

THE RELATIONSHIP BETWEEN HUMAN RESOURCE COMPETENCIES AND PERFORMANCE OF HUMAN RESOURCE MANAGERS IN MUNICIPALITY OF TEHRAN (REGION 22)

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ABSTRACT: *This study tends to represent the relationship between Human resource competencies and performance of human resource managers in Municipal Region 22 of Tehran in the years of 2014-2015. This study is an applied research regarding purpose; and descriptive-correlation, regarding data collection method. The population of research includes 720 people, all the personnel in Municipal Region 22 of Tehran among whom, 310 people was considered as sample by using Krejcie & Morgan table and sampling method of simple random. Data collection was carried out through questionnaires. The Human resource competencies questionnaire was combinatory of Morgan [1], Hubert and Rampersad [2] and the managers' performance questionnaire was designed based on keikhanejad (2008). Technical characteristic of questionnaire including reliability and validity was studied, using Alpha Chronbach method, was used as reliability assessment for this research; reliability coefficient for standard questionnaires of Human resource competencies was obtained 0.74 and managers' performance 0.81. Also, to test the validity of questionnaires, Content validity was used. Data analysis was carried out through SPSS and in two sections of descriptive (frequency, mean, Standard deviation, etc.) and inferential (Kolmogrov-Smirnov Test, pearson correlation coefficient, multiple Regression). The results showed that Human resource competencies have a positive and significant relationship with performance of human resource managers.*

Keywords: Competency, Human Resource, Performance Managers, Attitude

INTRODUCTION

Human resources has been subject to many changes in recent decades. These developments include all levels and aspects of human resource performance, i.e. the custodians of the systems and human resources unit. The custodians of human resources should have personal reputation and gain the necessary qualifications to be a leader in value creation in organizations [3].

The most important role of competence model presents a method to think about knowledge and skills of the staff in different job levels and different roles and places. The most important issue about competence is to reach an exact and appropriate list of items required by employees in different levels of organization which has a significant role in the performance of managers of this section as well as promoting the competence and improving the productivity of organization [4]. Justice, meritocracy, and growing elites based on Islamic ethics, the effectiveness of the programs and being knowledge-oriented are among the measures of the Islamic administrative system [5].

Despite various studies, the relationship between the Human Resource Competencies (HRC) and Performance of Human Resource Managers (PHRM) has not yet been studied. The current study, along with filling the gaps in the research in this area, through presenting important suggestions to other service organizations (including municipalities), helps to recommend factors that influence the development of competence in human resources and human resource management of organization so that it can help to increase staff competency, quality of service, and organizational efficiency.

THEORETICAL BASIS OF FORMULATING RESEARCH HYPOTHESES

Based on impressive changes in social organization environments and intensive competition arena in the world, organizations are looking for absorbing, training, and, most important of all, keeping and developing the competences of individuals to do their current and future processes. Organizations are looking for a new capital called human

resource; hence, it can be said that human resource is a factor which, more than any other factor, affect on the development of organization. Today, the importance of employees as human resource has developed in all arenas so that modern development theory pays attention to the density of human resource and even believe that human resource to be an effective factor in the economic development and growth of communities; some researchers of human resource believe that investment on individuals cause economic productivity of organizations and communities. Efficient and competent human resource is a key to economic growth of communities and is an important and essential capital which helps organizations to develop and grow, hence, it can be compared to capitals and physical properties [6]. That is what makes competence be important in the competitive environment.,

Human resources environment in Iran is affected by these changes and its aim, to keep pace with global developments, are changing. Adopting and rapid development of competency-based approach and its application in staff development programs, more than anything else, it the result of benefits and profits hidden in this approach. Competencies have different benefits for organizations and managers at various levels, and organizations, due to various reasons, such as transferring valuable behaviors and organizational culture, effective performance for all employees, improving the organizations and their management, and emphasis on people's capacities (instead of occupation), as a way to gain competitive advantage, empowering team and mutual behavior, use competencies. After the important article written [7], the importance of competency in organizations have developed. He studied the development process of organizations from those which were based on occupation analysis to those based on competence so that, nowadays, many a large number of organizations apply Competency-based Human Resource Management Practices [8].

Competence is like an umbrella that contains anything that has a direct or indirect impact on job performance. In other words, competence shows a picture of a grown man who is

completely prepared to do a job. In fact, competence is a systematic approach to staff which includes all those traits, characteristics, skills and attitudes in relation to the effectiveness of doing duties and responsibilities. Thus, competencies can be defined as behavioral dimensions that affect job performance. Competence suggests that how people should act and how to react in certain situations, or how to behave. To achieve the objectives of the organization, qualified and competent individuals must be used in the organization [9].

