



Providing The Motivational Excellence Model Of Human Resources In Increasing Productivity, Resilience, And Psychological Well-Being Of Human Resources

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Abstract

Background and Aim: Manpower is one of the most important resources of managers today. How to make the best use of human resources is an important condition for the efficiency and effectiveness of the organization. The purpose of this study was to determine the motivational model of human resource excellence in increasing productivity, resilience and psychological well-being of office workers in Toos Industrial Town in Mashhad.

Method: The statistical population consisted of all employees of factories of Toos Industrial Town in Mashhad. Using systematic random sampling, 60 persons were selected as the final sample. For data collection, questionnaires of motivation (researcher-made), human resource perception, psychological well-being scale, resilience, and productivity were used. Data were analyzed using path analysis and regression coefficient.

Results: The predicted pathways in the motivational excellence model had statistically significant coefficients. In other words, the path to planning and strategies with a direct effect of 0.938, the path of planning to processes with a direct effect of 1.54, the path of processes to results with a direct effect of 0.310 and ultimately the path of results Productivity, productivity and psychological well-being with direct effects of 6.05, 16.49 and 7.99 indicated that the research model was significant.

Conclusion: It can be said that productivity and resiliency are two psychological and internal factors in employees and if we can adopt appropriate strategies for optimizing human resource utilization, we can increase employee productivity and resilience against stress.

Keywords: motivational excellence of human resources, productivity, resilience, psychological well-being

Introduction

Productivity is one of the fundamental issues that have a history of several hundred years at different levels and in various human activities. Its importance in economic, social, and industrial activities has been strongly emphasized. Undoubtedly, manpower has a high position [1]. It should be noted that the progress of any nation depends on the work and efforts of all sections of society, and productivity is a measure to evaluate the performance of these activities and actions in various social and economic sectors [2].

Leading human resources to increase employee satisfaction, motivation, and commitment by recognizing and being aware of the changing demands and demands of employees and responding to them appropriately, ensuring continuous monitoring of employees' perceptual characteristics, ensuring the design and implementation of activities Which leads to the improvement of employees' perceptual features, the development of appropriate leadership styles of the organization in order to motivate and attract active participation of employees in decision-making and problem-solving of the organization plays an influential role [3]. Human resource management is a strategic and integrated approach to management. The company's most valuable assets (i.e., its employees), whether individually or in groups, contribute to the realization of the organization's goals. One of the concepts emphasized in the definitions of productivity as an essential criterion is the concept of effectiveness and efficiency. Productivity oversees effectiveness and efficiency; It also manages a set of results and products with the highest level of performance [4]. In this regard, top managers of these societies believe that creating models of human resource excellence can create healthy competition in the path of excellence of companies, organizations, and firms to see growth in this direction. And the flourishing of their human resources [5]. Decreasing the total level of productivity will increase the high costs of producing products and services. In general, from an economic point of view, low productivity leads to reduced incomes and issues such as inflation, unemployment, inadequate benefits, and declining living standards in society, and vice versa. Increasing productivity in the community can be the basis of the economy. It made the country strong and stable, which will improve the standard of living and quality of life and increase welfare [6]. One of the conditions in which people strive for the highest level of performance is experiencing stress, the most central concept of which is resilience.

Resilience in simple language is the successful adaptation of the individual despite the threat and unfavorable environmental conditions [7]. The complexity of the human world reduces the ability to deal with life's problems properly. Resilience is not just resilience to harm or threatening situations; it is not a passive state in the face of dangerous situations but an active and constructive company in its environment. It can say that resilience is an individual's ability to establish biopsychological balance in hazardous conditions [8]. In addition, researchers believe that resilience is a form of self-healing with positive emotional, emotional, and cognitive consequences [9]. Resilient people are described as having broad interests, a high level of enthusiasm, and are courageous, socially skilled and cheerful, emotionally calm, have personal meaning in life, and can cope with stressful situations Moderate [10].

On the other hand, productivity represents the results of the work of a production or service system in terms of the use of available resources and facilities [11]. Successful human resource management is critical in improving the productivity of the organization. Human resource management by optimizing the potential talents and capabilities of human resources in the organization, designing an appropriate payment system based on performance, competence, and individual skills and retention of human resources, and training and growth of human resources can improve the productivity of the organization Give [12]. Experts who were constantly seeking to understand the relationship between human resource management and organizational performance chose two systematic and strategic approaches to study this relationship. One of the essential characteristics of people who feel more satisfied at work is having the desired level of psychological well-being.

