

The Relationship between the Perception of Meritocracy and Productivity of Education Staff of West Tehran

Hamid Taboli^{1*}, Ehsan Mahdavi² and Taghva Khosravi²

¹Payam Noor University, Department of Public Administration, Tehran, Iran; htaboli@yahoo.com

²Public Administration - Decision-making and Policy, Islamic Azad University, Kerman, Iran; MahdaviEhsan7@gmail.com, taghva_khosravi@yahoo.com

Abstract

Background/ Objectives: This study was conducted with the aim of investigating the relationship between the perception of meritocracy and productivity of education staff of West Tehran. **Methods/Statistical Analysis:** The study population consisted of 516 education staff of West Tehran. According to the Morgan and Gorjisi, sample size included 217 education staff of West Tehran and sampling method is stratified sampling. **Findings:** To measure the perception of meritocracy, meritocracy standard questionnaire of Moslehi which contains 51 items and eight components (communication skills, decision-making, encourage, innovation and change, working relationships, leadership skills, professional skills, the use of positive capabilities of self and others and develop team activities) and to measure the productivity, the questionnaire of Hersey was used. According to supervisor view, validity of the questionnaire was approved and reliability was obtained by Cronbach's alpha test for the perception of meritocracy 0.715 and for staff productivity 0.771. Data was described in the descriptive level by frequency, mean and standard deviation by tables and diagrams. **Application/Improvement:** To investigate the hypotheses, Pearson correlation coefficient was used. Results showed that there is a significant positive relationship between the perception of meritocracy and productivity of education staff in West Tehran.

Keywords: Education, Perception of Meritocracy, Productivity, Staff

1. Introduction

Productivity improvement is one of the most important strategies for economic and social development; productivity improvement can follow reform and improve processes improve working relationships, reform individual and group behaviors, increase motivation, increase quality of life, increase prosperity, increase employment, increase salary level and wage (due to improvement of production and profit in the organization) when the countries of the world, whether non-developed, developing or developed are damaged from economic problems such as inflation, economic recession, realized the importance of productivity improvement.

Competency and skills depend heavily on efforts of organization to empower work force to enhance competitive advantage, innovation and effectiveness¹. is the

process of creating attitude, behavior and moral patterns with stable values through the application of methods and standards for absorbing, using and fostering human resources; in a manner that competencies, talents and capabilities of human resources match with the future needs of the organization, also meritocracy is a dynamic process that must continually be investigated and to fit the need of organization, always evolves². Competencies are defined as the skills, knowledge, abilities, and other characteristics that a person needs to do a job effectively³.

Productivity is always the cause of interfering variables that tarnish its brightness, factors such as the low qualitative level of doing affairs, the inefficiency of the structure, weak of management systems, lack of meritocracy in management, lack of appropriate cultural contexts for the implementation of related projects with productivity, job

*Author for correspondence

dissatisfaction of staff, lack of job stability of managers and staff, lack of trust between managers and staff, lack of proper trainings and update in the field of productivity system⁴, lack of long-range vision in management, lack of work ethic in staff, not qualitative of management system and other reasons, has brought productivity as a complex variable⁵. The most important aspects affecting productivity include meaningful and challenging work, self-management, supportive leadership, multi-dimensional skills, and priority for reward system of individual and group-based. So given the importance of meritocracy in labor productivity, it is necessary to be investigated the relationship between the perception of meritocracy and productivity of education staff of West Tehran.

2. Research literature

2.1 Competence, Communication, Decision Making, Productivity

Mohammadi⁶ define competency as: a group of knowledge, skill and attitudes that affect a major part of a person's job and are correlated with job performance⁷.

In⁵ also look at competency as distinguishing feature. Revealed a definition that was implied in Mac keli Land works, and defined competency as the features that are related to superior performance or effectiveness on the job considered. In other words, in the view of the experts, competencies are evidence, implies that a person has features for superior performance or effectiveness. Competencies can be among the motivations, behaviors, skills, social role or knowledge that one uses those.

