the factors affecting the productivity of the employees are set up through the research conducted in the past and the studies conducted in the field of student welfare fund activities. By using the theoretical conceptual model of the factors affecting the productivity of manpower in the research according to the proposed models such as the Kappelman model which divides the factors affecting the productivity into three general categories and considering the Hersey and Goldsmith model as well as the circular model Sotermeister (Khaki, 2016) and by referring to past studies, the theoretical model of the research has been determined. With this explanation, the effective factors are shown in Table (1) of factors affecting productivity. Two types of questionnaires are distributed among the people of the organization. First, a questionnaire with 50 questions is distributed among ten experts and we identify the most important questions using the Delphi method and design a new questionnaire.

in this research, since no statistical tools were used, we do not have a statistical sample, so the research population includes the student welfare fund managers. After distribution at the level of the organization's managers, results are obtained, these results are ranked using one of the multi-indicator decision-making methods of Dimatel and we identify the most effective factors.

Research questions:

Main questions:

- Are factors affecting productivity capable of being identified and prioritized?
- Can the most effective factor be identified by using Dimetal methods?
- Sub question:
- To what extent do the identified factors affect productivity?

The theoretical conceptual model of factors affecting productivity of human resources in research according to the Kappelman model, which divides the factors affecting productivity into three general categories, and considering Hersey and Goldsmith's model, as well as Sotormeister's circular model, and citing studies in the past, the theoretical model of the research has been determined, with this explanation, the effective factors are shown in Table 1.

Table 1: Factors affecting productivity

Factors affecting Efficiency	Criteria
Management Factors	Qualified supervisor, on-the-job training, employee promotion system training based on merit, the existence of motivational factors, job turnover, the level of work control by the manager, the availability of participation in decision-making, attention to the weak and strong performance of employees, timely and fair reminders to supervisors to the mistakes of employees, continuous cooperation between different units of the organization
Social and psychological factors	Good relationship between manager and employee, job security, feeling of fairness of work (no discrimination, etc.), existence of cordial atmosphere between employees, job satisfaction
Individual factor	Having work experience, the existence of a fit between individual interests and job, level of education, sincere relationships and cooperation in the work environment, planning and decision-making at work with minimal supervision, equal opportunities for career advancement.
Cultural factors	Having a work conscience, the existence of suitable conditions for career growth and promotion, adherence to rules and regulations, having a positive attitude towards work and the organization, having the spirit of teamwork, the existence of an environment ready for the emergence of creativity and innovation.
Environmental factors	Proper physical condition of the work environment (light level, noise, etc.), health and safety and freshness of the work environment, suitable work tools and equipment, ergonomics
Economic factors	Appropriate payment of cash bonuses, appropriate payment of non-cash bonuses, the existence of a salary payment system based on performance, facilities, and welfare facilities
Personality characteristics	Positive work attitude of employees, having a desire to progress, helping colleagues when necessary, performing work correctly the first time, believing in order and taste by all employees
Education	Team and group work training, organization principles and goals training, training in the field of new rules and work procedures
Customer	Non-discrimination between clients, the way managers treat each other, work hierarchy, speed of work, accuracy of work, how to receive answers, how to inform clients, amount of paperwork, use of efficient staff

- Delphi method

The summary of the steps of the Delphi technique is as follows:

- 1) A questionnaire of effective indicators on employee productivity has been prepared based on the studies conducted in the organization.
- 2) Questionnaires are given to a group of experts, and they answer the questions.
- 3) Each completed questionnaire is collected and summarized.
- 4) The summary of the answers will be returned to the respondents for their reaction.
- 5) This process continues until a consensus is reached.

In this research, in the first stage, after collecting the opinions of 10 professors from northern Afghanistan universities, after obtaining the arithmetic mean of the opinions, another questionnaire was designed and sent to each member of the opinion, and he reflected his opinion again and according to the results About each index, Cronbach's test was performed using SPSS software for all indices and each index separately, and the result was obtained as follows: According to the initial survey of experts and Cronbach's test, zero value of this coefficient

indicates lack of reliability and +1 indicates complete reliability. Based on the investigations, Cronbach's alpha coefficient for the total indicators is equal to 0.967 and for each indicator, the obtained results mean that all the indicators, except for the index questions and personality traits, have full reliability and the questions of the questionnaire have good reliability. Also, the personality trait index has been removed from the questionnaire questions due to the low Cronbach's alpha and lack of reliability. In the second stage, while removing the index of personality traits, a new questionnaire with 47 questions was designed and given to 20 professors of public and private universities in Mazar-e-Sharif, and after applying the comments, the questionnaire was collected and using the DIMATEL technique, the indicators affecting interest were ranked. It has taken place.

