

The Effect of Organizational Learning on Human Resource Productivity at Imam Khomeini Airport Custom

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Abstract: The purpose of the present Research was to investigate the effect of organizational learning on human resource productivity at Imam Khomeini Airport Customs (RA) in 1396. The method used in this study was applied in terms of purpose and in terms of data collection, descriptive-survey and in terms of the relationship between the variables was causal. In this research, the statistical population consisted of all employees of Imam Khomeini Airport Customs Office whose number was 400 people. Among them, using Morgan table and simple random sampling method, 196 individuals were considered as sample size. In order to collect information From two questionnaires The Neife's Organizational Learning Standard (2001) and Human Resources Productivity Hersey and Goldsmith (1980) were used. In order to measure the reliability of the questionnaires, Cronbach's alpha coefficient was used and the value of this coefficient for both questionnaires was higher than 0.7. Also, content validity was used to assess the validity of the content that for this purpose the questionnaire was approved by the relevant experts. Analysis of information obtained from the implementation of questionnaires via SPSS and PlsSmart software were used in two descriptive and inferential sections (Friedman rank test and Structural Equation Modeling (SEM) method). Findings of the research indicated that there is a positive and significant relationship between organizational learning dimensions and human resource productivity; this means that the increase of each component of organizational learning among Imam Khomeini airport customs staff will increase the productivity of human resources.

Keywords: Organizational Learning, Organizational Culture, System Thinking, Human Resource Productivity

1. Introduction

Today in the economy of all countries, what is developed and what is developing, Productivity has become a national priority. Continued life and survival of countries which is the only source of human resources, to a large extent, it depends on the continuous ability to produce the maximum possible output per unit of input. Productivity provides for economic growth and inflation control and allows for a high level of living. The benefits of improving productivity for an organization include: Savings in the use of scarce resources and increase competitiveness, And about people the benefits of productivity appear in the form of high wages and a better quality of working life [1]. The ultimate goal of each organization is to achieve optimal productivity.

In between Scientific management, Organizational

individualism or "rational behavior of the organization"¹ It was used Synonym with productivity and efficiency and basically management is: "Knowledge of increasing productivity and optimal use of existing facilities in order to achieve the goals set." Productivity is a comprehensive and general concept that increases as a necessity in order to promote a higher standard of living, greater prosperity, peace and comfort for humans, which is a fundamental goal for all countries of the world. It is always in the hands of politicians and economics and government officials. The productivity of the tree is high-yielding and full of branches and leafs. In the pursuit of excellence and evolution of human knowledge in economic and social issues, In the pursuit of excellence and evolution of human knowledge in economic and social issues, The concept of productivity has gradually become more evident in terms of the form and content of

¹ Rationalism

transformation, evolution and development, and moreover, newer and more complete definitions have been proposed for it [2].

Furthermore, in a new attitude toward organization, organizational culture and management, it has a special place. Near Attention to the organization as an entity Has Purposeful structure, Set of tasks, information systems, decision making process with member groups, Organizational culture provides different lenses for study. Define culture as the spirit of organization and social energy which can push the organization forward or move stop and this potential is due to the impact that culture has on its employees. Perhaps organizational culture is one of the most controversial topics in the organization, but it is an appropriate tool for analyzing, understanding and predicting organizational behavior, commitment and loyalty of staff, leadership effectiveness, creativity, initiative and organizational survival strategies [3].

Productivity rich does a nation and a government And It allows corporate managers to maintain high return on investment. In Iran, factors such as weakness in planning, lack of adequate authority, focus on decision making, weakness of communication, lack of appropriate technology, lack of incentive in staff, discouragement and employee apathy have led to lower productivity [4].

In our country's organizations, which are not excluded from the customs administration of Imam Khomeini International Airport, Less attention is paid to human resources An organization is not a good environment for the prosperity of people's talents and abilities And for managers, the simplest resources to change and change are human resources. Despite the remarkable progress made In the field of information technology and in particular the use of the Internet, But in this company, Due to lack of attention Training And human resource development, The lack of education and training systems, especially for e-learning, can always be seen as a downside to productivity. As a result this question has always engulfed the minds of the company's HR managers: "Is there a meaningful relationship between the organizational learning with the human resources efficiency of the Customs Office of Imam Khomeini International Airport?"

2. Methodology

The purpose of this study is applied and in the method of data gathering, a survey is descriptive. The statistical population of this study consisted of all employees of Imam Khomeini Airport Customs Office, whose number is 400 people. In this research, sampling method was simple random sampling. Based on Morgan's table, 196 individuals were identified as sample size. In the present study, the required information was collected in two stages. In the first step: By referring to library resources including books, journals and authoritative articles, the literature on the research has been collected. Secondly: In this research, field information was collected using a questionnaire tool. The research

questionnaire consists of two parts. First, the general characteristics of the subjects and First, the general characteristics of the subjects and Then, questions relate to the components of organizational learning and human resource productivity.

