THE IMPACT OF IMPLEMENTING THE TENTH CHAPTER OF THE CIVIL SERVICES MANAGEMENT LAW OF SALARY AND BENEFITS ON HUMAN RESOURCES PRODUCTIVITY IN CERTAIN PUBLIC ORGANIZATIONS IN SABZEVAR, IRAN

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Abstract

Since 2008, the Civil Services Management Law (CSML) in Iran has replaced the 1966 Law for Government Employees Coordinated Payment System. This new law was to be piloted for five years. The current research has investigated the relationship between the tenth chapter of CSML dealing with salary and benefits with the human resources productivity in certain public organizations in Sabzevar, Iran. In this research, the effect of salary and benefits parameters in the tenth chapter of CSML has been tested on productivity traits. The sample population of the research includes 197 employees of certain public organizations in Sabzevar who answered the questionnaire. The questionnaire was approved in a preliminary parallel study. With respect to the conclusions of the administered tests, it was determined that there is a positive and significant relationship between the tenth chapter of CSML dealing with salary and benefits and human resources productivity in certain public organizations in Sabzevar. It was further concluded that salary and benefits parameters in the tenth chapter of CSML have a positive and meaningful relationship with human resources productivity.

Key words: Human resources productivity, Iran, Public organizations, Salary and benefits, The Civil Services Management Law (CSML).

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1. Introduction

The promotion of productivity on a national level, which is the end result of individual and organization productivity, influences all economic and social activities, and is an important factor in achieving stable development and an improved life quality. (Stoenhuis, 2006: 43) The process of productivity in human resources is influenced by such assorted elements as incentive issues, payment, benefits, or service compensation, and a proper payment system in any organization would influence all productivity components and parameters such as organizational obligation, job satisfaction, incentive, professional knowledge and skill, innovation, partnership, positive outlook, and professional recognition. Given the importance of the Tenth chapter in the Civil Services Management Law (CSML) in Iran which deals with salary and benefits and the direct influence of implementing this law on the professional and private life of civil servants, it is mandatory that a close and careful analysis be performed on the consequences of implementing such a law. The current study attempts to study the influence of CSML on such elements and parameters as organizational obligation, job satisfaction, incentive, professional knowledge and skill, innovation, organizational partnership, elitism, and improved performance on the productivity of Human resources stationed in public organizations in Sabzevar, Iran.

2. The Theoretical Background

Salary and benefits is usually concerned with the method of payment based on such criteria as job and employee, time, persuasive plans, incentive plans, welfare, fringe benefits, handling rial, unit of currency in Iran, coefficients related to salary and benefits, the calculation and formulation of payment, and several other factors. (Rownagh, 2006: 30) Abbaspour quotes French who believes that, "An acceptable payment for the work done is a major constituent of the process of relief and compensation for services offered and rewards due, what should compensate the services employees offer and the incentive they need to receive in order to improve their performance." Abbaspour adds that in the new outlook to managing human resources, job relief and compensation is not performed solely through salary and benefits or financial benefits, but the quality of professional life which covers both indirect financial benefits and nonfinancial benefits is paid attention to. (2005: 235)

The payment system for employees in executive organizations in the Tenth chapter in CSML is based on evaluating such factors as job and employee. The points obtained from evaluating the factors mentioned in this chapter is multiplied by the rials coefficient in order to calculate the

salary and benefits of civil servants. The rials coefficient in this article is provisioned by the index of life expenses in the annual budget bill, and is then passed by the Islamic Consultative Assemble. (Article 64, CMSL) All jobs covered by this law are specified to one or more job due tables according to such factors as importance, complexity, duties and responsibilities, level of expertise, required skills. Minimum points in job evaluation table(s) is 2000, and maximum points is 6000. (Article 65, CMSL)

2.1 Human Resources

By Human resources, this study means all official or contractual employees in public ministries and organization who are covered by CMSL. (Article 4, Chapter 1, Book 2, CMSL)

2.2 Human Resources Productivity

"Human resources holds a very important and sensitive role in improving productivity." (Abtahi, 2004: 183) "Human resources' command, thought, and creativity constitute everything in an organization, since any productivity, evolution, improvement in organizational systems and processes is only possible through human resources." (Rezaei, 2003: 73) Sahay believes that it is only man who is capable of upgrading the quantity and quality of his work, solving his problems using his creativity, increasing his work power, finding ways to reduce his expenses. In fact, man is the only factor that can effect changes in himself and his surroundings. (2005: 8) Gholipour believes that productivity in human resources is a real output rate of working hours performed by employees in an organization. However, due to difficulties in measuring real working hours in most economic and service organizations and institutions, in order to measure productivity in human resources the common method is to divide on the number of human resources such factors as the physical amount of merchandise produced or the equivalent of merchandise and services produced in rials, and in some cases the amount of added value. (2009: 67)