Findings

After preparing the conceptual model of the research, using the questionnaire and matrix of comparisons, the model was implemented using the DEMATEL technique. To calculate the weight in the analysis process, the elements of each level are compared in pairs to their corresponding elements at a higher level and their weights are calculated, these weights are called relative weights, and then the final weight of each option is determined by combining the relative weights. And we call it absolute weight. All comparisons are made in pairs. In these comparisons, the decision makers use judgment, in such a way that if element i is compared with element j, the decision maker will say that the importance of element i over element j is one of the situations in table 2 that spectrum 4- 0 has been shown through this range of questionnaires obtained for this purpose.

Table 2: Spectrum 0-4

Affectless	Very little impact	low impact	high impact	Too much influence	of preferences (Oral judgment)
0	1	2	3	4	Number

-Evaluating the model based on the Dimatel model

Calculate the normalized matrix:

First, based on the steps, the communication matrix M was calculated by EXCEL software, which is explained below:

The matrix resulting from the opinions of experts =

M=

α is the largest row set of the matrix M

To normalize the matrix of direct relations and obtain the matrix M, all elements of the matrix are divided into the largest row sum of this matrix.

Considering that in the matrix, the largest row sum of the result belongs to (B=18.1). Therefore, the elements of the matrix are multiplied by $\alpha=1/18.1$, which results in the matrix M. Now, with the matrix of direct relationships, the intensity of relationships M(I-M)-1 intensity of direct relationships and M2(I-M)-1 intensity of indirect relationships are calculated.

Since the sum of the infinite sequence of direct and indirect effects of the elements on each other is calculated as a geometric progression, the indirect effects will be reduced along the continuous chain and removed from the diagram. The sum of the rows of each component of the matrix M(I-M)-1 shows the intensity of influence of the desired component on other elements. The intensity of influence of each element on other elements is called the vector R. The sum of the columns of each component of the matrix M(I-M)-1 shows the intensity of influence of the desired component on other elements, the intensity of influence of each element on other elements is called vector J.

The R+J vector gives the weight and importance of the criteria. The actual location of each element in the final hierarchy is specified by columns (R-J) and (R+J), So that (R-J) indicates the position of an element (along the width axis) and if this position is positive (R-J), it is a penetrator, and if it is negative, it is under influence (receiving). (R+J) indicates the total intensity of an element (along the length axis) both in terms of penetrating and being under influence.

Table 3: Table R, J for the main criteria

Indicators	Based on the highest row sum (R)	Based on the highest column sum (J)	Based on (R+J)	Based on (R-J)	Ranking main factors
Socio-psychological factors	512411/4	56924/2	081651/7	943171/1	1
Economic factors	120534/4	380996/3	50153/7	739538/0	2
Individual factors	724672/3	431721/3	156393/7	292951/0	3
Cultural factors	623313/3	384245/3	007557/7	239068/0	4

Management factors	842131/3	77845/3	620582/7	063681/0	5
Environmental factors	042905/4	102651/4	145556/8	05975/0-	6
Customer	358251/2	934135/3	292386/6	57588/1-	7
Education	976211/2	61899/4	595201/7	64278/1-	8

The evaluation of all small elements is done like the stages of the high-level criteria of the model, but due to space limitations, calculations have been avoided.

Table 4, Table R, J for all criteria and sub-criteria based on the calculations shows the ranking of the criteria and elements of the research model.