According to the Reef model, psychological well-being consists of six factors: self-acceptance (positive attitude towards oneself). Positive relationship with others (establishing warm and intimate relationships with others and the ability to empathize), autonomy (feeling independent and able to withstand social pressures), purposeful life (having a purpose in life and giving it

meaning), personal growth (feeling of continuous growth) And mastery of the environment (individual ability in environmental management) [13]. The reef model has been widely considered in the world [14]. Reef presented this model based on a review of mental health texts and stated that the model's components are positive mental health criteria. These dimensions help to level Measured a person's well-being and positive functioning.

This study seeks to find the link between motivational excellence and human resource management and employees' psychological components of productivity, resilience, and psychological well-being. The importance of this issue becomes clear when we know that there are no signs of changing the content, philosophy, and functions of human resource management in Iran. In this regard, organizational excellence or business excellence patterns are used as a powerful tool to measure the level of deployment in various organizations. By using these models, organizations can, on the one hand, evaluate their success in implementing improvement programs at different times and, on the other hand, compare their performance with other organizations, especially the best ones. Therefore, designing a model to promote the excellence of human resources along with examining the effectiveness of this model on productivity, resilience, and psychological well-being of employees is of great importance. The question raised here is whether it is possible to increase the productivity of human resources according to the role of resilience and psychological well-being by presenting a standardized model following the culture and conditions of society in the field of human resource excellence?

Method

The method of the present study was descriptive-correlational. The statistical population included all employees of the administrative department of factories in Toos Industrial Town of Mashhad in 1397, which had 83 people. Therefore, 66 were selected as the research sample by systematic random sampling due to the limited statistical population. Finally, 60 people were identified as the final sample after removing incomplete questionnaires from the analysis process. The tools used in this research are the Human Resources Perception Questionnaire: This questionnaire includes 35 items in 5 components (information method component, information sharing component, operations component, cooperation component, and work position component). The scoring method was based on a 5-point Likert scale. Bosley and Will (2002) obtained the validity and reliability of this instrument using Cronbach's alpha of 0.77. In Iran, Vazifeh et al. [15] received the reliability of this questionnaire using Cronbach's alpha coefficient of 0.77. Connor & Davidson Resilience Scale: This questionnaire has 25 items, and for each commodity, there are five options in the grading range, ranging from 1 (completely incorrect), 2 (rarely false), 3 (sometimes correct), 4 (often True 5 (always true) is scored. The Cronbach's alpha method is used to determine Connor and Davidson's resilience scales, and the reliability coefficient was 0.89 [8]. In Iran, Samani et al. [16] calculated the reliability of this tool with Cronbach's alpha coefficient of 0.85. Productivity Questionnaire: This questionnaire was developed by Herci, Blanchard, and Goldsmith that has four components with dimensions, job perception, organizational support, motivation, feedback, feedback, and adaptation. This questionnaire consists of 26 items which the answers are scored by Likert scale. Shabani et al. [6], in the study of this questionnaire, have examined it through Cronbach's alpha, and its rate has been 0.86, which indicates good reliability for this questionnaire. Reef Psychological Well-Being Scale: This scale was revised in 2002 and has 54 items and measures six scales:

- Autonomy
- Mastery of the environment

- Personal growth
- Positive communication with others
- Purpose in life
- self-acceptance