Literally competency means worthy of merit, deserve, adequacy, acceptable, mighty, having enough readiness to enter into a certain profession and has a direct relationship with having a certificate in that profession, the word of competency is derived of Latin word «Competere» which means appropriateness. The concept of competency developed at the beginning of psychology and refers to an individual's ability to meet the environmental specific demands⁷. National Park Service Institute considers competency a set of knowledge, skill and abilities in a particular job that allows the individual to achieve success in accomplishing tasks. As can be seen, this definition has added component of ability to the components of competency⁸. Communication in terms of process is called to all activities of spoken, written and motor that is used to convey the meaning of someone to another or from one group to another or from one or group to a mass range.

Work communication should be effective to in the organization and its management be effective and plays its key role. In fact, effective communication can be considered as the foundation of modern organizations. Effective business communication, ie, all what sender has sent the message, verbal or nonverbal, destination or recipient receives the message, so that receiving the message interprets it as sender considers it and the sender waiting and response of recipient match to each other.

Communication refers to the blood that flows in the vein of organization and lack of communication will cause a breakdown in the heart of the organization⁹.

Decision-making is the process of thinking that is done around a problem and leads to a choice or judgment. Therefore, decision after a period of discussion, as an option for completing a task or action will appear. Hard decision makings surround all our social issues¹⁰.

One of the main activities of management is decision making. Decision making is dealt with recognizing issues, determining substitutes for problem solving, choosing among them and implementing the chosen solution¹¹.

The decision making is the first duty of any director. Action of decision making in administering organizations' affairs is very important that some writers define organization the network of decision and management as the action of decision making¹².

Decision making is to select a solution among solutions that are at the center of the planning of organization. Decision-making can be imagined a perfectly rational process that goals are created in it, the issue is expressed, solution is identified and evaluated and a selection is carried out and implemented and supervision will be applied Syrtomarch believes that search in the decision making process usually leads to explore in the vicinity of obvious solutions, of course, should not be forgotten broad searches for new and innovative solutions¹³.

Productivity is a comprehensive concept and one of the most important indicators of efficiency of various economic sectors and activities and suitable criteria for evaluating the performance of firms, organizations and determine how successful they are in achieving their goals¹⁴.

Productivity is among factors that ensures durability and survive of organizations in the current competitive world. Prevailing culture of productivity, leading to efficient use of all spiritual and marital resources of organizations and always powers, talents and the potential possibilities of organization are flourished and without adding new technology and manpower can utilize the possibilities,

conditions, capacity and manpower capabilities available with reproductive vitality and creativity towards realizing organizational goals. Optimal productivity not achieved by changing structures and adding technology, set the agenda and issued circular but human is the center of any personal productivity, social and organizational. So the most attention should be paid for human factors in organizational productivity and in the field, motivation is considered one of the important factors.

Technical definition of productivity is simple and solely is the relationship between the used output and input amount to produce output in other words, productivity of output / input tells us that from a single entity or multi-unit of output can be achieved¹⁵.

Productivity Institute of Europe defines productivity as degree and severity of effective use of each of the factors of production and claims that “productivity is a kind of thinking and vision that each person can conduct his tasks every day better than the day before. Belief to improve productivity, means having faith to human progress “. Davis has defined productivity” obtained change in the amount of product to consumed resources “. Mandel considers productivity as “ratio between production return to the unit of consumed source compared to the base year”.

Labor productivity is the actual output rates (hours worked) provided by the staff of organization. In most organizations, in order to measure the productivity of human resources divide physical quantity of produced goods or monetary value of goods and services and in some cases added value on the number of manpower; because it is difficult to measure the actual working hours. If for the calculation of labor productivity, added value divided on number of staff, then the index shows that on average, each staff how much added value created¹⁶.

3. Method

The method used in this research is applied objectively and in terms of data collection is descriptive and correlational.

4. Hypotheses

Based on the theoretical foundations of research, hypotheses are:

4.1 The Main Hypothesis

There is a relationship between perception of meritocracy and productivity of staff.

4.2 Sub Hypotheses

- There is a relationship between communication skills and productivity of staff.
- There is a relationship between decision-making and productivity of staff.
- There is a relationship between encourage, innovation and change with productivity of staff.
- There is a relationship between working communications and productivity of staff.
- There is a relationship between leadership skills and productivity of staff.
- There is a relationship between professional skills and productivity of staff.
- There is a relationship between use positive capabilities of self and others and productivity of staff.
- There is a relationship between the development of team work and productivity of staff.