Table 4: R, J table for all criteria and sub-criteria

Sub-criteria	R	J	R+J	R-J	Ranking Factors affecting productivity in order of importance
job satisfaction	3,76	2,7	6,4	3,7	1
There is a cordial atmosphere among the employees	3,19	5,48	8,6	3,19	2
The feeling of fairness of work and (non-discrimination, etc.)	2,9	2,8	5,8	2,9	3
Training on new rules and work procedures	9,2	7,7	17,03	1,4	4
Learning to know the principles and goals of the organization	8,8	7,5	16	1,7	5
Existence of salary payment system Based on performance	3,5	2,2	5,8	1,2	6
How the authorities deal	3,4	2,2	5,7	1,2	7
Having work experience	2,3	1,1	3,5	1,1	8
Expert manager	2,5	1,3	3,8	1,1	9
Efficient use of force	4,11	2,9	6,9	1,11	10
Job security	4,1	3,1	7,2	1,01	11
Accuracy of work	3,7	2,7	6,4	1	12
Having a work conscience	2,3	1,6	3,9	0,11	13
Health and safety and freshness of the work environment	3,2	2,5	5,8	0,6	14
Existence of motivational factors	2,11	1,7	3,8	0,3	15
Timely and fair warning of the supervisors regarding the mistakes of the employees	1,5	1,2	2,7	0,3	16
Having a positive attitude towards work and organization	1,4	1,1	2,6	0,3	17
The existence of an environment ready for the emergence of creativity and innovation	1,4	1,2	2,7	0,2	18
How to inform the client	2,8	2,6	5,5	0,2	19
There is a fit between individual interests and work	1,5	1,4	2,9	0,1	20
Intimate relationships and cooperation in the workplace	1,6	1,5	3,1	0,1	21
Good relationship between manager and employee	2,5	2,4	5,0	0,2	22
Attention to the weak and strong performance of employees	1,3	1,2	2,6	0,1	23
Continuous cooperation between different units of the organization	1,6	1,5	3,1	0,1	24
Having a teamwork spirit	1,5	1,5	3,1	-0,01	25
Availability of participation in decision-making	1,3	1,4	2,8	-0,1	26
Ergonomics	2,3	2,4	4,8	-0,1	27
Speed of work	3,3	3,4	6,8	-0,1	28
Employee promotion system training	1,3	1,5	2,8	-0,1	29

Based on merit					
Appropriate tools and equipment	2,2	2,3	4,6	-0,1	30
The amount of work control by the manager	1,7	1,9	3,6	-0,1	31
Planning and decision making in work with Minimal supervision	1,4	1,5	2,9	-0,1	32
Facilities and welfare facilities	1,3	2,7	5,1	-0,3	33
Proper payment of cash bonuses	2,4	2,8	5,2	-0,3	34
Appropriate physical conditions of the work environment)light level, noise, etc.(.	2,1	2,4	4,5	-0,4	35
On-the-job training	1,2	1,6	2,8	-0,4	36
How to get an answer	2,6	3,1	5,7	-0,4	37
Adherence to rules and regulations	2,11	1,7	3,8	0,3	38
Proper payment of non-cash bonuses	1,5	1,2	2,7	0,3	39
Equal opportunities for career advancement	1,4	1,1	2,6	0,3	40
Level of Education	1,4	1,2	2,7	0,2	41
Work hierarchy	2,8	2,6	5,5	0,2	42
The existence of suitable conditions for career growth and promotion	1,5	1,4	2,9	0,1	43
Non-discrimination between clients	2,5	3,3	5,9	-0,7	44
Job rotation	1,5	2,6	4,7	-1,3	45
Level of bureaucracy	2,7	4,3	7,1	-1,6	46
Teaching teamwork and group work	7,9	10,7	18,6	-2,8	47

Discussion and conclusion:

In today's competitive world where productivity has increased in all areas, only organizations can survive that use their resources in the best way and have the highest productivity. As shown in the research, reforming and improving human resources, choosing motivated, positive human resources, and creating healthy and effective procedures can be considered as the starting point of improvement in the organization. Based on the studies, paying attention to social-psychological needs has played an effective role in improving the organization's productivity as much as possible, while in the past research, the focus was on work efficiency and attention to the needs of human resources was neglected. Also, according to the investigations carried out on the following indicators in this article, the attention of managers to have people with experience and to know the principles and goals of the organization to the employees, to create a sincere atmosphere in the work environment between the employees and the managers of the organization in advancing the goals of the organization and raising People's performance can have a significant impact. Also, paying attention to the performance of people and training teamwork is also effective in increasing the productivity of the organization. Controlling the work of employees as little as possible by the managers and leaving the decisions in the work area of the employees to themselves can influence creating job satisfaction, and having a fair treatment with the employees, as well as using less bureaucracy in the work and creating a basis for the participation of the employees as much as possible in the decision. have been effective in increasing the efficiency of employees, and the presence of suitable physical space and standard tools and equipment have prevented physical injuries and absence of employees due to these injuries. Having a suitable system for paying salaries and giving cash and non-cash rewards based on performance to employees creates a sense of competition and increases the productivity of the organization. The use of experts as well as paying attention to the individual interests of the employees and its suitability with the jobs of the people play a significant role in advancing the goals of the organization.

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