Internal consistency of psychological well-being scales was reported between 0.82 and 0.90. The validity of the Persian version of the questionnaire was said to be favorable in the expressive, small, and definitive study (2007). Researcher-made motivational excellence questionnaire: This questionnaire was developed to determine the model of motivational excellence and consists of Eighteen questions that include six factors. First, by studying the existing models, extracted their essential components and then, according to the researcher's purpose, questions based on motivational excellence were designed. In the next step, three experts and pundits in this field examined the questions, and after applying the corrections, the final questionnaire was developed and ready to be implemented. Cronbach's alpha was used to obtain reliability in two stages. Simultaneously with the implementation of this questionnaire, the Human Resources Perception Questionnaire was presented to determine the concurrent validity. The results showed a correlation of 0.54 between the two questionnaires. Also, the alpha obtained in the pilot sample was 0.78, and the complete sample was 0.73, indicating that this scale's reliability is desirable. The mentioned questionnaires were presented to the sample members by observing the ethical principles in the research. After explaining the totality of the study, the sample members completed the questionnaires with satisfaction. Also, anonymity was observed in completing the questionnaires, and the sample members refused to enter their names on the questionnaires. The confirmatory factor first analyzed the collected data for the initial fit of the model, and after fitting the hypotheses through structural equations with AMOS software at the level of 0.05 were diagnosed.

Findings

This study aimed to investigate the predictability of human resources based on organizational productivity and resilience in the administrative staff of the factories of Tetos Industrial Town in Mashhad in 1397. In this section, descriptive and inferential findings are presented separately.

Table 1. Frequency of research participants by faculty

Occupation	CEO	Internal manager	Sales Manager	Financial manager	Total
Frequency	15	15	15	15	60
Frequency Percent	20%	20%	20%	20%	100%

Table 2. Frequency of study participants by gender and marital status

Gender	Employment history	Less than 5 years	5-10 years	10 and more than years	Total
Male	Frequency	4	23	16	43
Female	Frequency	3	9	5	17
Total	Frequency	7	32	21	60

As can be seen, based on the data in Table 1, 4 administrative positions were examined, and an attempt was made to select an equal number of sample members from each department to comply

with the sampling principles. The data in Table 2 also show the distribution of the research sample based on employment history and gender. These results indicate that most of the research sample in the period of 5 to 10 years in terms of employment history.

Table 3. Mean and standard deviation of research variables

	Mean	SD	K.S	p
How to inform	25.54	5.34	0.112	0.20
Insight of goals and objectives	14.81	4.23	0.106	0.20
Secondary job position	14.43	6.45	0.121	0.20
Cooperation units	11.23	3.67	0.119	0.20
Information sharing	17.29	5.45	0.117	0.20
Customer centric	15.71	4.34	0.117	0.20
Cooperation between units	15.84	4.54	0.118	0.20
Salary	17.19	5.4	0.107	0.20
Leadership Operations Service	37.51	3.29	0.128	0.20
Efficiency	87.65	7.67	0.142	0.15
Resilience	89.7	8.31	0.184	0.1
Psychological well-being	120.7	15.24	0.053	0.01

The proposed model fit was evaluated based on the chi-square square index, the CFI adaptive fit index, the GFI fit-goodness index, the AGFI-adjusted goodness-fit index, and the root mean error of the RMSEA approximation error squares. The results of the structural equation study can be seen in Table 4.

Table 4. The goodness of the structural model fit

Degrees of freedom (df)	X ²	X ² /Df	RMSEA	GFI	AGFI	CFI	p
15	16.085	1.072	0.035	0.944	0.925	0.937	0.0001

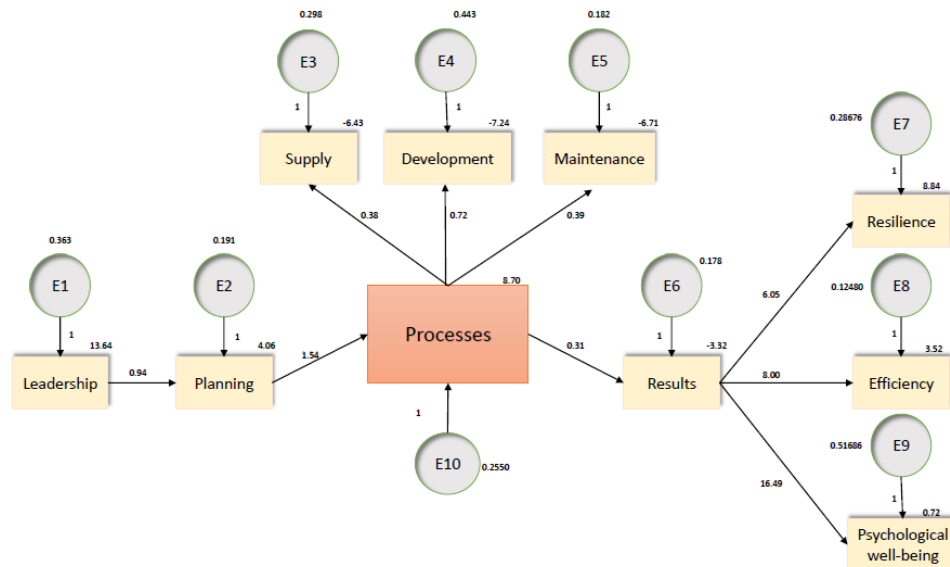
As shown in Table 4, the ratio of chi-square to the degree of freedom is less than 2.5, and the RMSEA is close to zero. Also, the values of GFI, AGFI, and CFI are relative to one. As a result, the proposed model with a probability value of 0.0001 had fit and validity.

