

## **ASSESSMENT OF HUMAN RESOURCES PROCEEDINGS EFFECTS ON ORGANIZATION OPERATION, IN FIELD OF TREATMENT MANAGEMENT AND INVESTIGATION OFFICE OF MEDICAL DOCUMENTS IN SOCIAL SECURITY ORGANIZATION OF AHVAZ**

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### **ABSTRACT**

The underpinning aim of this research is assessment of human resources proceedings effects on organizational performance. Statistic samples of this article are included: 300 person of investigation office of medicals records of Ahvaz social security organization staffs. Current Research methodology, which is on the basis of practical objective and in terms of relation between research variables is high style and, specially, is based on structural equation modeling. To evaluate research variables, questionnaire and statistical analysis approach are used by SPSS 18 and, LISREL.8.5 software's. The results of analysis and questionnaire indicate that human resources proceedings have positive and meaningful effect on organizational operation.

**Keywords:** *Human Resources Proceedings, Organizational Operation Treatment Management and Investigation Office of Medical Records in Social Security Organization of Ahvaz*

### **INTRODUCTION**

Today's world, specially organization's world is subject of dramatic and steady changes and all dimensions of organizations from internal to external environment, from human to in human factors, ..., are changing from one state to other one with dazzling acceleration (Jiang and Lee, 2008). Organizational operation is one of the important structures which have been debated for longtime in management research and undoubtedly, the most important evaluation criterion of success considered in commercial companies (Haris and Msshoulder, 1996), organizational operation has a wide concept, which is included company's products and areas that are in interactions (Safarzade *et al.*, 2012):

•Generally, in the most of word's organizations, management and development of their organizational operation, for example increasing of the organizational knowledge and tangible receipts, for example economical and financial results.

(Alameh and Moghadmi, 2010). The word of operation means state or quality of function. Therefore, organizational operation is an overall structure that refers to how organizational operation can be done (Rahnemood, 2008). Theorists believe that the improvement key of organizational operation is effective management of human resources, in spite of fast movement of organizations to technology, the role of man as a vital agent and strategic organization is more important than ever. In fact, theory investigations on strategic human resources management suggest that human resource practices may lead to higher performance of a company and to obtain sustainable competitive advantage, since these practices are often unique, are, irreplaceable and inimitable (Lado and Vilson, 1994).

"Human resources practices" is a system that focuses on attraction, development protection and staff motivation to ensure the effective implementation of the organization's and survival (Shooler and Jackson, 1987). human resource practices often refer to set of internally consistent measurements that has been approved to promote the knowledge, skills abilities and motivation of staff by company, these measurements not only support company's human resources and develop their competences, but increase the value of company (Hany *et al.*, 2008). Over the years, researchers have proposed many human resource practices that have the potential to improve organizational performance. These practices include: the emphasis on employees selection based on proportionality with their company culture, emphasis on

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behavior, attitude, technical skills required for the job, pay bonuses based on performance and empowering staff to promote team work (Ahmad and Sherrooder, 2003). These measurements are often used as a integrated collection, not as separate ones (Makdofi, 1995).

In this research human resources operations are studied that provided by Angoo *et al.*, (2005).

These measurements include 4 dimensions: recruiting and selection, training and development, performance evaluation and compensation of services (Angoo *et al.*, 2008).

### **The Theoretical Framework**

In this Section of the article outlines literature review on human resource practices and organizational performance will be discussed.

#### **Human Resource Measurements**

According to intensive and tight competition in today's world, it can be said that human resources are the most important competitive advantage for any company, therefore, managers should be aware of how to deal with these strategic factors and learn the effective use of this competitive advantage (Beylari, 2008), in fact, theoretical research on strategic human resource management states that human resource practices can lead to higher performance of the company and a sustainable competitive advantage, Because these measurements are often valuable, unique, irreplaceable and non-duplication (Ladoo *et al.*, 1994).

Nonetheless, human resource practices can be a source of sustainable competitive advantage while support resources or competences that create value for the company. Therefore, Rayet *et al.*, (e.g Snel and Rayet, 1996; Rayet *et al.*, 2001) argued that strategic human resource management research should distinguish the resources that are vital to compete in a competitive field and provide human resource practices to support these resources. "Human resources practices, a system which is to attract, develop and motivate staff in order to ensure the effective implementation of activities and organization's survival (Azhdari *et al.*, 2012).

In this research, human resource practices provided by Angoo *et al.*, (2005) are studied. These practices include, 4 dimensions: recruiting and selection, training development, performance evaluation and service compensation (Angoo *et al.*, 2008).

- Recruiting and selection: Recruitment is the process of marching right people with right jobs. Recruitment consists of two parts: selection and employment. Staff selection is the process of choosing people for employment. Selection of appropriate staff can cause effectiveness of other human resources activities and prevent some problems.
- Training and development: Training and education is a planned and organized effort to help staff in order to learn attitude, knowledge and relevant skills and staff development is a set of activities that effect on individual promotion of employees. These activities will help employees to learn skills that contribute to their future success (Stevart and Beraron, 2009).
- Performance evaluation: Personnel evaluation and surrey of the behavior and capabilities of employees are the main duties of mangers. By informing staff about their performance, their education field is provided and they make a conscious effort to replace the appropriate behaviors and eliminate negative and in effective behaviors and this not only will cause the efficiency of the staff, but also cause the effectiveness of the organization (Javadin, 2008).
- Service compensation: payment and reward process is because of employee's efforts and services. Appropriate billing system increase staff motivation and therefore productivity of organization increase (Stovart and Beravon 2009).