2.3 Public Organizations

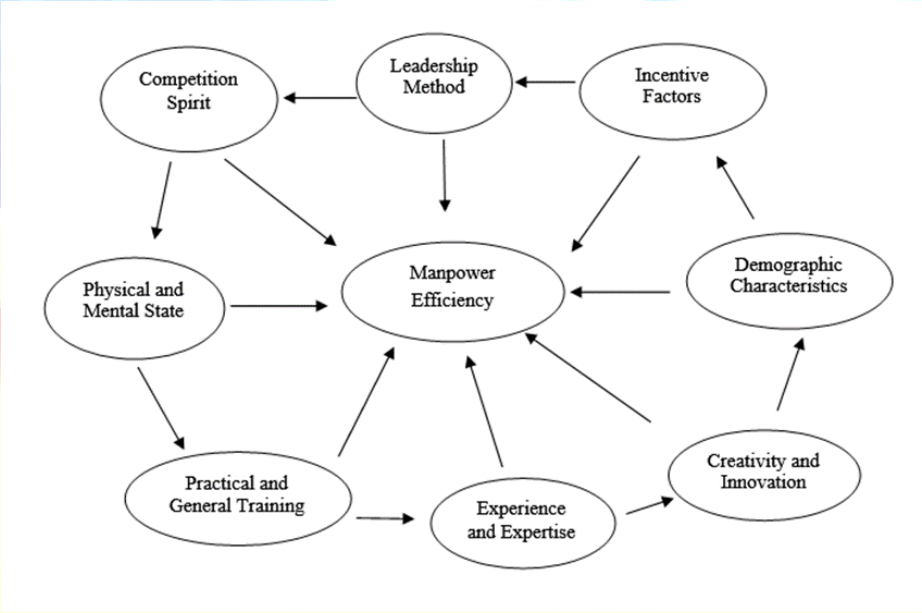
Public organizations refer to those specific organizational units that undertake the accomplishment of one or more governmental objectives, and are established by law and directed by the minster. (Article 1, Chapter 1, CMSL)

2.4. Views on Factors Influencing Human Resources Productivity

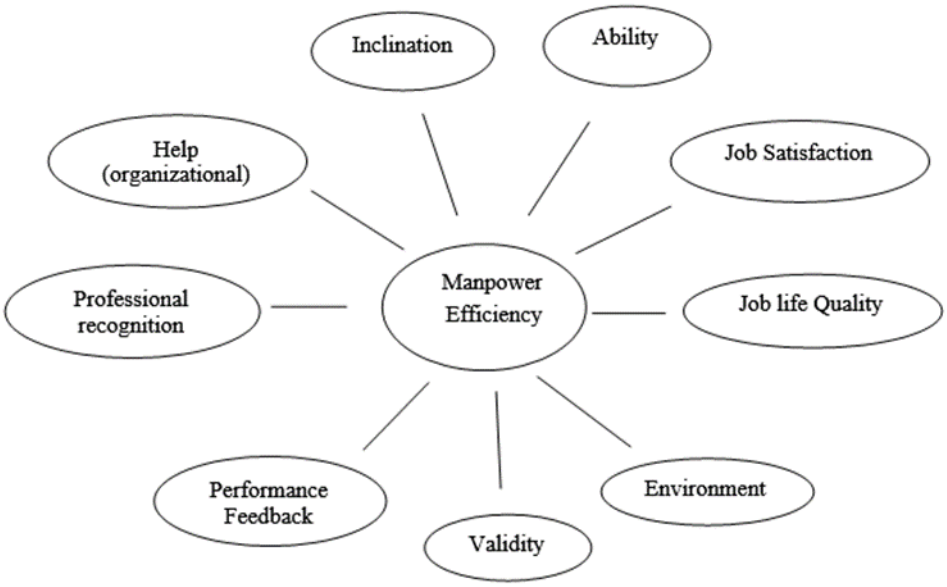
1- Rezaeian quotes Hersey and Goldsmith who offer the acronym "ACHIEVE" to introduce elements influencing human resources productivity. In this acronym, 'A' stands for ability, that is, knowledge and skill in performing a task or job. Ability is characterized by knowledge,

expertise, and aptitude. 'C' stands for clarity or professional recognition, that is, each employee should be well aware of the task they are performing or the time required to perform it. 'H' stand for help offered by organization, that is, the help or support offered to employees so that they would successfully preform their tasks. 'I' stands for incentive or inclination, that is, an employee's inclination toward successfully achieving their tasks. 'E' stands for productivity or evaluation feedback, that is, the unofficial offering of a daily productivity to individuals, or official periodic visits. 'V' stands for validity, that is, the validity of managerial decisions related to human resources in terms of their compliance to laws and norms. 'E' stands for environmental compatibility, that is, all those factors lying outside the working place that would influence individuals' performance inside the organization. (2003: 422)