However, despite many efforts made to explain the duties and functions of human resources, little empirical research has been conducted on human resource competencies. The competitive environment in today's turbulent environment requires human resource managers to play a more active role and contribute to the organization a strategic function. Many HR managers are not aware of the competencies required in the route to success. The inability to demonstrate the contribution of human resources in the organization thereby reduces excessive authentic human resources in some organizations. HR managers, by having a comprehensive understanding of human resource competencies and apply them in practice, can improve their performance and ultimately improve the performance of the organization. The present study seeks to answer the following question: what is the relationship between HRC and PHRM in Municipal 22 of Tehran?

RESEARCH METHODOLOGY

The research method is descriptive and a kind of causal research. It's descriptive because its purpose is to describe the condition or description the investigated phenomena and to better understand of the current situation. It's casual because this study considers the cause and effect investigation. The purpose of this study is applied.

RESEARCH HYPOTHESES

H₁: There is a significant relationship between human resource competencies and PHRM in Municipal 22 of Tehran.

H_{1,1}: There is a significant relationship between knowledge and PHRM in Municipal 22 of Tehran.

H_{1,2}: There is a significant relationship between attitude and PHRM in Municipal 22 of Tehran.

H_{1,3}: There is a significant relationship between personality characteristics and PHRM in Municipal 22 of Tehran.

H_{1,4}: There is a significant relationship between skill and PHRM in Municipal 22 of Tehran.

According to the above hypotheses, The analytical model diagram of the current study is presented as follows.

DEFINITION OF VARIABLES

CONCEPTUAL DEFINITIONS

Human resource competencies: competency includes features of a person which enables him to have a high performance in his job, role or position. Marelly believes staff competencies to be measurable abilities that are necessary for effective work performance, [10].

Public sector human resource managers: they are managers who are responsible for the affairs related to human

resources (recruitment, training and development, maintenance and deployment of human resources) in the system, ministries, and government agencies.

Management Performance: According to Byars and Rue [11], the performance of an individual in a position can be regard as a result of interaction between: a) efforts, b) abilities, and c) perceptions of the role. "Efforts", which comes from the excitation, points to the amount of energy (physical or mental) that an individual uses in a duty. "Abilities" are personal characteristics used for carrying out a job; and "role perception" points to the routes that employees and managers believe should guide their efforts in order to do their jobs.

OPERATIONAL DEFINITIONS

Human resource competencies: it is a questionable score obtained from a researcher questionnaire which is a combination of questionnaires by Morgan [1], Hubert and Rampersad [2] and Zanjirani et al., [5]. This questionnaire contains four dimensions and and 21 questions designed based on Likert scale. Its dimensions include Knowledge (5 items, questions 1 to 5 of questionnaire), attitude (5 items, questions 6 to 10 of questionnaire), skills (6 items, questions 11 to 16 of questionnaire) and personality (5 items, questions 17 to 21 of questionnaire).

Management Performance: To measure the management performance of managers, the researcher questionnaire of Kikhanzhad was used. This questionnaire consists of 30 questions with 5 choices in Likert scale (5°). The status of managers is determined based on the score they obtain. Its dimensions include planning (6 items, questions 1 to 6 of questionnaire), organizing (6 items, questions 7 to 12 of questionnaire), coordination (6 items, questions 13 to 18 of questionnaire), spirit (6 items, questions 19 to 24 of questionnaire) and evaluation (6 items, questions 25 to 30 of questionnaires).

THE SAMPLE AND POPULATION

The population of the study; all employees and directors of Tehran municipality in region 22 who were 712 people. Using simple random sampling and Morgan Table for 712 people, 250 individuals were selected as sample, and, finally, using the Table of Morgan and also for greater caution, samples were considered 280. The sample population was asked to answer questionnaire containing demographic questions (gender, age, profession, education level) and questions relating to the human resource competency on the performance of human resource managers.

VALIDITY AND RELIABILITY OF QUESTIONNAIRE

Validity: to evaluate the content validity, the questionnaire was confirmed by experts and academics.

Reliability: To evaluate the reliability of the questionnaire, 20 questionnaires were distributed in which the obtained Cronbach's Alpha in all aspects was above 0.7, showing good reliability of the questionnaire. The overall