5. Validity, Reliability, and Scale of Measuring Questionnaire

The present research questionnaire because is taken of other research is standard. It is worth noting that researcher has given the mentioned questionnaires to a group of experts including university professors and directors in studied companies and imposed their comments. Therefore, the questionnaire used in this research has required validity. Cronbach's alpha coefficient with the help of software SPSS21 is used for measuring reliability of the questionnaire. The amount of Cronbach's alpha obtained for the variables according to Table 1 is 0.7, which indicates that questionnaires of research have a high reliability (Table 1).

6. Population and Statistical Sample

The study population consisted of 516 staff of departments of education of West Tehran. According to⁹, sample size included 217 education staff of West Tehran and sampling method is stratified sampling. To measure the perception

Table 1. The amount of Cronbach's alpha

Cronbach's alpha	Variable	Line
0.715	Perception of meritocracy	1
0.771	Productivity of staff	2

of meritocracy, meritocracy standard questionnaire of ¹⁵ which contains 51 items and eight components (communication skills, decision-making, encourage, innovation and change, working relationships, leadership skills, professional skills, the use of positive capabilities of self and others and develop team activities) and to measure the productivity, the questionnaire of ⁹ was used which contains 26 items with a 5-point Likert scale (very low, low, somewhat, high and very high) (Table 2).

7. Results and Discussion

Since the significant level is smaller than the considered significance level ($\alpha = 0.05$), there is sufficient reason to reject the null hypothesis. Thus, we conclude there is a significant relationship between communication skills and productivity of staff. The obtained correlation coefficient ($R = 0.623$) indicating strong and direct correlation between two variables. (Table 3).

Since the significant level is smaller than the considered significance level ($\alpha = 0.05$), there is sufficient reason to reject the null hypothesis. Thus, we conclude there is a significant relationship between decision-making and productivity of staff. The obtained correlation coefficient ($R = 0.527$) indicating strong and direct correlation between two variables. (Table 4).

Since the significant level is smaller than the considered significance level ($\alpha = 0.05$), there is sufficient reason

Table 2. First hypothesis: There is a relationship between communication skills and productivity of staff

Frequency	Correlation coefficient	Sig
217	0.623	0.000

Table 3. The second hypothesis: There is a relationship between decision-making and productivity of staff

Frequency	Correlation coefficient	Sig
217	0.527	0.000

Table 4. The third hypothesis: There is a relationship between encourage, innovation and change and productivity of staff

Frequency	Correlation coefficient	Sig
217	0.801	0.000

to reject the null hypothesis. Thus, we conclude there is a significant relationship between encourage, innovation and change and productivity of staff. The obtained correlation coefficient ($R = 0.801$) indicating strong and direct correlation between two variables. (Table 5).

Since the significant level is smaller than the considered significance level ($\alpha = 0.05$), there is sufficient reason to reject the null hypothesis. Thus, we conclude there is a significant relationship between working communications and productivity of staff. The obtained correlation coefficient ($R = 0.781$) indicating strong and direct correlation between two variables. (Table 6).

Since the significant level is smaller than the considered significance level ($\alpha = 0.05$), there is sufficient reason to reject the null hypothesis. Thus, we conclude there is a significant relationship between leadership skills and productivity of staff. The obtained correlation coefficient ($R = 0.605$) indicating strong and direct correlation between two variables. (Table 7).

Table 5. The fourth hypothesis: There is a relationship between working communications and productivity of staff

Frequency	Correlation coefficient	Sig
217	0.781	0.000

Table 6. The fifth hypothesis: There is a relationship between leadership skills and productivity of staff

Frequency	Correlation coefficient	Sig
217	0.605	0.000

Table 7. The sixth hypothesis: There is a relationship between professional skills and productivity of staff

Frequency	Correlation coefficient	Sig
217	0.627	0.000

Table 8. The seventh hypothesis: There is a relationship between use positive capabilities of self and others and productivity of staff

Frequency	Correlation coefficient	Sig
217	0.329	0.000

Table 9. The eighth hypothesis: There is a relationship between the development of team work and productivity of staff

Frequency	Correlation coefficient	Sig
217	0.215	0.000

Since the significant level is smaller than the considered significance level ($\alpha = 0.05$), there is sufficient reason to reject the null hypothesis. Thus, we conclude there is a significant relationship between professional skills and productivity of staff. The obtained correlation coefficient ($R = 0.627$) indicating strong and direct correlation between two variables. (Table 8).

