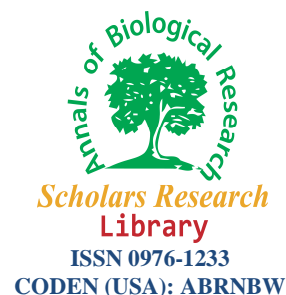




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The Relationships of Human Resources Management, Motivational Skill and Turnover

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ABSTRACT

The purpose of this study was to investigate the relationships of human resources management performance, job motivational skill and turnover. The population of this study was 140 staff and managers that working for a sport organization and randomly selected as subjects for this study. The effective management barriers on human resource management (Kane and Crawford, 1999), Job motivational skills (Lawrence and Jordan, 2009) and factors reducing turnover (Ferris, 2004) questionnaires served as three instruments for measuring the intended variables. The results showed that the relationships between affecting barriers on human resources management and reduce staff turnover were significant at $p < 0.05$. But the relationship between affecting barriers on human resources management and job motivation was not reported to be significant. The results of regression analysis showed that neither affecting barriers on human resources management nor job motivation could not predict reduce staff turnover as a criterion variable

Keywords: Human Resources, Job motivation, Turnover, Employee, Manager

INTRODUCTION

Human resource management is an approach to managing in any organization. Since an organization is a body of people, development of their job skills and motivation to stay in organization are significant activities. On the other hand, achieving the objectives are the goals of existence of any organization. Organizational objectives determine on the basis impacts of internal and external factors. Among the internal factors, human force performance is always considered as one of the most important factors. Skills, abilities, knowledge etc. are all indices that are effective on human force efficiency and consequently impact the organizational performance and efficiency. Therefore, the more the quality of human resources is better and organizational roles and interactions are rationally formed in order to optimally use the human force, the better efficiency is expected from the workforce [8]. Human resource management is a term to widely describe diverse activities including attracting, maintaining and training talented and energetic workforce. Human resources management implies managers' responsibility for equipping organization with efficient employees and ensuring the utility of applying their talents [24]. A comprehensive human resource management system increases organizational performance and while training its abilities, it simulates the organization. Individuals work in the organization and are considered as a resource and basis to apply other resources [12]. Sports organizations are not an exception in this regard. At various levels, management in sport needs planning, guidance, and control and appropriate organization, proper employment, coordination, and exact

budget and report [15]. Human resources are the most important investment of any organization, especially "physical education departments and its effective management is a key to success in any organization. In any organization, such as sports organizations, achieving objectives is dependent on updating the plans, determining move style and path plan based on the modern and efficient methods. Given the importance of human resources in modern organizations, one of today's management challenges is to create integration between human resource strategies with the whole strategy of the organization. Sports management is responsible for planning, organizing, allocating resources, leading, directing and controlling in the sports field like other manufacturing and service organizations.

However, directing, controlling and advancing objectives are indirectly related to individual motivation. To achieve the objectives and purposes of organization, managers must be aware of their employees' demands and desires and this issue requires understanding employees' needs by organization.

A set of conditions and situations causing that a person internally initiates to active is called motivation. In other words, motivation is interest to hard work to provide organizational aims so that this effort leads to satisfy some of the individual needs [21].

Motivation has three major components: its first component is a synergy. The purpose of this concept is a force that exists in living being and causes its activity. The second characteristic of motivation is leading during which individual behavior leads to a particular direction. The third characteristic of motivation is behavior perseverance. So, when a person is employed in a job, it is expected to remain in the organization and work place for many years [14]. Now, job motivation is said to be the process which gives force to the person's behavior in organization and leads him to achieve job objectives [26]. To create motivation in employees, a series of actions is required that the most important ones are as the following:

1- Identifying individual difference, 2- objective and result, 3- individual participation in decision-makings, 4- Relationship between reward and performance, 5- controlling system in terms of equality [11]. If we apply management principles in motivating employees, we will affect employees' absenteeism, organizational commitment and the rate of employees' work effort. It has been proved that job motivation is able to affect employees' support in making any changes in the organization. Research findings indicate that any kind of change in the organization relies on the internal motivation of employees, in such a case, employees with a high level of job motivation probably or most probably will support the desired organization changes (ibid). So, identifying talents and potentials of human resources in the department of physical education that is considered as a complex and advanced sport organization and institution and providing required facilities to enable them are not things that are possible through following the traditional principles of management.