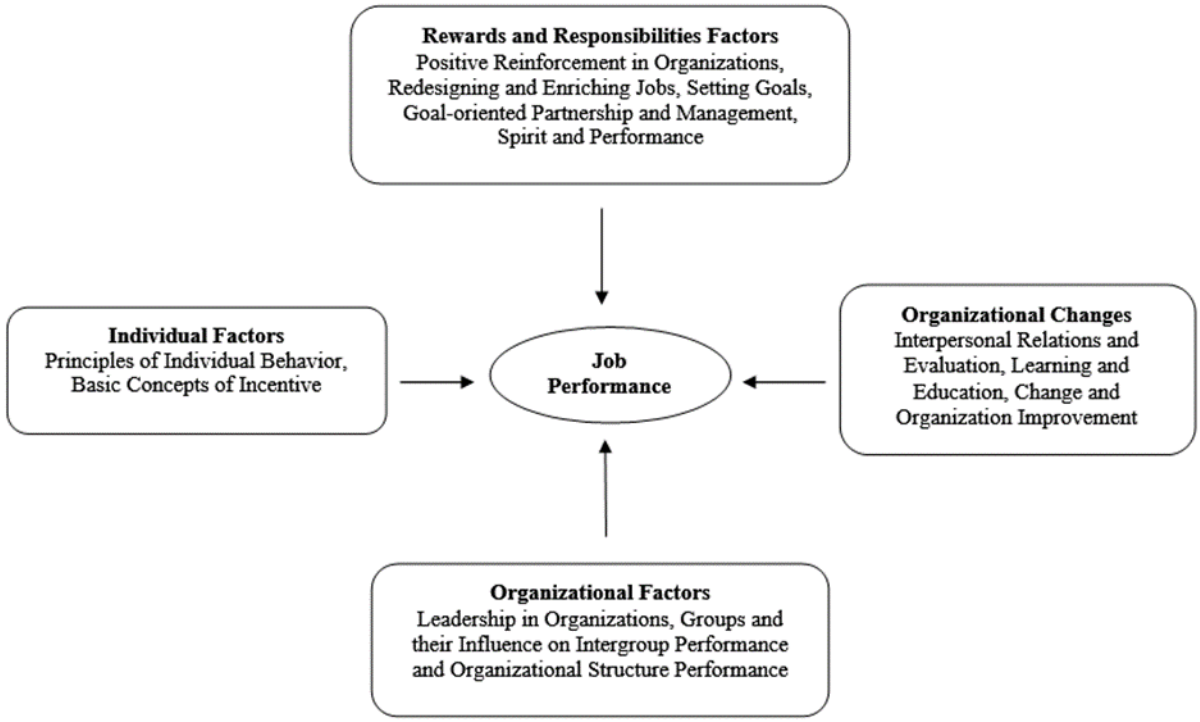
2- Alvani and Ahmadi study different models of factors influencing human resources productivity and their own managerial experiences and offer the following comprehensive management model for factors influencing human resources productivity. (2001)



3- Hajipoor adds two factors, namely, job satisfaction and job life quality to the Achieve Model as factors influencing Human Resources Productivity. (2005: 93)



4- Dessler outlines four categories of factors for employee productivity (1980: 15-18)



5- Wysoki and Kepner argue that human resources productivity is influenced by the following factors:

The nature of the work and person's character (job-employee propriety); Motivation (material and moral); Job knowledge and recognition; Career quality; Fair treatment of individuals; Job

satisfaction; The importance of employees to organization chief executives and not merely the job carried out; Giving the individuals a share in the revenues of the work or activity. (2006: 1-2)

6- Buntz refers to Hayward's outline of the factors influencing productivity in the public sector:

Optimal use of workforce, equipment, and assets; Using adequately trained employees who are ready and motivated; Using high quality material and upgrading technology; Eliminating inefficient work rules, regulations, and standards; An exact identification of costumers and consumers and their needs; Supplying customers with better services to satisfy their demands. (2008)

By studying the abovementioned theories, one can argue that financial motivations are often an effective and useful tool in increasing organizational productivity. In fact, using a good strategy increases the role of human resources and eventually increases productivity in the organization, and among important methods of human resources management one can refer to a system of salary and benefits according to eligibility, where financial motivations and stimuli in an organization can increase productivity by creating motivation among human resources toward the achievement of the management's objectives within the organization. (Wolf, 2008: 10)

However, generally speaking, the deciding criteria in human resources productivity can be outlined as follows:

1. (ICT) Investment that has a short term and long term effect on human resources productivity. 2. Structural factors decide long term productivity. 3. Investing in education has a positive and considerable role in productivity and is a major factor in the level of proficiency in high or low income countries. 4. The economic index in a country is one other deciding factor in productivity. 5. Elements of inflation have a negative effect on productivity and decrease economic stability. (Choudhry, 2009: 12)

3. Similar Researches

3.1 Researches inside Iran

1. Moradi conducted a research in Tarbiat Modarres University in 2010 entitled "A Study of the Impact of Implementing CSML of Salary and Benefits on Job Satisfaction among Employees in the Ministry of Economy and Finance." The main objective of this research was to study the impact of implementing one of the most important administrative-financial provisions, that is, the article of salary and benefits in the CSML, on job satisfaction among civil servants. The input of this research comprised of a random sample of 295 managers, experts, and headquarter

employees in the Ministry of Economy and Finance. In order to test the hypotheses a SPSS based correlation and regression analysis was conducted. The results showed that the impact of implementing the salaries and benefits article on job satisfaction revealed a 0.441 correlation coefficient and a positive relationship, along with an independent research variable with a coefficient of determination at 0.195 affecting the dependent variable. Among others findings in this research, one can refer to the effects on job satisfaction of such a component as sense of justice in the salary received and its capacity to satisfy the employees basic and essential needs.

2. Fili in 2009 conducted a research entitled "A Study of the Effect of Organizational Relations on Human Resources Productivity: The Case of Fars Province Gas Company." The aim of this research was to study those factors that affect human resources productivity and certain organizational relations in order to provide managers with suggestions that would enable them to use those organizational relations to improve human resources productivity. This research used such methods as analytic network process (ANP) and quality function deployment (QFD). The most important findings of this research are as follows:

1. The employees' expertise, partnership, and performance were among the most effective factors on human resources productivity. 2. Organizational relations affect human resources productivity by operating differently and in varying degrees. 3. Information, consistent speech and action, similar or identical sociocultural grounds are among the major organizational relations leading to an increase in human resources productivity.

3. Soori, et al in 2008 conducted a research entitled "A Study of the Relation between Productivity and Salary with Emphasis on Employees' Education: The Case of Iranian Industry." The results obtained showed that productivity and salary have a mutual relation, such that salary increase motivates workers to work harder and that increase in productivity compels institutes to compensate the more efficient employees. This study used the four digit codes and statistics it had procured from industrial workshops for the period 1992-2002 and proved that increase and improvement in Iranian industrial human resources productivity had resulted in higher salaries; however, the study shows that a gap had taken place as salaries had increased less steadily than the improved productivity. Nevertheless, an increase in employees with higher education had led to an improvement in human resources productivity in Iranian industries.

3.2 Researches outside Iran

Ozmucur (2003) has conducted a research entitled "Wage and Productivity Differentials in Private and Public Manufacturing: The Case of Turkey." There it is concluded that labor productivity is higher in private sector. On the other hand, average wage rate in the public sector is higher compared to private sector. A simple model is used to test the importance of ownership in wage determination. Turkish manufacturing survey results for the period 1950-1998 are used to study this relationship. There is a very close relationship between wages and productivity in the private sector. There is no significant relationship between the real wage rate and labor productivity in the public sector. (10)

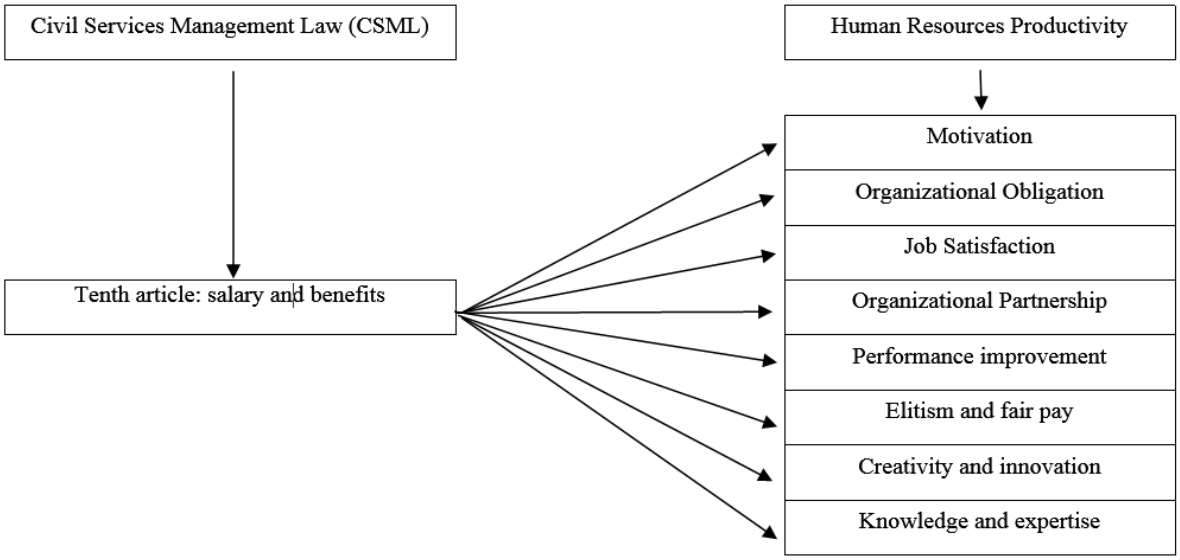
2- Strauss & Wohar (2004) in "The Linkage between Prices, Wages, and Labor Productivity: A Panel Study of Manufacturing Industries" investigate the long-run relationship between prices and wage-adjusted productivity as well as between real wages and average labor productivity at the industry level for a panel of 459 U.S. manufacturing industries over the period 1956–1996. Panel cointegration test results strongly reject the null of no cointegration in the panel between both prices and wage-adjusted productivity and between labor productivity and real wages for many (but not all) industries. Granger-causality tests show that prices are weakly exogenous and cause movements in unit labor cost. Bidirectional Granger causality is found between real wages and productivity; however, a one-to-one relationship is strongly rejected between real wages and productivity. Increases in labor productivity are associated with a less than unity increase in real wages. (920-941)