To collect the data, a standard Neife's Organizational Learning Questionnaire (2001) and Hersey and Goldsmith's Standard Human Resources Utilization Questionnaire (1980) have been used, which are described in more detail below.

Organizational learning scale, a 24-item questionnaire was developed by Neife in 2001. This test consists of five dimensions: individual skills, mental models, shared vision, team learning, system thinking. Human Resources Productivity Scale a 21-item questionnaire is compiled by Hersey and Goldsmith in the 1980's. This test has 21 questions.

In this research, the validity and reliability of the questionnaire has been used for visual appearance and content. The research questionnaire was given to the experts and its apparent validity was confirmed.

The cronbach's alpha values of the two main constituents, along with their dimensions, are all greater than 0.7, as shown in Table 1:

Table 1. Cronbach Alpha Value of Research Variables.

Variable	Cronbach's alpha coefficients
Organisational Learning	0.87
Human Resource Productivity	0.83

The results of validity and reliability analysis showed that the calculated Cronbach's alpha coefficient for organizational learning structures and HR productivity is higher than 0.7. So it can be concluded that the questionnaire used for confirmation of reliability is valid.

In this research two statistical methods have been used to analyze the data and statistical data.

- (A) Descriptive statistics including: the preparation and setting of the table and the drawing of charts and central indicators and dispersion indicators.
- (B) Inferential statistics including: Estimation and testing of hypotheses. Also, Kalmogorov-Smirnov test, correlation coefficient test and multiple regression have been used. Also Different stages of statistical compilation of this research are done using SPSS software.

Table 2. Average and standard deviations of variables.

Variables	Average	Standard deviation
Shared vision	3.65	1.4
Organizational Culture	4.52	1
Work and group learning	4.68	1.1
Knowledge sharing in the organization	3.1	1.2
Systems thinking	4.08	1.1
Participatory leadership style	2.94	1.3
Staff competencies	3.97	1.2
Human Resource Productivity	4.62	1.2

The figures in the table above show the highest average for work and group learning (4.68). While subjects in the

"Knowledge sharing in the organization" earn the lowest score of 3.1 respectively. Comparison of standard deviations also indicates that the scores of subjects in the

"organizational culture" have the least dispersion compared to other components.

2.1. Checking Normality

Table 3. Results of K-S test for questionnaire questions.

Variables	K-S statistics	Number	Significance level
Shared vision	0.991	196	0.280
Organizational Culture	0.902	196	0.390
Work and group learning	0.696	196	0.717
Knowledge sharing in the organization	1.186	196	0.120
Systems thinking	1.347	196	0.053
Participatory leadership style	1.321	196	0.061
Staff competencies	1.253	196	0.087
Human Resource Productivity	0.811	196	0.527

In accordance with this table, Due to a significant increase of 0.05, For all variables, we can state at 95% confidence level that the null hypothesis, that is, the distribution of research data is normal, is verified.

Normal distribution chart Human resource productivity variable:

The next approach to checking the normal distribution of data is to use the Q-Q graph. Through these charts, you can

see in detail how the data is distributed and in the case of non-matching with normal distribution, the cause of the normalization of the data is understood. At the chart Q-Q, The data of a normal distribution is usually placed on the line and the data will not be on the spiral or sinusoidal line. The Q-Q diagram shown in Chart 1 for Human Resource Productivity indicates that the data is on a single line and not on the spiral line.