By increasing competition and expanding methods of human resources development, organizations try to maintain their talented employees and empower them so that they can present high performance. However, organizations are always afraid of the issue that they lose their human capital and have no profit. Since, each organization spends many costs for training, educating and preparing its employees to the stage of productivity and optimal efficiency and by losing valuable forces, suffers from the loss of skills and experience which has been obtained during years of hardworking [17].

Turnover has been defined as a voluntary abandonment of membership in an organization and is considered as one form of dismissal from the organization. Scientific findings indicate that tendency toward turnover comes from conscious and deliberate tendency of the employee to turnover [22]. This issue is a challenge for managers of human resources because these turnovers are usually without prediction and the organization must prepare employees to get the vacant job with the help of development and training programs. Although studies indicate that chief managers in state agencies normally cooperate with a company during their service, the rate of turnover in senior management is still high in companies and organizations. Therefore, development program should prepare other employees to replace managers leaving the company. Organizations having excellent training and development programs believe that these programs have been effective in reducing turnover. Accordingly, the present study is conducted on the assumption that it can predict effective management through two variables of job motivation and reduced turnover of male and female employees.

MATERIALS AND METHODS

This research is based on the descriptive method, and it is correlative. The samples of this study consisted of 85 male and 55 female employees who were working for the State sport organization. Three questionnaires, the effective management barriers Kane and Crawford (1999), Job motivational skills Lawrence and Jordan (2009) and factors reducing turnover Ferris (2004) questionnaires served as three instruments for measuring the intended variables. The reliability and validity of these instruments and their sub-scales were reported to be satisfactory in many different studies. In the present study, the overall reliability coefficients of the three instruments reported to be 0.80, 0.75, and 0.90 respectively. The independent variables (predictors) were job motivation and reduced turnover and the dependent variable (criterion) was barriers or effective management.

RESULTS

The correlations between barriers and turnover and barriers and job motivation in female employees are significant at $p < 0.05$ (table 1).

Table1. Correlations coefficient among research variables in female employees

Variables	Barriers	Job motivation	Turn over
Barriers	1	0.70*	0.58*
Job motivation		1	0.29
Turn over			1

* Significant at $p < 0.05$

The correlation between barriers and turnover and job motivation and turnover in male employees are significant at $p < 0.05$ (table 2).

Table2. Pearson correlation coefficient among research variables in male employees

Variables	Barriers	Job motivation	Turn over
Barriers	1	0.40	0.80*
Job motivation		1	0.70*
Turn over			1

* Significant at $P < 0.05$

To investigate the multi-regression between the barriers that affect on human resources management and job motivation and reduced turnover of female employees, variables of job motivation and reduced turnover were respectively selected and then, entered into the model applying regression analysis using step by step method. Table 3 indicates the results of entering the first variable into the regression model. The results show that the variable of turnover reduction has the most simple correlation coefficient with human resources management and therefore it enters into the regression model as the first variable.

The multi- regression coefficient of the variable of turnover reduction with barriers on human resources management i.e. the correlation coefficient between the dependent and independent variable existing in the model is equivalent to 0.58 and the determination coefficient that is the percentage of the whole dependent variable expressed by a linear model is equivalent to 0.33 in this relationship. Thus, the above-mentioned variable explains 33% of the variance of human resource management in the whole sample.

Also, the regression equation with $F = 17.9$ is significant at $p < 0.05$. Then, variable of turnover reduction is entered into the model. Table 4 shows the regression coefficient of the variable of turnover reduction is $\beta = 0.33$, and with $t = 4.2$ was significant at $p < 0.05$. Given that the regression coefficient did not become significant after entering the variable of job motivation into the model, the variable is not present in the model. Thus, the equation of the simple linear model will be as follow:

$$y' = 52.9 + 0.36X_1$$

Table 3: Multi- correlation coefficient between the variables for female employees

Criterion variable	Statistics	MR	RS	F P	β
	Predictor variable				Turnover
Barriers	Turnover	0.58	0.33	17.9 0.001	$\beta = 0.33$ $t = 4.2$ $P = 0.001$

To investigate the multi- regression between barriers on human resources management and job motivation and turnover reduction of male employees, variables of job motivation and turnover reduction were respectively selected and then, entered into the model applying regression analysis. Table 4 shows that multi- regression coefficient of the variable of turnover reduction and job motivation with barriers on human resources management is equivalent to 0.17 and coefficient of determination, that is the percentage of all dependent variable expressed by a linear model, is equivalent to 0.03. Thus, the above-mentioned variables explain only 3% of the variance of human resources management in the sample of male employees. Also, the regression equation with $F = 0.78$ which is not significant at $p < 0.05$.