Since the significant level is smaller than the considered significance level ($\alpha = 0.05$), there is sufficient reason to reject the null hypothesis. Thus, we conclude there is a significant relationship between use positive capabilities of self and others and productivity of staff. The obtained correlation coefficient ($R = 0.329$) indicating average and direct correlation between two variables. (Table 9).

Since the significant level is smaller than the considered significance level ($\alpha = 0.05$), there is sufficient reason to reject the null hypothesis. Thus, we conclude there is a significant relationship between the development of team work and productivity of staff. The obtained correlation coefficient ($R = 0.215$) indicating weak and direct correlation between two variables. (Table 10).

According to the table and the value of t , regression equation with all eight predictors of the perception of meritocracy is significantly associated with staff productivity. Due to the slope coefficients (column B), regression equation will be as follows.

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + \dots$$

So by replacing the coefficients in the formula above, prediction equation of staff productivity from the components

values of perception of meritocracy are obtained as follows. Perception of meritocracy = $0/095 + 0/117$ (communication skill) $+0/108$ (decision making) $+0/204$ (encourage and innovation and change) $+0/235$ (business contacts) $+0/119$ (leadership skills) $+ 0/126$ (professionalism) $+0/061$ (use positive features of self and others) $+0/009$ (development of team activities).

Given the amount of tilt, the more the components values of perception of meritocracy is more, predicts more value to pay staff. As a result, there is a positive and meaningful relationship between the perception of meritocracy and productivity of education staff of West Tehran. Based on this analysis, it can be concluded that useful predictor is working communications.

8. Conclusion

The obtained correlation coefficient ($R = 0.623$) indicates a direct and strong correlation between two variables and it can be said that there is a relationship between communication skills and productivity of staff. This result shows that the more staff has the communication skills, they can do better. The result of this hypothesis is consistent with the results of ⁹. Communication is a vital and dynamic process in the organization. An organization that its staff with each other, clients and other organizations do not have effective communication, cannot acquire the necessary capabilities to perform their duties and in any case their motivation is also gradually reduced because

Table 10. The main hypothesis: There is a relationship between the perception of meritocracy and productivity of staff

sig	T	standard beta coefficient	Standard error	Nonstandard beta coefficients	Statistical Indicator Predictor variable	Criterion variable
0.000	4.572	**	0.021	0.095	Fix number	Staff productivity
0.000	21.419	0.186	0.005	0.117	communication skill	
0.000	18.041	0.159	0.006	0.108	Decision making	
0.000	37.306	0.300	0.005	0.204	encourage and innovation and change	
0.000	53.045	0.404	0.004	0.235	Working communications	
0.000	29.947	0.215	0.004	0.119	leadership skill	
0.000	21.865	0.157	0.006	0.126	professionalism	
0.000	15.025	0.08	0.004	0.061	use positive features of self and others	
0.014	2.484	0.013	0.004	0.009	development of team activities	

communication is a proper context for the exchange of information, knowledge and experiences. The more staff have more communication skills, they will be able to communicate better with each other, clients and other organizations and enhance their productivity.

The obtained correlation coefficient ($R = 0.527$) indicates a direct and strong correlation between two variables and it can be said that there is a relationship between decision-making and productivity of staff. The more the staff has better skill to make decision, their productivity rises. The result of this hypothesis is consistent with the results of¹⁵. Review writings experts in management reflects the fact that the decision making is very close to the management issue and in some places it is equal to it, in this context, management means the decision-making process in order to meet organizational objectives appropriately through the effective use of scarce resources in a changing environment. The more the staff has better skill to make decision, they will be able to provide more and better organizational goals and increase their productivity.