CONCEPTUAL AND OPERATIONAL

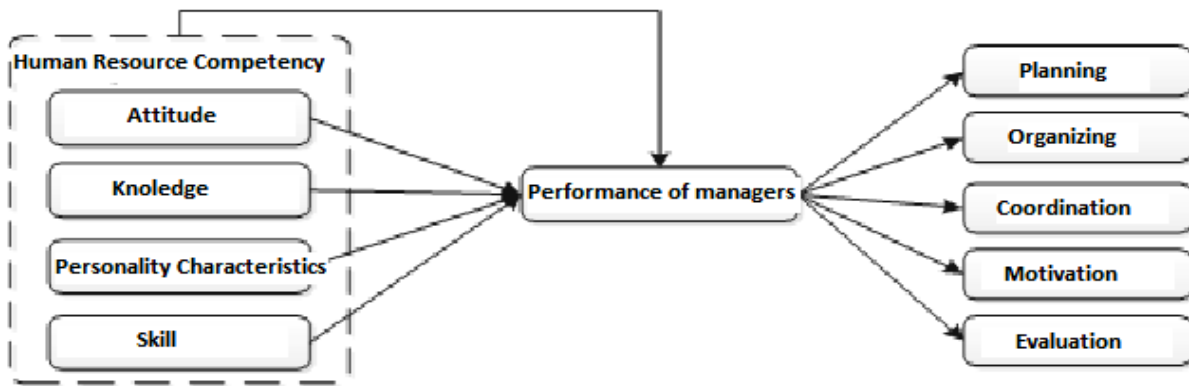


Figure 1: Analytical Model Diagram of the Study

Table 1: Results of reliability

Variable	Number of Question	Cronbach's Alpha
Knowledge	5	0.703
Attitude	5	0.831
Skill	6	0.806
Personality	5	0.775
Performance of human resource managers	30	0.811

Table 2. Descriptive statistics for variables in the questionnaire

Variable	Mean	Standard deviation
Performance of human resource managers	3.37	0.32
Human resource competency	3.83	1.08
Motivation	2.33	0.19
Organizing	2.78	0.22
Planning	3.60	1.21
Cooperation	3.44	1.22
Evaluation	3.36	1.23
Skill	4.25	1.19
Knowledge	4.01	1.18
Attitude	4.00	1.33
Personality	4.15	1.08

alpha level of human resource competencies was 0.74 and the questionnaire of the performance of managers was 0. 81.

THE RESULTS OF THE STATISTICAL ANALYSIS

In this section, descriptive statistics including mean and standard deviation are taken from the two original variables and their dimensions, the result of which is in the following table:

After planning, human resource managers have the highest average among performance dimensions, which means that the planning ability of human resource managers of the study is strong. This indicates the appropriate position of the organization about planning. Also, from among the competence dimentions of human resources, the skills have the highest average in terms of the strength of the studied human resources.

On the other hand, some aspects have had low average. The lowest average among dimensions of the performance of human resource managers belongs to the spirit that reveals the weakness of directors in mental issues. Also, the knowledge dimension has had the lowest rating in competence of human resources, indicating low scores

of human resources in this dimension of competence compared to other dimensions.

The question analysis regarding the scattering of data, which shows itself in the standard deviation, shows that according to the previous table, some had higher and some lower scattering dimensions. Low scattering of a dimension refers to the fact that most respondents agree with it while higher dispersion of a dimension shows a significant difference of the responses to the questions of that dimension.

NORMAL DISTRIBUTION OF DATA

To review the normality of the data distribution in the present study, Kolmogorov-Smirnov test was used.

Test results for each of the dimensions are shown in Table 2. As the level of significance (P-Value) gets more than 0.05, at the 95% confidence level, it can be stated that data distribution is normal.

Table 3: Results of the K-S test for variables

variable	p-value
Performance of human resource managers	0.07
Human resource competency	0.14

Motivation	0.16
Organizing	0.15
Planning	0.17
Cooperation	0.08
Evaluation	0.22
Skill	0.14
Knowledge	0.07
Attitude	0.13
Personality	0.52

Since the significance level of the correlation matrix is less than the error rate (0.01), the Pearson correlation coefficient is 0.79 between the two variables, which indicates a direct relationship and a relatively high correlation between them.

H_{1,1}: There is a significant relationship between knowledge and PHRM in Municipal 22 of Tehran

According to the above table, since the significance level is less than the error rate of the test, i.e. (0.01) and positive correlation coefficient, it can be concluded that the relationship between two variables is significant and direct at 99% confidence level.

H_{1,2}: There is a significant relationship between attitude and PHRM in Municipal 22 of Tehran.

TEST RESULTS OF THE RESEARCH HYPOTHESES

H₁: There is a significant relationship between human resource competencies and PHRM in Municipal 22 of Tehran.