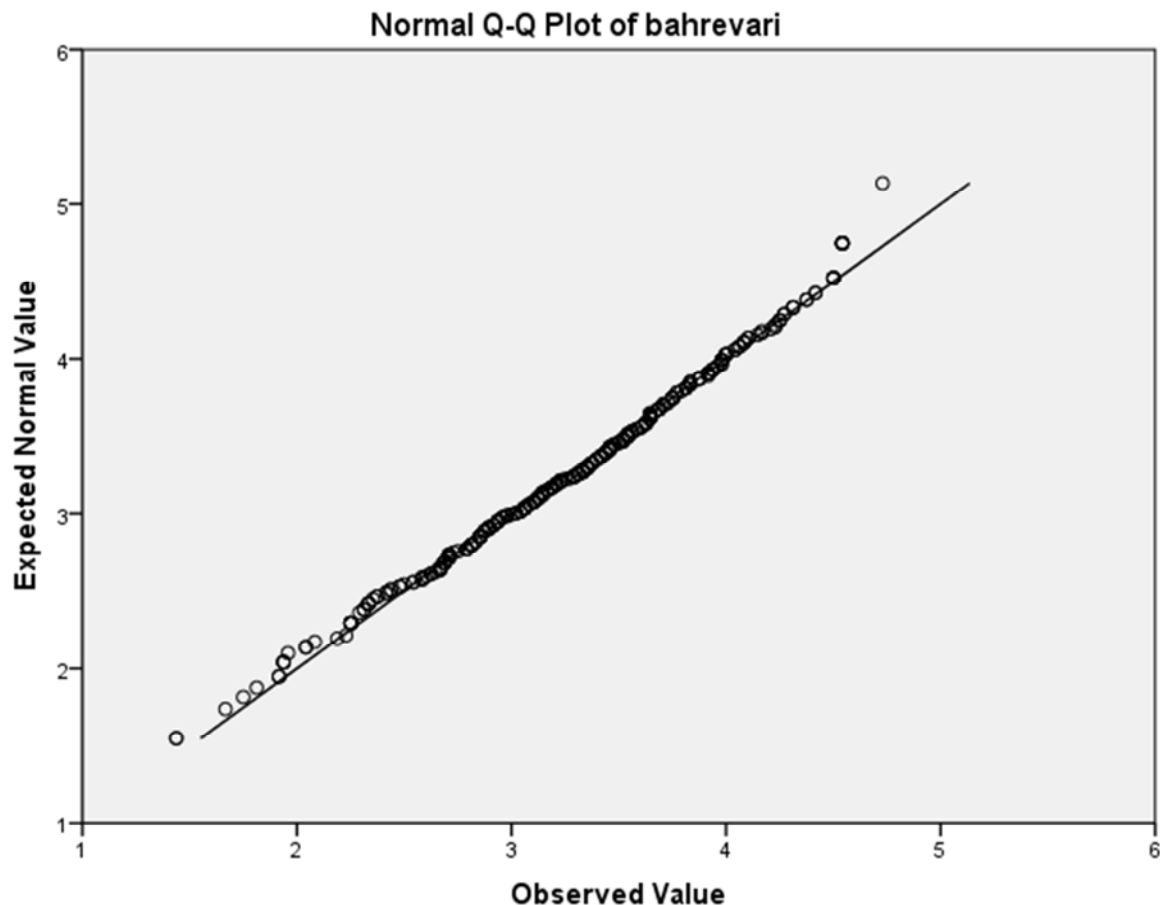


Figure 1. Q-Q Chart Enterprise Resource productivity.

2.2. Analysis of Results

The main hypothesis testing: There is a relationship

between organizational learning and human resource productivity at the Imam Khomeini Airport Customs Office.

To test this hypothesis, multiple regression tests have been used. The hypotheses of zero and one related to this test are as follows:

H0: $r=0$: There is no relationship between organizational learning with human resources efficiency at Imam Khomeini Airport Customs Office.

H1: $r \neq 0$: There is a relationship between organizational learning and human resource efficiency at the Imam Khomeini Airport Customs Office.

Before doing the calculations, the assumptions of this test are examined.

3. Review Assumptions

1. Independence review Error phrase:

Independence of errors was evaluated using Durbin-Watson statistics, which was calculated for regression test. The relationship between organizational intelligence and organizational productivity was calculated as 1.932.

As a general rule, if the observed value of the Durbin-Watson is between 1.5 and 2.5, it shows the independence of the observations.

2. Distribution Diagram

The following chart shows the distribution of the dimensions of organizational learning and human resource productivity show:

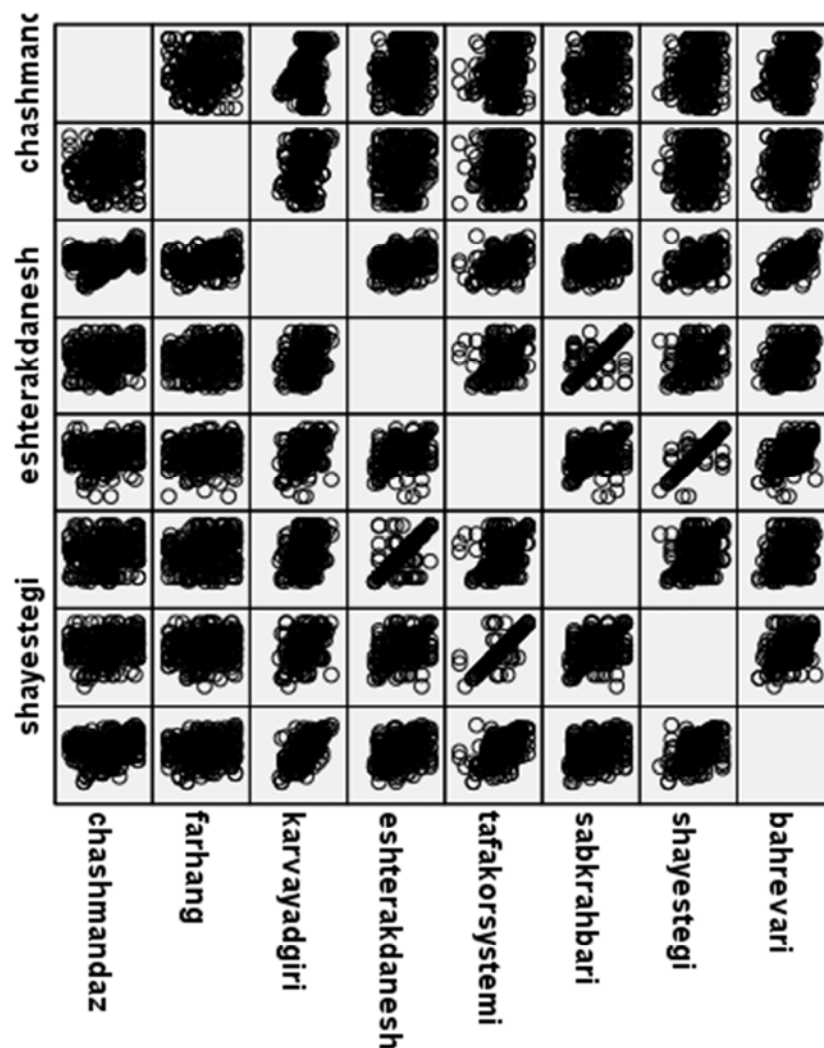


Figure 2. Distribution diagram related to organizational learning variables and HR productivity.

As seen in the chart above, the relationship between predictor variables (organizational learning dimensions) and criterion variables (human resource productivity) seems to be linear or linear.

3. Normal Error phrase

This assumption was verified by plotting residual histogram graphs.

The following diagram shows the normalization of the expression error regression test to show the relationship between organizational learning dimensions and HR productivity:

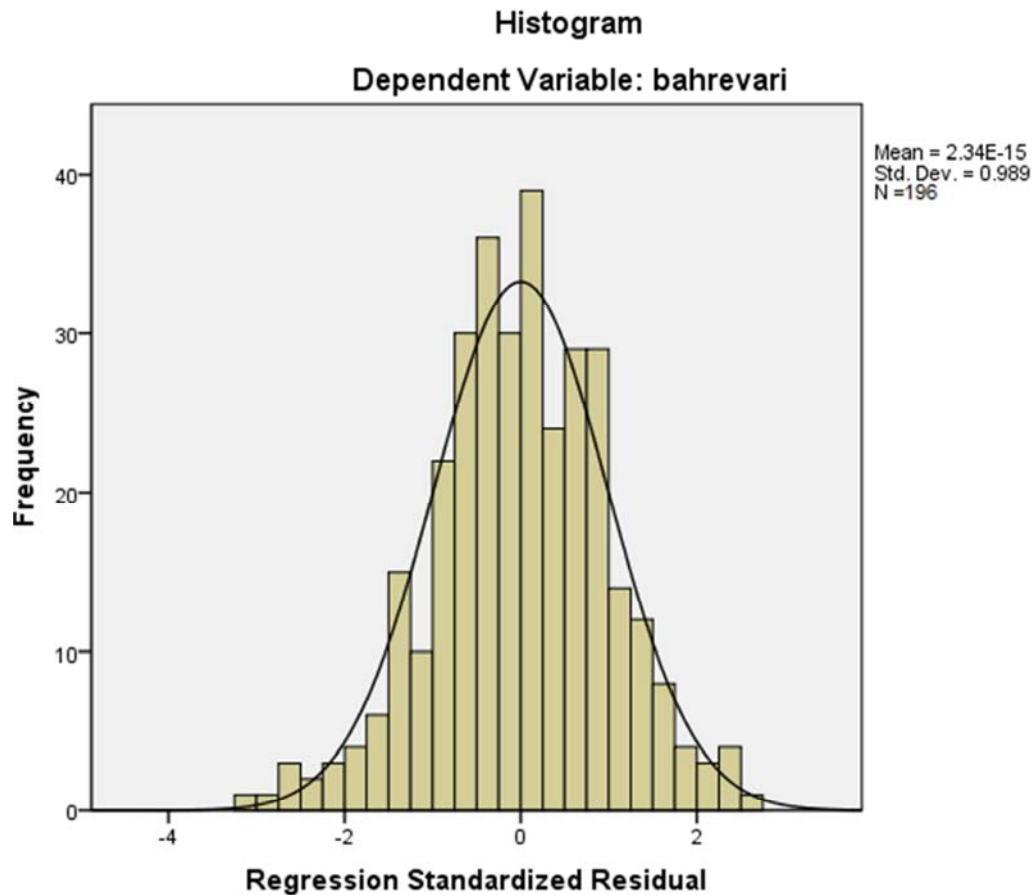


Figure 3. Histogram diagram to examine the hypothesis of the normal expression of the error error regression test the existence of a relationship between the dimensions of organizational learning and organizational productivity.