Table 4: Multi- correlation coefficient between the variables for male employees

Criterion variable	Statistics	MR	RS	F P	β
	Predictor variable				Turnover
Barriers	Turnover	0.17	0.03	0.78 0.4	$\beta = 0.43$ $t = 4.5$ $P = 0.001$

DISCUSSION AND CONCLUSION

The purpose of this study was to investigate the relationship between barriers that effective on human resource management, job motivation and turnover reduction of the men and women employees who were working for state sport and youth organization. Research findings showed that there are multiple relationships between barriers to effective human resource management and turnover reduction in female employees. The result is consistent with some studies [22, 2, 3, 10, 18, 16, 5, 4]. Effective human resources management' barriers in organization can dramatically reduce turnover in the organization and human resource management and turnover reduction are interrelated concepts.

The results of multi regression showed that the variable of job satisfaction is a predictable variable and can consider it as indicator of the competitive advantage of an organization[7]. Farzalipour et al. (2012), found that Job skill motivation and planning techniques are the most important management competencies in sport managers [20]. Also, results of linear regression for predicting retirement and turnover showed that these problems can be a significant predictor of personnel problems and professional issues [6]. Mortazavi (2011) conducted a study to determine the probability of turnover or retention of employees in organization. In this model, it was assumed that "the probability

of retention or turnover" in the organization has a positive relationship with the "intention to turnover". In testing the proposed model, a set of completely different results were obtained than the initial assumptions. In other words, although employees were not happy to stay in organization, they did not want to leave it. Therefore, this point can be paid attention to by the next researchers as a new dimension in the development of the model, particularly in different organizations. Meanwhile, the reason of this result must be sought among other confounding factors such as the market status of the job and occupation [13].

Braison and Whyte (2011) addressed the relationship of human resource management with its application and increasing employee commitment to the organization. The relationships showed that various methods of human resources can have a positive relationship with employee commitment and job satisfaction which mostly occurs in high-level management in organizations. Interoperation the relationship of human resources, shows that efficient and effective human resource management leads to create the employee commitment and additional motivation for better working [24].

Shahbazi et al. (2008) studied effective factors on the intention of employee turnover and their relationship with each other in a study entitled "The effect of job satisfaction and organizational commitment of employee turnover ". Effective factors on the employee turnover include: job satisfaction, environmental opportunity, job conflict, autonomy, job stress, payment, organizational commitment, distributive justice, promotion opportunities and social support. In this study, employee turnover has been examined and determined that it was revealed that there was a relationship between these factors and the two mentioned ones [15].

Lam et al. (2009) investigated the relationship between perceiving activities of Human Resource Management and the goal of employees in their turnovers in China and Japan. The results showed that staying for reward and official educations has a significantly positive relationship with organizational behavior and negative relationship with the intention of turnover. Overall, the findings showed that organizational behavior moderates the effects of staying for reward and official educations in the intention of turnover [5].

Cotton and Tuttle (1986) compared men and women demanding turnover. They showed that men asked for turnover more often than women. Eleven studies have shown that there is no specific difference between the relationships of sex and turnover and also one study showed that men has turnover from the organization more than women do [9].

In the present study, no significant relationship was obtained between variables of job motivation and barriers to effective human resource management. Also, in the sample of male employees, there was no relationship between job motivation and turnover with harriers to effective human resource management. The obtained results mean that the other factors must be examined. Many experts of management and administration sciences believe that the first and ultimate goal of the individuals for the acceptance of job is prosperity and wage and salary. On the other hand, if we consider human resources as the most outstanding instrument to achieve the goals of management, we will easily understand that paying the salary and wage has a very sensitive role in the management domain [1]. Perhaps, due to this reason and given the conditions of current working market, existing the personality differences and also, the difference in needs between male and female employees, the obtained results are justified.

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