Table 5. Direct, indirect and total effects to explain the model

Variable	Direct effect	Indirect effect	Total effect
Leadership in planning and strategy	0.938	0.128	7.3
Processes on planning	1.54	0.395	3.89
Provision on processes	0.38	0.05	7.64
Development on processes	0.724	0.061	11.93
Maintenance on processes	0.387	0.039	9.95
Processes on results	0.310	0.038	8.05
Results on resilience	6.05	1.28	4.69

Results on psychological well-being	16.49	1.73	9.53
Results on productivity	7.99	0.85	9.4

Table 4-10 shows the extent of each structure's direct, indirect, and total effects relative to the variables defined in the path. According to Figure 1 and Table 3, the immediate effects of the results structure on resilience, productivity, and psychological well-being are -0.224, 0.000, and -0.295, respectively. The compensation strategy structure is 6.05, 99.99, respectively. It was 7 and 49/16. As a result, we can say that we see a good model regarding the motivational role of human resource excellence in improving employees' productivity, resilience, and psychological well-being.



Discussion

The results showed that the paths predicted in the motivational excellence model had statistically significant coefficients. In other words, it was found that the path of leadership to planning and strategies with a direct effect of 0.938, the path of planning on processes with a direct effect of 1.54, the path of processes on results with a direct effect of 0.310, and finally the path The consequences on resilience, productivity and psychological well-being with the direct impact of 6.05, 16.49 and 7.99, respectively. These indicate the effectiveness of the motivational excellence model on improving the level of productivity, resilience, and psychological well-being. The findings of the present study are in correlation with the researches of Safarzadeh et al., Yarahmadi, Atafar et al., Rahimian et al., Dalavi et al., Zahir and Narasikara, Al-Bahsin and Al-Qarahi, Shay et al., Rahman et al., and Sabramaniam et al. were consistent [17-26].

In explaining these, it can say that many researchers believe that performance management at the organizational level is about understanding the perspective of the organization and what it should achieve. According to Tom Peters (1988), the perspective is the steadfastness of managers and their supportive actions as an anchor to keep people from instability and aimlessness in the sea of

change that pushes them this way and that. Therefore, a key factor for the development of an organization is vision-based leadership by senior management [27]. From this perspective, leaders identify the focus and have a detailed schedule based on the organization's performance. These mechanisms are related to the formulation of missions and values, determining the critical factors of success, strategies, goals, plans, improvement measures, feedback, and evaluation [28].

On the other hand, organizational excellence can be considered the growth and promotion of an organization in all its various dimensions, so that by gaining the satisfaction of all stakeholders and creating a balance between them, the probability of organizational success in the long run [29]. One of the essential terms in the discussion of organizational excellence is high-performance work systems, used for performance-enhancing human resource management methods [30]. Suppose we accept that these systems also monitor the internal conditions of employees.

The main aspects of human resource management are consistent with the philosophy based on business and work and emphasize that employees should be managed and guided to add value to them to create a competitive advantage for the company. Business-based philosophy considers employees an essential asset that can reap by investing in them and developing and training them. It must be said that without a comprehensive and holistic understanding of the organization, the ability of HR managers to help strategic thinking at the highest levels is limited. Therefore, if we pay attention to human resources, we have taken steps to increase the internal resistance of employees to environmental and occupational pressures, which ultimately contributes to higher productivity of human resources and the overall successful performance of the organization slowly.

Thank

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No conflict of interest

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