3- Gielen, et al (2006) in "Performance Related Pay and Labor Productivity" use information from a panel of Dutch firms to investigate the labor productivity effects of performance related pay (PRP). They find that PRP increases labor productivity at the firm level with about 9% and employment with about 5%.

4. Developing a Content-based Framework for the Research: An Assimilation of Various Models and Views

So far the current research has studied various theories and views related to salary, wages, and human resources productivity and examined different models of factors affecting human resources productivity. Thus, taking into account the considerable importance of the tenth chapter of the CSML in the livelihood of civil servants in governmental organizations and eventually its effect on their organizational productivity, the following content-based framework,

which is an assimilation of various models and views on salary and benefits and productivity, has been developed.



5. Research Method

The current research is of an applied nature in its aims and objectives and is a descriptive survey in its method as it attempts to describe the conditions and phenomena under examination. On the other hand, since the study examines the relations between the secondary variables in the independent and the dependent variables of the research, the current work is a descriptive study, and naturally it examines correlations by studying relation between such secondary variables as salary and benefits among human resources and the dependent variable of human resources productivity covering such elements as motivation, organizational obligation, job satisfaction, organizational partnership, performance improvement, elitism and fair pay, creativity and innovation, and knowledge and expertise. As Khaki argues, the aim in a correlation study is to determine whether a relation exists or not, and in case a relation exists to determine its extent. The aim in a study on correlations may be the creation of a relation, the determination of its absence, or employing relations to make some predictions. (2005: 217)

5.1 Statistical Universe

The Statistical universe includes the official and contractual employees of such institutes as Hakim Sabzevari University, Ministry of Education, Sabzevar University of Medical Sciences, and Sabzevar Governorate as follows:

Executive Organization	Number of Participants	Number of Questionnaires
Hakim Sabzevari University	150	% 37 x 197 = 73
Ministry of Education	140	% 34 x 197 = 67
Sabzevar University of Medical Sciences	80	% 20 x 197 = 39
Sabzevar Governorate	40	% 9 x 197 = 18
Total	410	100

The total number of participants in the survey were 410 persons of random samples 197 of whom were selected. In the random and class assignment, the participants selected all enjoy equal chance and probability. (Danaeifard, 2005: 397)

5.2 Sample Size

As mentioned above the total number of the randomly recruited participants in the survey were 410 persons who were reduced to 197 persons.

The formula employed in calculating the sample size is the following:

$$n = \frac{N \times \left[Z\frac{\alpha}{2} \right]^2 \times p(1-q)}{e^2(N-1) + \left[z\frac{\alpha}{2} \right]^2 \times p(1-q)}$$

$$n = \frac{410 \times [1.96]^2 \times 0.5(1-0.5)}{(0.05)^2(410-1) + [1.96]^2 \times 0.5(1-0.5)} \cong 197$$

In this formula n is the sample size, N is the size of the target universe, and z is the variable in natural distribution, to be extracted from the related table on the level of probability; p is the percentage of distribution of features in the universe, that is, the percentage of person who possess the feature under study which equals 0.5; q is the percentage of persons who lack that feature within the universe; p and q are determined at 0.5, e is the difference between the actual ratio of the feature within the universe and the positive ratio of approximation for that feature in the universe, and the precision of the sampling depends on that. (Hafiznia, 1992: 177)

5.3 Research Variables

A variable is an inconstant quantity that may represent any one of a set of persons and values. An independent variable is a variable that is measured, manipulated or chosen to determine its effect on or relation to another variable. Therefore, based on definitions, in this study the tenth chapter of Iran's CSML on salary and benefits is considered the independent variable and human resources productivity is the dependent variable to be studied and analyzed.