The obtained correlation coefficient ($R = 0.801$) indicates a direct and strong correlation between two variables and it can be said that there is a relationship between encourage innovation, change and productivity of staff. The result of this hypothesis is consistent with the results of¹⁵. Increase innovation in organizations could lead to improve the quantity and quality of service, reduce costs, avoid waste of resources, reduce bureaucracy and enhance the efficiency and productivity and motivation in job satisfaction in staff. Since the major work and human activity is done in the organizations and the causative agent of encourage, innovation and change is in range of art of management. Fostering creativity along with the product of this process, innovation, in staff causes to increase the effectiveness and efficiency of the staff, especially in educational institutions and ultimately staff productivity increases.

The obtained correlation coefficient ($R = 0.781$) indicates a direct and strong correlation between two variables and it can be said that there is a relationship between working communications and productivity of staff. The result of this hypothesis is consistent with the results of⁹. The more the staff improves their working communication with each other in horizontal, vertical level in the organization; they will be able to do their job better. Having effective communication with other staff in the workplace causes that staff be able to get help from others when they

encountered a problem in their work and better do their job duties this in its turn increases their productivity.

The obtained correlation coefficient ($R = 0.605$) indicates a direct and strong correlation between two variables and it can be said that there is a relationship between leadership skills and productivity of staff. The result of this hypothesis is consistent with the results of¹¹. Leadership skills enabling managers to better influence on their staff and conduct them toward organizational goals, a manager who has the leadership skill will be able to conduct them in line with organizational objectives with the least cost and just by influence in staff and thus increases the efficiency and effectiveness of staff. This in turn will lead to high productivity of staff.

The obtained correlation coefficient ($R = 0.627$) indicates a direct and strong correlation between two variables and it can be said that there is a relationship between professional skills and productivity of staff. The result of this hypothesis is consistent with the results of¹¹. Staff with job skills fit to their job will be able to do the work assigned to them better and obtain higher productivity in their work and on the contrary, the staff who their professional skills is low and weak will not be able to do well.

The obtained correlation coefficient ($R = 0.329$) represents the average and direct correlation between two variables and it can be said that there is a relationship between use positive capabilities and productivity of staff. The result of this hypothesis with the results of⁹ consistent. A staff that is able to utilize his positive capabilities in line with organizational goals can better provide organizational goals and achieve higher productivity in the organization.

The obtained correlation coefficient ($R = 0.215$) indicates a direct and weak correlation between two variables and it can be said that there is a relationship between the development of team work and productivity of staff. The result of this hypothesis is consistent with the results of¹⁰. Prevailing culture of teamwork causes efficient use from all spiritual and material facilities of organization and constantly powers, talents and potential possibilities of organization will flourish and without adding new human force and technology could utilize the facilities, conditions, capacities and capabilities of human resources available with reproductive feature and creativity towards achieving organizational goals. Optimal productivity not achieved with the restructuring, adding technology, set the agenda and issued circular but human is center of any kind of social, individual and organizational productivity.

Development of team activities makes staff increase their productivity.

Regression equation with all eight predictors of the perception of meritocracy significantly associated with staff productivity. The more the components values of perception of meritocracy are more, the more value is predicted to pay staff. As a result, there is a significant and positive relationship between perception of meritocracy and productivity of education staff of West Tehran. Based on this analysis, it can be concluded that useful predictor is working communication. The result of this hypothesis is consistent with the results of ¹⁰. This result suggests that the more the perception of meritocracy, staff productivity is also more.

9. Recommendations and Solutions

- According to the approving of main hypothesis, it is suggested to the selection of qualified staff should be done to authority of administrative jobs.
- With regard to the relationship between the development of team activities and staff productivity, it is proposed to be promoted teamwork among employees.
- With regard to the relationship between the use of capabilities of the team and staff productivity, it is proposed to be given more authority to staff to realize their capacities and abilities.
- With regard to the relationship between encourage and staff productivity, it is recommended to be appreciated the staff who have achieved high score in productivity and given them career points.
- With regard to the relationship between professional skills and productivity of staff, it is proposed to be placed on the agenda the presenting in-service trainings fit to organizational post for each staff.

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