



ROLE OF HUMAN RESOURCE MANAGEMENT ON IMPROVING THE PERFORMANCE OF EMPLOYEES

ABSTRACT

This study examines and analyses the role of human resources management on improving the effectiveness of employees. The aim of this study is to analyse the main indicators of organizational management that includes 5 sub scales, searching for employees, employee's recruitment and selection, design and implementation

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Introduction

Two essential factors in practicing management include man and operating systems of organization, since operating systems come into effect with man, thus we can rightly claim that surely the most important asset of an organization is its human resources (Hanushek, 1997). If we consider novel organizations as one of the main innovations of current century, the organization's success depends on the efficient use of resources and the efficient combination of their corporate strategies. Talented and knowledgeable workforce that is motivated and dedicated to give services in organizations is the greatest asset of organization in achieving development goals. Although investment and technology play an important role in developing of



of training programs, employee performance evaluation and training of trainers in the organizational unit. For this purpose, 120 people from statistical community of administrators and teachers were selected using simple random sampling. The instrument of this study is a researcher-made questionnaire containing 40 questions and is scored on Likert scale. Data was collected after completion of questionnaire by samples. In order to compare the results, statistical model of one-sample t was used for each of the questions related to the indicator of management of human resources. And also using t-model of two independent groups, each item was compared with an emphasis on organizational status (employee-manager) and it was concluded that the impact of human resource management in improving organizational effectiveness is effective in the level of 1% alpha.

Keywords: *human resource, education, management, effectiveness, employees*

organizations, but it must be acknowledged that the role of human resources in organizations is more important so that the leading organizations, the responsibility of human resources is particularly delegated to the management of human resources (Karsten, 2006). An important issue in the field of human resource management is that managers and supervisors learn that what methods and tools use in order to be able to have a better performance in finding and attracting talented staff and improving their incentive and ability in performing organizational tasks.

Research Background

In 2004, Stephen Jenner conducted a research called the impact of leadership succession and reusing the previous leader on the performance and satisfaction of group in National Aeronautics and Space Administration in America in which 5 or 6 homogenous groups perform two similar missions by the leadership of different managers. At the end, each tested group filled



out a questionnaire that based on that questionnaire group dynamics and management effectiveness are evaluated. Before the start of the second mission, a new leadership is appointed for managing and directing of the group. However, previous manager has left or stayed in the group, after that tested subjects fill out the same questionnaire. The results of the questionnaire show that groups that have a new manager from inside have had a better performance than groups whose manager has been appointed from outside the group.

Whenever the former manager stays in the group for the second mission, new manager adjust himself or herself better with group members compared to the time when his or her successor is dismissed. Rosen in 1999 working with the management of a factory producing home appliances, using socio metric method of employees gained some information about supervisors. Then had supervisors be sent from one section to another one. So that supervisors who were loved by employees after moving remained in their serving section for a while. Rosen`s study showed that changes were effective in improving the performance and this made employees be fresher.

Statement of Problem

The Role of Human Resource Management in improving organizational effectiveness is an issue which has been investigated in this study. If we review categories and criteria of effectiveness which are presented by experts in the field of management, we understand that human resources management can directly or indirectly have a very important role in improving these indicators such as relocation or turnover of employees, employee absenteeism, Compatibility of the norm and role ,quality of product or production services, accidents, flexibility, adaption for changing of standard operating procedures in response to environmental changes, Job satisfaction, employee motivation and staff morale (Lawler, & Mohrman, ,2003).

Today, responsibilities of human resources management units do not only include staff attendance or other simple issues, but it has more important



issues such as considering motivational issues, satisfaction of spiritual needs, providing a space for growth and creativity along with a safe and healthy environment with satisfying material needs of employees even after even after the end of the service (Kavanagh, Gueutal, &Tannenbaum, (1990). In recent years, in our city we have witnessed designing and implementing of several programs in order to achieve developmental goals. Undoubtedly, the desire for sustainable development in various political, economic and social sectors needs forces that in addition to having the ability to perform their duties, have sufficient incentive (Barnett, 1995). Therefore, organizations must focus more than ever on their manpower. In this regard, primary responsibility is on human resources management and this management must perform their duties and provide suitable substrates for talented and capable forces in the organization so they can fulfil their duties with a better quality and finally with establishing appropriate strategies make the ground ready for better performance of evaluation of staff performance (Andersson, 2007).

Research Objectives

The purpose of this study was to evaluate human resources performance in effectiveness of education staff in sari, until it is determined that human resources performance considering 3 main indicators of finding, attracting, selecting , training and developing evaluation of employee performance in order to improve their effectiveness has been positive or not? Finally based on the analysis that is done and the results which are obtained, suggestions are made to improve the effectiveness of management of human resources performance. Also, during this study it is tried to make various dimensions of these responsibilities clearer by studying and investigating.

Research Questions

1-If human resources management is effective in improving the effectiveness of employees` performance in the context of finding, attracting and selecting of employees?