5.3.1 Independent Variables: Salary and Benefits Indexes

Row	Salary and Benefits Indexes as Independent Variables
1	dividing works as elementary, basic, senior, expert, supreme and allocating points (min 4000, max 13000) to different job groups
2	allocating points to degrees (under diploma 1100, diploma 1200, AAA 1400, BA or BS 1700, MA or MS 2000, PhD 2300)
3	allocating points to work for experience per year (under diploma 10, diploma 15, AAA 140, BA or BS 25, MA or MS 30, PhD 35)
4	allocating points to work experience per year (under diploma 8, diploma 10, AAA 12, BA or BS 14, MA or MS 16, PhD 18)
5	Allocating points to work skills and abilities (under diploma 200, diploma 250, AAA 300, BA or BS 400, MA or MS 600, PhD 800)
6	allocating points to educational programs 0.5 point for every hour spent in a ratified program (max 500 points) and promotion from every work class (proportionate to the increase in skills, outstanding services, minimum-experience educational programs)
7	points related to management and supervision (proportionate to the complexity of the duties and responsibilities, the range of supervision (min 500, max 5000) and allocating points to veteran allowance (min 400, max 1550)
8	Allocating points to marriage allowance (810) and children allowance (210) and new year gift (5000 points), and allocating points to job allowance (AAA 700, MA or MS 1500, beyond 2000)
9	The payment of %20 of base salary as productivity allowance (to %70

	of employees), weather allowance (%5 of salary and benefits), and the allocation of points to work hardness (1000)
10	Paying amounts of money as overtime, research pay, tuition, royalty, (max %50 of base salary and benefits) other payments (travel and daily mission expenses, transfer, work shift, marriage, demise)

5.3.2 The dependent variables of the research: Human Resources Productivity

Variable	Index
Incentive	Sense of independence, respect, self-actualization
Organization obligation	Obligation: emotional, constant, behavioral
Job satisfaction	satisfaction from work, job promotion, financial satisfaction, suitability of education level to organizational rank or post
Organizational Partnership	Teamwork spirit, level of participation in taking decisions on personal job-related issues, level of preparation to take part in office meetings and the ability to offer viewpoint in meetings
Improved performance	Client or customer satisfaction, success in performing job-related duties, job and employee characteristics
Elitism and fair pay	Logical relationship between performance and rewards, payment according to eligibility (evaluation), proper relation between pay and education, record, experience, and skills
Creativity and innovation	The ability to analyze and offer new solutions, employing new methods while performing job-related duties, the number of new or novel solutions offered to solve organizational issues
Knowledge and innovation	Specialized knowledge required to perform job duties, specialized skills required to perform job duties

5.4 Measurement Scale

In order to assess questions in the questionnaire, the researchers used Likert Scale, one of the most widely used research scales, especially in behavioral research. A five part spectrum was adopted in which 1 means totally disagree, 2 means disagree, 3 means no view, 4 means agree, and 5 means totally agree.

Totally disagree	Disagree	No view	Agree	Totally agree
↓	↓	↓	↓	↓
1	2	3	4	5

5.5 Methods of Data Gathering

In this research, different methods were used to gather data, namely, questionnaires, interviews, etc. The data on the theoretical basis, the preparation of the literature review, identifying the indexes and operational definitions were prepared through a library study method and interview with the officials in different organizations, recruitment staff, the experts and mangers targeted in this research. Eventually the conceptual model presented in the previous section was produced. The questionnaire was used to gather the information needed to answer the research questions.

5.6 The Validity and Reliability of the Questionnaire

In order to measure the validity of the questionnaires, the researchers sought the views and comments of research experts on the field and administrative officials in recruitment offices in the target universe on such aspects as the number and proportion of the questions at hand. Having gathered, studied, applied, and drawn upon the final words of the involved research experts on the solicited views, comments, and suggestions, the validity was ascertained.

In order to measure the reliability of the questionnaires, a pretest was given to the intended research universe in the form of 50 questions. The acquired data was processed in SPSS to determine the reliability coefficient, Cronbach alpha at 0.98, which is higher than 0.7, and proves the reliability of the questionnaires, thus the formula reads as

$$\alpha = \left(\frac{k}{k-1}\right)\left(1-\frac{S_x^2}{\sum S_i^2}\right)$$

α: alpha coefficient **k**: number of questions

S_i^2 question variance S_x^2 test overall variance

5.7 Data Analysis Methods

In this research, in order to analyze the obtained data, descriptive and inferential methods were used.