As shown in the diagrams above, the distribution form is almost normal. Also, the mean value presented at the right of the chart is very small (close to zero) and the standard deviation is close to 1. Therefore, there is no reason for these samples to be obtained from an abnormal distribution.

The corresponding multiple regression line equation derived from Table 4 is also opposite:

$$Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 X_4 + \alpha_5 X_5 + \alpha_6 X_6 + \alpha_7 X_7$$

where in:

Y : Human Resource Productivity

X_1 : Shared vision

X_2 : Organizational Culture

X_3 : Work and group learning

X_4 : Knowledge sharing in the organization

X_5 : System thinking

X_6 : Participatory leadership style

X_7 : Staff competencies

Are.

The summary of the regression test is shown in the table below:

Table 4. Summary of the results of regression is also presented in the table below.

Model	Multiple correlation coefficient	Squared multiple correlation coefficient	The squared multiple correlation coefficient	The significance level
The main hypothesis model	0.674	0.454	0.442	0.000

According to the above table, the relationship between "organizational learning dimensions" and "human resource productivity" is estimated at 0.67.

Also, these variables account for about 45% of the variance associated with "organizational productivity" of Shaheed Beheshti University staffers. ($R^2 = 0.45$)

The estimated results are shown in the table below:

Table 5. Multiple regression results related to the impact of each dimension of organizational learning and human resource productivity.

	Non-standardized beta coefficients	Standard deviation	T value	Significance level
Coefficient Fixed	0.341	0.192	1.777	0.077
Shared vision	0.341	0.025	6.288	0.000
Organizational Culture	0.016	0.027	0.580	0.562
Work and group learning	0.501	0.057	8.743	0.000
Knowledge sharing in the organization	0.163	0.056	3.073	0.024
Systems thinking	0.322	0.080	4.031	0.000
Participatory leadership style	0.289	0.053	5.246	0.000
Staff competencies	0.174	0.076	1.128	0.274

The table above shows that most of the dimensions of organizational learning are calculated due to a significant level that is less than 0.05, Effectiveness of human resources is effective and only two aspects of organizational culture and employee competence are not effective on human resource efficiency. Here all the independent variables are entered together and their effect on the dependent variable is measured. In the multiple regression test, the full effect of the variables is tested together.

4. Hypotheses

1. There is a relationship between the shared visions of human resource efficiency at Imam Khomeini Airport Customs Office.

At Continuation to verify sub-assumptions we use correlation. Correlation test measures severity and type of

relationship (direct or inverse) between two variables. Since the research data were measured using a scale scale, Pearson correlation coefficient was used to test the relationship between them. The Pearson Correlation Coefficient is a parametric method and is used for data with normal ease or a large number of data. The zero and one hypotheses related to the correlation test for the first sub hypothesis are as follows:

$r = 0 : H_0$: There is no relation between the common vision and human resource efficiency of the Imam Khomeini Airport Customs Office.

$r \neq 0 : H_1$: There is a relationship between the shared prosperity of the Imam Khomeini Airport customs administration.

Table 6 shows the results of the correlation test for the first sub-hypothesis.

Table 6. Correlation matrix between variables.

Structures	Shared vision	Human Resource Productivity	Significance level
Shared vision	1	0.202	0.000
Human Resource Productivity	0.202	1	0.000

The correlation matrix the level of significance is less than the error rate (0.01). Consequently, at the 99% confidence level, the zero assumption is rejected and the assumption is confirmed. This means that the relationship between the outlook and the human resources efficiency is meaningful. The positive sign of the correlation coefficient of 0.202 in the above table indicates the direct relationship between the shared vision and HR productivity; this means that an increase in the shared vision among Imam Khomeini airport customs staff will increase the productivity of human resources.

2. There is a relationship between organizational culture and human resource productivity at Imam Khomeini Airport

Customs Office.

The hypotheses of zero and one related to the correlation test for the second sub hypothesis are as follows:

$r = 0 : H_0$: There is no relationship between organizational culture and human resource productivity of Imam Khomeini Airport Customs.

$r \neq 0 : H_1$: There is a relationship between organizational culture and human resource productivity at Imam Khomeini Airport Customs.

Table 7 shows the results of the correlation test for the second sub-hypothesis.

Table 7. Correlation matrix between variables.

Structures	Organizational Culture	Human Resource Productivity	Significance level
Organizational Culture	1	0.166	0.000
Human Resource Productivity	0.166	1	0.000

In the correlation matrix, the significance level is less than the error rate (0.01). Consequently, at the 99% confidence level, the zero assumption is rejected and the assumption is confirmed. This means that the relationship between organizational culture and human resource productivity is significant. The positive sign of the correlation coefficient of

0.166 in the table above shows the direct relationship between organizational culture and human resource productivity; This means that increasing the organizational culture among Imam Khomeini airport customs staff will increase the productivity of human resources.