- 2- If management of human resources is effective in the effectiveness of employees` performance in designing and implementing training programs of development of human resources?
- 3- If Human resources management in evaluating the performance of employees in improving the effectiveness of employees is effective?
- 4- If the use of new management techniques and applying them in human resources management is effective in effectiveness of employees?
- 5- If a decline in the quality of human resources will undermine the staff effectiveness?
- 6- If the performance of trainers in training sessions have affected the effectiveness of employees?
- 7- If there is a significant difference in the impact of human resources on improving the effectiveness of employees?

Methodology

The type of this research is survey. This survey is conducted to find the existing reality. In fact, this method of research is conducted in order to describe a research community in the context of distribution of a given phenomenon. That is why the researcher do not discuss the reason for existence of distribution, but it only focuses on the research community and describes it. The population of this study consists of all the staff of education office in sari. In this research 120 teachers and managers were selected by simple random sampling. The main tool for data collection was a researcher-made questionnaire of 40 questions which was scored based on Likert scale. It had a credibility and reliability of A=%74. SPSS software was used to analyse the data and for data analysis of questionnaire in descriptive statistics based on determining indicators of central tendency, median, mode, diagrams and tables were used.

Discussion and Conclusion

Human resources management is a process which includes four tasks of attracting, developing, creating viewpoint and maintain of human resources (Orlikowski, & Barley, 2001). Thus, investigation of impact of factors of



human resources management is essential in an organization. Therefore, this study focuses on the investigation of the effect of factors of human resources management on improving the effectiveness of employees. To achieve this goal, 120 people were chosen from education staff of sari city as study's population. After collecting and analysing data, the following results were obtained:

Q1- If human resources management is effective in improving the effectiveness of employees' performance in the context of finding, attracting and selecting of employees?

Human resources management in the context of finding, attracting and selecting employees has a significant effect on improving the effectiveness of education staff. Items related to finding staff member, attracting and selecting employees, items of good quality of initial interview, the entrance exam being related to job tasks and other criteria, availability of required information for interviewers, fairness of interviewers, no bias in selecting employees, reducing movement of employees by eliminating of discrimination factors in selecting employees, recruitment and selection of employees have a significant difference with the average. Therefore it can be stated that human resources management have an effect on improving of the effectiveness of employees in finding, selecting and attracting of employees.

Q2- If management of human resources is effective in the effectiveness of employees' performance in designing and implementing training programs of development of human resources?

Human resources management has an effect on effectiveness of employees' performance in designing and implementing training programs of development of human resources. Items related to design and implementation of training programs, the impact of reduction of employees absenteeism by providing job satisfaction, improving quality of services by creativity in presenting of materials, Reducing accidents through training



courses, Increased compatibility with changes by staff compliance with standard operating procedures, sharing specific standards with employees, Reducing employee turnover by considering their capabilities in training courses had a significant difference with the average in alpha 1% level. So it can be said that human resources management has an effect on the effectiveness of employees` performance in designing and implementing training programs of development of human resources.

Q3- If Human resources management in evaluating the performance of employees in improving the effectiveness of employees is effective?

Human Resources Management is effective in the evaluation of their performance. Items related to employee performance evaluation indicators, Increasing positive behavior of employees through presenting their performance results, Making use of objective data in the evaluation of employees performance have a significant different in alpha level of 1% with the average Human Resources Management is effective in the evaluation of their performance. Items related to employee performance evaluation indicators, Increasing positive behavior of employees through presenting their performance results, Making use of objective data in the evaluation of employees performance have a significant different in alpha level of 1% with the average.

Q4- If the use of new management techniques and applying them in human resources management is effective in effectiveness of employees?

Use of new management techniques and applying them in human resources management is effective in effectiveness of employees. The impact of management techniques, indicator of application of new techniques to increase the effectiveness of personnel management by managers and supervisors using new technology techniques for management and its effective use have a significant difference in alpha level of 1 % with average. While item of using new techniques of management by supervisors and



managers has a negative direction and its effectiveness on improving staff efficacy is less than average.

Q5- If a decline in the quality of human resources will undermine the staff effectiveness?

A decline in the quality of human resources has a significant effect on the staff effectiveness so that based on the viewpoint of samples of this study its direction is negative and a decline in the quality of human resources will undermine the staff effectiveness.

Q6- If the performance of trainers in training sessions have affected the effectiveness of employees?

The performance of trainers in training sessions has affected the effectiveness of employees. Items related with the impact of trainers in training sessions, items of increasing compatibility by relating employees' information with their job and making motivation for learning in trainees by being familiar with their task have a significant difference in alpha level of 1% with the average.

Q7, If there is a significant difference in the impact of human resources on improving the effectiveness of employees?

Conclusion

There is a significant difference between the views of staff and managers about human resource management impact on the effectiveness of staff. Between managers and employees view, merely appropriateness of initial interview quality has a significant difference which this difference in alpha level of 1% is significant. With an emphasis on, we conclude that employees pay more attention to the impact of quality of initial interview in the effectiveness of organization more than managers while there was no significant difference between managers and employees' point of view. So



that it can be acknowledged that the impact of these items on the effectiveness of organization is similar between employees and managers.

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