5.7.1 Descriptive Statistics

First, the characteristics of the research universe taking the test are described. These features and characteristics include education level, work experience, gender, age, and employment status. Second, the test takers with different research universe qualities were compared against the research factors involved. It should be noted that in order to draw the tables and diagrams such softwares as SPSS, Word, and Excel were used.

5.7.2 Inferential Statistics

Considering the fact that in the current research nominal variables are under discussion, and such variables as salary and benefits are considered to be independent and productivity is the dependent variable under study, the chi square test, a nonparametric test, was administered.

5.7.3 Chi Square Test

Taking into account the principal hypothesis and the secondary hypotheses, in order to assess and measure the relationship between the tenth chapter of salary and benefits in the CSML as a nominal independent variable and Human Resources Productivity as the dependent nominal variable, the relationship between this pair would be studied.

In order to study the relationship between the variables and examine the research hypotheses, the nonparametric chi square test was given. This test operates on the two principles of anticipated abundance and actual abundance through the following formula:

$$\chi^2 = \sum \frac{(O_i - E)^2}{E}$$

Oi is observed abundance in im, Ei is the anticipated abundance from im, therefore, a significant or meaningful chi square test helps us determine a relationship between nominal variables. In this study H0 stipulates the absence of a relationship between the variables, and H1 claims the existence of a relationship between the variables, and the chi square test is administered at an error level of 0.05.

6 Research Findings

6.1 Hypothesis Measurement and Authenticity Level

The measurement and authenticity level of the current research draws on alpha coefficient test and has yielded the following results:

6.2 Reliability Test (Alpha, indexes)

	Scale	Cronbach alpha coefficient	Standardized alpha	mean	Standard deviation
-	Reliability coefficient general scale	0.977	0.979	371.726	53.253
1	Incentive	0.865	0.866	35.847	5.666
2	Organizational obligation	0.926	0.928	69.091	9.869
3	Organizational partnership	0.780	0.783	33.126	5.049
4	Performance improvement	0.887	0.887	36.309	6.423
5	Job satisfaction	0.849	0.849	36.543	6.265
6	Elitism	0.872	0.899	67.852	11.213
7	Creativity and innovation	0.835	0.838	32.101	5.334
8	Knowledge and skill	0.912	0.912	60.852	11.254

6.3 Interpreting and Analyzing the Reliability Test

The above table displays the level of reliability across the eight areas under study. The obtained results from the index's overall reliability coefficient and correlation coefficient show that the standardized alpha level obtained is 98 percent in the general scale, and this denotes an optimal level in the test scales, moreover, the correlation coefficients among the indexes displays an optimal state, since the range of shifts in the correlation coefficients among the reagents within the indexes fluctuates between a maximum of 93 percent in terms of the second index, that is, organizational obligations, up to a minimum of 78 percent in terms of the third index, that is, organizational partnership. The results show that the level of the standardized alpha across the eight indexes enjoys an optimal and acceptable state, that is, the internal relationship between the indexes stands at a high and desirable level.

6.4 Studying secondary research hypotheses using chi square test:

Secondary research hypotheses	Independent variable	Dependent variables	Abundance	chi square test	p value	Test result	Result	State
1st hypothesis	Tenth chapter of Civil Service Management Law (Salary and Benefits)	Incentive	197	45.574[a]	0.000	H_0 rejected	Hypothesis is approved	Significant and positive relationship
2nd hypothesis		Organizational obligation	197	45.574[a]	0.000	H_0 rejected	Hypothesis is approved	Significant and positive relationship
3rd hypothesis		Organizational partnership	197	45.574[a]	0.000	H_0 rejected	Hypothesis is approved	Significant and positive relationship
4th hypothesis		Performance improvement	197	45.574[a]	0.000	H_0 rejected	Hypothesis is approved	Significant and positive relationship
5th hypothesis		Job satisfaction	197	45.574[a]	0.000	H_0 rejected	Hypothesis is approved	Significant and positive relationship

6th hypothesis		Elitism and fair pay	197	45.574[a]	0.000	H_0 rejected	Hypothesis is approved	Significant and positive relationship
7th hypothesis		Creativity and innovation	197	45.574[a]	0.000	H_0 rejected	Hypothesis is approved	Significant and positive relationship
8th hypothesis		Knowledge and skill	197	45.574[a]	0.000	H_0 rejected	Hypothesis is approved	Significant and positive relationship

The chi square coefficients obtained in the above table on the relation between salary and benefits in the tenth chapter of CSML and productivity factors in the table which are the dependent variables show that obtained chi square for each dependent variable renders a $p < \alpha = 0/05$, and the H_0 stipulating the absence of a relationship between the tenth chapter and Human Resources Productivity is rejected at 0.05 level, that is, the salary and benefits in the tenth chapter od CSML have a direct relationship with Human Resources Productivity factors namely, incentive, organizational obligation, organizational partnership, performance improvement, job satisfaction, elitism and fair pay, creativity and innovation, knowledge and skill.