3. There is a relationship between work and group learning

with human resource productivity at the Imam Khomeini Airport Customs Office.

The hypotheses of zero and one related to the correlation test for the third sub hypothesis are as follows:

$r = 0 : H_0$: There is no relationship between work and group learning with human resource productivity at the Imam Khomeini Airport Customs Office.

$r \neq 0 : H_1$: There is a relationship between work and group learning with human resource productivity at the Imam Khomeini Airport Customs Office.

Table 8 shows the results of the correlation test for the third sub-hypothesis.

Table 8. Correlation matrix between variables.

Structures	Work and group learning	Human Resource Productivity	Significance level
Work and group learning	1	0.601	0.000
Human Resource Productivity	0.601	1	0.000

In the correlation matrix, the significance level is less than the error rate (0.01). Consequently, at the 99% confidence level, the zero assumption is rejected and the assumption is confirmed. That is, the relationship between work and group learning with human resource productivity is Meaningful. The positive sign of the correlation coefficient of 0.601 in the above table shows the direct relationship between work and group learning with human resource productivity; This means that increased work and learning among the Imam Khomeini airport customs staff will increase the productivity of human resources.

4. There is a relationship between knowledge sharing in the organization and the human resources efficiency of the

Imam Khomeini Airport Customs Office

The hypotheses of zero and one related to the correlation test for the fourth sub hypothesis are as follows:

$r = 0 : H_0$: There is no relationship between knowledge sharing in the organization and the human resources productivity of the Imam Khomeini Airport Customs Office.

$r \neq 0 : H_1$: There is a relationship between knowledge sharing in the organization and the human resources productivity of the Imam Khomeini Airport Customs Office.

Table 9 shows the results of the correlation test for the fourth sub-hypothesis.

Table 9. Matrix of correlation between variables.

Structures	Knowledge sharing in the organization	Human Resource Productivity	Significance level
Knowledge sharing in the organization	1	0.342	0.000
Human Resource Productivity	0.342	1	0.000

In the correlation matrix, the significance level is less than the error rate (0.01). Consequently, at the 99% confidence level, the zero assumption is rejected and the assumption is confirmed. This means that the relationship of knowledge sharing in the organization with the human resources productivity is Meaningful. The positive sign of the correlation coefficient of 0.342 in the table above indicates the direct relationship between knowledge sharing in the organization and the human resources resource productivity; This means that increased knowledge sharing among Imam Khomeini airport customs staff will increase the productivity of human resources.

5. There is a relationship between system thinking and

human resource efficiency at Imam Khomeini Airport Customs.

The hypotheses of zero and one related to the correlation test for the fifth sub hypothesis are as follows:

$r = 0 : H_0$: There is no relationship between system thinking and human resource productivity at Imam Khomeini Airport Customs Office.

$r \neq 0 : H_1$: There is a relationship between system thinking and human resource productivity at Imam Khomeini Airport Customs.

Table 10 shows the results of the correlation test for the fifth sub-hypothesis.

Table 10. Matrix of correlation between variables.

Structures	System thinking	Human Resource Productivity	Significance level
System thinking	1	0.538	0.000
Human Resource Productivity	0.538	1	0.000

In the correlation matrix, the significance level is less than the error rate (0.01). Consequently, at the 99% confidence level, the zero assumption is rejected and the assumption is confirmed. This means that the relationship between system thinking and meaningful human resource productivity is Meaningful. The positive sign of the correlation coefficient of 0.538 in the above table shows the direct relationship between system thinking and human resource productivity;

This means that increased system thinking among Imam Khomeini airport customs staff will increase the productivity of human resources.

6. There is a relationship between the Participatory leadership style and Imam Khomeini Airport customs administration's human resources productivity.

The hypotheses of zero and one related to the correlation test for the sixth sub hypothesis are as follows:

$r = 0 : H_0$: There is no relationship between Participatory leadership style and human resource productivity of Imam Khomeini Airport Customs Office.

$r \neq 0 : H_1$: There is a relationship between the

Participatory leadership style and human resource productivity of Imam Khomeini Airport Customs Office.

Table 11 shows the results of the correlation test for the sixth sub hypothesis.

Table 11. Matrix of correlation between variables.

Structures	Participatory leadership style	Human Resource Productivity	Significance level
Participatory leadership style	1	0.297	0.000
Human Resource Productivity	0.297	1	0.000

In the correlation matrix, the significance level is less than the error rate (0.01). Consequently, at the 99% confidence level, the zero assumption is rejected and the assumption is confirmed. This means that the relationship between participatory leadership style and human resource productivity is meaningful. The positive sign of the correlation coefficient ie 0.297+ in the table above shows the direct relationship between participatory leadership style and human resource productivity; This means that increasing the leadership style of the Imam Khomeini Airport customs office will increase the productivity of human resources.