Table 4: Correlation matrix of the main hypothesis variables

variable	Human resource competency	Performance of human resource managers	P-Value
Human resource competency	1	0.79	0.000
Performance of human resource managers	0.79	1	0.000

Table 5: Correlation matrix of the variables of the secondary hypothesis 1

variable	Knowledge	Performance of human resource managers	P-Value
Knowledge	1	0.74	0.000
Performance of human resource managers	0.74	1	0.000

Table 6: Correlation matrix of the variables of the secondary hypothesis 2

variable	Attitude	Performance of human resource managers	P-Value
Attitude	1	0.72	0.000
Performance of human resource managers	0.72	1	0.000

Table 7: Correlation matrix of the variables of the secondary hypothesis 3

variable	Skill	Performance of human resource managers	P-Value
Skill	1	0.71	0.000
Performance of human resource managers	0.71	1	0.000

Table 8: Correlation matrix of the variables of the secondary hypothesis 4

variable	Personality	Performance of human resource managers	P-Value
Personality	1	0.68	0.003
Performance of human resource managers	0.68	1	0.003

Table 9: Results of multiple regression analysis of the impact of competency dimensions of human resources on the performance of managers

variable	Standardized Coefficients	Unstandardized Coefficients	t	P-Value
Constant	2.327		22.210	0.000
Skill	0.62	0.71	12.884	0.000
Personality	0.66	0.68	11.883	0.000
Knowledge	0.59	0.62	9.734	0.001
Attitude	0.53	0.61	8.339	0.003

According the above table, as the significance level is less than the test error rate, i.e.(0.01), and positive correlation coefficient +0.72, it indicates that the relationship between these two variables is significant and direct.

H_{1,3}: There is a significant relationship between personality characteristics and PHRM in Municipal 22 of Tehran.

In the above correlation matrix, the significance level, which is less than error rate (0.01), and the correlation coefficient, which is positive (+0.71) in the above table, show a direct

relationship between human resource skills and the performance of human resource managers.

H_{1,4}: There is a significant relationship between skill and PHRM in Municipal 22 of Tehran.

According to the above table, the significance level is less than the error rate (0.01). The positive sign of the correlation coefficient (+0.68) in the above table shows the direct relationship between the personality characteristics of human resources and the performance of human resource managers.

Table 9 shows that all aspects of human resource competencies are effective on the performance of human resource managers. Although the regression coefficients is different from correlation coefficients, these test results are not inconsistent with the results of the correlation coefficient test calculated previously. The multiple regression equation extracted from the following table is as follows:

$$Y = 2.327 + 0.62 x_1 + 0.78 x_2 + 0.59 x_3 + 0.53 x_4$$

CONCLUSION

Since all secondary hypotheses were confirmed, consequently, the main hypotheses were confirmed. As a result, it can be stated that there is a significant positive relationship between the human resource competences and the performance of human resource managers of region 22 of Tehran Municipality.

According to the results, as awareness, personal data, information and expertise relevant to the job raise, the performance of human resource managers of the staff compared to the ratio of the observed correlation coefficient will increase.

Knowledge enables the employees to understand the goals, key processes, and operations of the organization and business well, therefore, they can have the ability to manage and plan the organization. Thus, knowledge is one of the factors affecting the competence of employees and even managers, and is consistent with the results of the research done by studies, Towers Perrin first study, Towers Perrin, and Long and Khairuzzaman [12], Boselie and Paauwe [13], Gholamzadeh et al. [14], Haji Karimi et al. [15], Dargahi et al. [16] Niromand et al. [17] etc.

There is a significant relationship between attitude and performance of human resource managers of Tehran Municipality of region 22. Thus, attitude is one of the effective measures on the competence of the staff and even managers, and is consistent with the results of the research done in [18, 14 and 5].

The third secondary research hypothesis: There is a significant relationship between the skills and performance of human resource managers of Tehran Municipality of region 22.

In the third sub-hypothesis of the present study it was approved that skills have a significant and positive relationship with the performance of human resources managers. Skill is the ability to implement the knowledge in practice. Skill is gained through repeated application of knowledge acquired and developed in a real environment. As a result, skills are among the effective indices on the competence of human resource of any organization and is consistent with the results of the research done by

Gholamzadeh et al. [14], Mohammadi Zanjirani et al [5], Dargahi et al [16] etc.

Finally, there is a significant relationship between personality characteristics and the performance of human resource managers of Tehran Municipality of region 22. These personality characteristics are stable traits of people and show our description of them. Based on the personality of people, it is possible to improve their employment, transfer, and promotion conditions. Since personality characteristics function as factors to determine their behavior, it is possible to achieve a framework for predicting the behavior through identifying these characteristics. Being aware of the personality of people can help managers to place qualified individuals in different posts of the organization, which, in turn, will reduce staff turnover and increase job satisfaction that is a sign of proper performance of human resource managers. According to previous research, such as, Gholamzadeh et al [14], Mohammadi Zanjirani et al. [5], Dargahi et al. [16], and the results obtained in the present study, paying more attention to the personality characteristics of individuals is among the affecting factors on human resource competencies.

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