6.5 Studying the Principal Hypothesis through chi square Test

Principal hypothesis	**Independent variable**	**Dependent variables**	**Abundance**	**chi square test**	**p value**	**Test result**	**Result**	**State**
Principal hypothesis	Tenth chapter of Civil	Human Resources Productivi	197	45.574[a]	0.000	H_0 rejected	Hypothesis is approved	Significant and positive

	Service Management Law (Salary and Benefits)	ty						relationship

The chi square coefficient obtained in the above table is 45.574, with the $p < \alpha = 0/05$, thus the H_0 stipulating the absence of a relationship between the tenth chapter and Human Resources Productivity is rejected at 0.05 level, that is, the implementation of the tenth chapter has a direct relationship with Human Resources Productivity .

6.6 Studying Salary Payment Parameters in CSML tenth chapter (Salary and Benefits through chi square Test)

	Tenth chapter of CSML questions	**Abundance**	**chi square test**	**p value**	**Freedom degree**	**Test result**	**State**
1	dividing works as elementary, basic, senior, expert, supreme and allocating points (min 4000, max 13000) to different job groups	197	.115 487	0. 000	23	Relationship verified	Significant and positive relationship
2	allocating points to degrees (under diploma 1100, diploma 1200, AAA 1400, BA or BS 1700, MA or MS 2000, PhD 2300)	197	64 .118	0. 000	20	Relationship verified	Significant and positive relationship
3	allocating points to work for experience per year (under diploma 10, diploma 15, AAA 140, BA or BS 25, MA or MS 30, PhD 35)	197	122 .91	0. 000	23	Relationship verified	Significant and positive relationship

4	allocating points to work experience per year (under diploma 8, diploma 10, AAA 12, BA or BS 14, MA or MS 16, PhD 18)	197	797 .51	0. 000	22	Relationship verified	Significant and positive relationship
5	Allocating points to work skills and abilities (under diploma 200, diploma 250, AAA 300, BA or BS 400, MA or MS 600, PhD 800)	197	.114 483	0. 000	22	Relationship verified	Significant and positive relationship
6	allocating points to educational programs 0.5 point for every hour spent in a ratified program (max 500 points) and promotion from every work class (proportionate to the increase in skills, outstanding services, minimum-experience educational programs)	197	305 .83	0. 000	19	Relationship verified	Significant and positive relationship
7	points related to management and supervision (proportionate to the complexity of the duties and responsibilities, the range of supervision (min 500, max 5000) and allocating points to	197	.235 792	0. 000	19	Relationship verified	Significant and positive relationship

	veteran allowance (min 400, max 1550)						
8	Allocating points to marriage allowance (810) and children allowance (210) and new year gift (5000 points), and allocating points to job allowance (AAA 700, MA or MS 1500, beyond 2000)	197	.121 883	0. 000	19	Relationship verified	Significant and positive relationship
9	The payment of %20 of base salary as productivity allowance (to %70 of employees), weather allowance (%5 of salary and benefits), and the allocation of points to work hardness (1000)	197	.137 020	0. 000	21	Relationship verified	Significant and positive relationship
10	Paying amounts of money as overtime, research pay, tuition, royalty, (max %50 of base salary and benefits) other payments (travel and daily mission expenses, transfer, work shift, marriage, demise)	197	.100 381	0. 000	23	Relationship verified	Significant and positive relationship

The results obtained through chi square coefficient in the above table regarding the relationship between each of salary parameters in the tenth chapter of CSML on salary and benefits and Human Resources Productivity in some governmental organizations in Sabzevar in Iran indicates that considering the chi square obtained in the test and the $p < \alpha = 0/05$ a positive and significant

relationship exists among all the parameters and salary items in the tenth chapter of CSML and productivity, and that the salary and benefits items have all led to increase in Human Resources Productivity .

7. Results

According to the principal hypothesis of the research, there exists a positive relationship between the tenth chapter of CSML on salary and benefits with Human Resources Productivity in a number of executive organizations in Sabzevar, Iran. The chi square coefficient obtained in the administered test is 45.574, with the $p < \alpha = 0/05$, whereas the H_0 stipulating the absence of a relationship between the tenth chapter and Human Resources Productivity is rejected at 0.05 level and 50 freedom degree, that is, the implementation of the tenth chapter has a direct relationship with Human Resources Productivity, thus the principal hypothesis is verified. As such, one can say that the existing positive and significant relationship is indicative of an increase in Human Resources Productivity in governmental organizations in Sabzevar.

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