7. There is a relationship between the development of employee competencies and the human resources productivity of the Imam Khomeini Airport customs office.

The hypotheses of zero and one related to the correlation test for the seventh sub hypothesis are as follows:

$r = 0 : H_0$: There is no relationship between the development of employee competencies and the human resources productivity of the Imam Khomeini Airport Customs Office.

$r \neq 0 : H_1$: There is a relationship between the development of employee competencies and the human resources productivity of the Imam Khomeini Airport Customs Office.

Table 12 shows the correlation test results for the seventh sub hypothesis.

Table 12. Matrix of correlation between variables.

Structures	Development of employee competencies	Human Resource Productivity	Significance level
Development of employee competencies	1	0.466	0.000
Human Resource Productivity	0.466	1	0.000

In the correlation matrix, the significance level is less than the error rate (0.01). Consequently, at the 99% confidence level, the zero assumption is rejected and the assumption is confirmed. This means that the relationship between employee competency development and HR productivity is meaningful. The positive sign of the correlation coefficient of 0.466 in the above table shows the direct relationship between the development of employee competencies and human resource productivity; this means that the increase in employee competence development at Imam Khomeini Airport's customs airport will increase the productivity of human resources.

5. Conclusion

In this section, after analyzing the data in the current research and testing each of the research hypotheses, the results and comparison are presented below.

Main hypothesis: There is a relationship between organizational learning and human resource productivity at Imam Khomeini Airport Customs. The findings of this hypothesis, which can be deduced from the seven sub-hypotheses, confirm the relationship between organizational learning and human resource productivity. In fact, organizational learning can play a role in enhancing the productivity of the organization's workforce. Because organizational learning is created through shared insight, knowledge and shared mental models, built on past

knowledge and experiences that are memory, it can be through the allocation of organizational knowledge to the work of the staff in different units and subdivisions. It is necessary to improve productivity.

In addition, undoubtedly organizational learning develops and enhances key assets by collecting, capturing, organizing, distributing, promoting and reusing the knowledge created by employees, and providing the groundwork for higher productivity. Slowly In this regard, obvious and obvious, as Vosuqi Nayeri et al. (2012) has emphasized, various aspects of organizational learning have been effective on empowerment of employees, and this empowerment in all areas affects employees' performance and their productivity.

In this regard, according to Algra and Chiva (2009), organizational learning capability provides key indicators for organizational effectiveness and the potential for innovation and growth of the organization, which innovates to improve processes and processes in the organization, and can improve productivity. Significantly upgrade. Also, Chi Cheng et al. (2011) found that when organizational learning is of high quality in the organization, members of the organization are more inclined to develop organizational citizenship behavior, and this citizenship behavior makes employees feel responsible and reluctant to perform their duties. They will show the best performance and efficiency for the organization's success. Finally, the findings of scholarly research such as Koo (2011), Chi Cheng et al. (2011), Algra and Chiva (2009), Mazlomi et al. (1393), Hatami and Dastar

(2012), Vosoughi Nayeri et al. (2012) Mollazini et al. (2010) are in agreement with the findings of the research.

First sub-hypothesis: There is a relationship between the shared vision and human resource productivity of the Imam Khomeini Airport Customs Office.

The findings of the previous chapter confirmed the relationship between the shared vision and human resource productivity of the Imam Khomeini Airport Customs Office, which means that if we develop a common vision in the organization, we will see productivity gains in organizations. Because according to the scientific and theoretical definitions, the perspective of the future is desirable and is completely challenging to attract and retain the best and most creative knowledge workers, thus undeniable role can be played in increasing its productivity.

Second sub hypothesis: There is a relationship between organizational culture and human resource productivity at Imam Khomeini Airport Customs.

The findings of this hypothesis confirmed the relationship between Sarmayan culture and Human Resource Efficiency at Imam Khomeini Airport Customs Office, which means that, if the organizational culture is improved among Imam Khomeini Airport customs staff, increasing the efficiency of human resources Obvious and possible.

Third sub-hypothesis: There is a relationship between work and group learning with human resource efficiency at the Imam Khomeini Airport Customs Office.

The findings of this hypothesis confirmed the relationship between work and group learning with the human resources productivity of the Imam Khomeini Airport Customs Office, which means that increased work and group learning among Imam Khomeini Airport Customs staff increased productivity Human resources. As we know, group work and teamwork in employees increase their self-esteem in employees and the use of wisdom in decision-making, especially important and large-scale decision-making at the organization level, due to the direct relationship of employees with work and the problems caused by deficiencies, creates a commitment to They will lead to increased productivity.

Fourth sub-hypothesis: There is a relationship between knowledge sharing in the organization and the human resources efficiency of the Customs Administration of Imam Khomeini Airport.

The findings of this hypothesis confirmed the relationship between work and group learning with the human resources productivity of the Imam Khomeini Airport Customs Office, in other words, by sharing knowledge among the customs staff at Imam Khomeini Airport, we will see an increase in human resource productivity. Was. Since knowledge sharing, activities involving the transfer and distribution of knowledge (explicit and implicit knowledge) from one person, group or organization to others, is one of the most prestigious ways to employ key competencies and gain competitive advantage, thereby increasing resource efficiency Human is accompanied.

Fifth sub hypothesis: There is a relationship between system thinking and human resource productivity at Imam

Khomeini Airport Customs. The findings of this hypothesis confirmed the relationship between system thinking and human resource productivity at Imam Khomeini Airport Customs Office, which means that by promoting systemic thinking among Imam Khomeini Airport Customs staff, increased human resource efficiency will be. Since system thinking increases the ability of employees to predict the effects of internal and external factors on an organization, it provides a good understanding and insight into employees and increases productivity. Today, individualism and competitive behavior are characteristics of modern societies. Nowadays, in most organizations, competitive behavior and island views have replaced the cooperation and positive interaction between components. Collaboration is the core of organizations that through developing systemic thinking and institutionalization of cooperation in structure, culture and processes, as well as in the information flow, promote cooperation and create synergies between employees and groups within the organization, especially managers, as well as in relations with Other organizations and provides the necessary platform for improving productivity. In fact, systemic thinking creates the possibility that the organization is considered as a whole consisting of coherent components. This attitude prevents employees from thinking and thinking based on the presumption of a static and distinct organizational factor, and encourages them to look at the environment in which their system operates and to identify it well. In addition, this approach to human resources helps to consider their organization in the form of sustainable patterns and processes in a range and gain insight into the causes of resistance to change, and finally, the attention of managers The existence of alternative data and processes for reaching the goal focuses on the precise view of each of these characteristics, and the role of system thinking in enhancing productivity in human resources is significant.

Sixth hypothesis: There is a relationship between the cooperative leadership style and Imam Khomeini airport customs administration's human resources productivity. has it. The findings of this hypothesis confirmed the relationship between participatory leadership style and human resource productivity of Imam Khomeini Airport customs administration, which means that if the leadership style of a participatory management organization is to be seen, we will see an increase in human resource productivity. Since the participatory leadership style is all that increases the level of employee influence and responsibility in the decision-making process at various organizational levels, the purpose of which is to interact with employees in the decision-making process from the degree of conflict and conflict Existing employees are reduced, and the parties, having the right to equalize and decide on organizational issues, consider themselves to be part of a group that works in pursuit of common goals and therefore has a direct impact on human resource productivity.

From the point of view of collaborative leadership, all employees are responsible for their own affairs, they have the right to think about them and express their thoughts freely, and take steps to improve their productivity. Participatory

leadership reduces the distance between employees and managers; they are involved in decision making and planning processes, and they share the same benefits and outcomes as participation, and this leads to an overview of the problems that have arisen. It is organized and reduces productivity. Also, the collaborative leadership style will result in creativity among employees and a sense of responsibility among them, which will increase their risk-taking power and provide the ultimate in improving the productivity and productivity of each organization's staff.

Seventh hypothesis: There is a relationship between the development of employee competencies and human resource productivity at the Imam Khomeini Airport customs office. The findings of this hypothesis confirmed the relationship between the development of competencies and the human resources efficiency of the Imam Khomeini Airport Customs Office, which means that by increasing the competencies of the employees at Imam Khomeini Airport customs, increasing human resource efficiency will be possible. Was. The issue of competency development refers to the training and facilities that managers place on human resources to improve their capacities and abilities if the staff supports the necessary support from their activities in the organization and managers as facilitators. In raising their abilities and competencies, they create incentives for work and make an extra effort to improve their productivity. Today, education as one of the main mechanisms for the development of competencies in the spheres of organizations has been considered by many scholars and managers. In fact, education is one of the principal and logical ways of guiding the efforts of employees in the organization and causing the use of latent abilities and talents and creating a sense of intellectual flexibility, on the other hand, will increase the effectiveness and efficiency (productivity) will be.

It should be noted, however, that the focus of development of competencies has changed in the course of its evolution, due to the emergence of new challenges and the complexity of the environment and the competitiveness of organizations for survival and development. Today, the focus of attention and the practice of organizational development goes beyond the limited social processes between individuals and groups and towards the strategies, structures, processes and interactions of the entire organization, organizational relationships and the environment, organizational learning, and even profound and revolutionary changes in perspective, beliefs. And the purposes of the organization and, consequently, other components of the organization.

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