#### **Organizational Performance**

One of the ways of organization's success is paying attention to new aspects in management field, in addition, paying attention to their organization's performance. Elimination of obstacles and need to performance improvement require that organizations change their measurement systems and management (Ansari *et al.*, 2009). The word of performance means state or quality of function, therefore, organizational performance is an overall structure that indicates how organizational operations are (Rahnavard, 2008). Organizational operation is out come or result of executive procedures and achieving

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the goals of the organization. Effective factors on organization's performance can be divided into two categories; internal and external organizational factors. External organizational factors include: economic, social, political, cultural and legal and internal organizational factors include categories such as social capital, intellectual capital and organizational learning that the role of these factors in organizations and obvious more than ever before (Ghorbanizade *et al.*, 2002). The most famous definition of performance is provided by Nili *et al.*, (2002) "Explanation process of effectiveness equality and efficiency of previous actions".

According to this definition, performance can be divided into two parts:

- 1) Performance describing how organization use the resources in the production of products or services, means the relation between the real and ideal combination of inputs to produce certain outputs.
- 2) Effectiveness that describing the achievement degree of organizational goals. These aim sore usually in the form of events (degree of compatibility of outputs with the requirements of customers), availability (Aspects such as abundance, offering among the priority groups, and physical distance and quality (the degree of realization of the required standards) are explained.

### •Conceptual Model of Research

According to the literature review, in this study, the following conceptual model accepted and evaluated to surrey effectiveness of human resources on organizational performance.

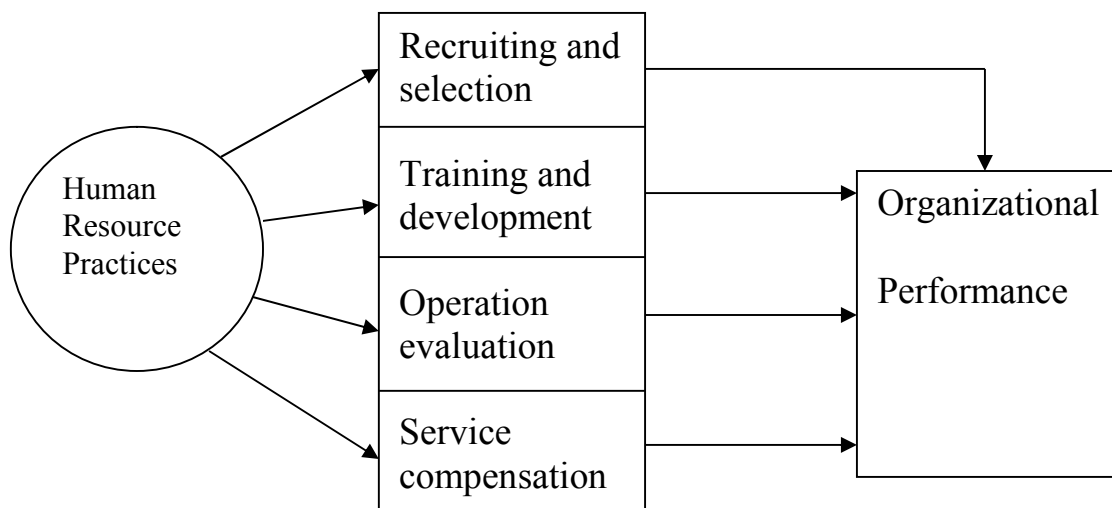


Figure 1: Conceptual Model of Research

### • Research Hypotheses

Main hypothesis: Human resource practices have a meaningful positive impact on organizational operation.

Subsidiary hypothesis 1: Selection and employment have a positive and meaningful impact on organizational operation.

Subsidiary hypothesis 2: Training and development have a positive and meaningful impact on organizational operation.

Subsidiary hypothesis 3: An operation evaluation has a positive and meaningful impact on organizational operation.

Subsidiary hypothesis 4: Service compensation has a positive and meaningful impact on organizational operation.

## MATERIALS AND METHODS

### Research Methodology

This study, based on applied objective and according to the method of data collection is considered as descriptive research and in terms of the relationship between variables is type A. The target population

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comprises 300 of employees, treatment management and Investigation office of medical records of social security in Ahvaz, that by using of kerjesi and Morgan tables and simple random sampling, 169 employees were selected as sample. To measure the research variables, standard questionnaire of HRM practices and organizational operation were used.

A total of 169 questionnaires were distributed and the same number of valid questionnaires of respondents was collected. The questions have been divided into two parts: general questions and technical questions that are based on the Likert of five degrees (very low, medium, high and very high). In order to determine the reliability of mentioned questionnaire, Cronbach's Alpha method by usage of statistical soft were SPSS.18 has been applied. In table 1, the number of offered items for measuring of each latent variable and alpha coefficient for each variable is specified.

**Table 1: Described variable, size and reliability of the research instrument**

Member of items	Reliability coefficient	Source	Variable type	Variable
15	865	Angou <i>et al.</i> , (2005)	Independent	Human Resource Practice
23	917	Chadhoor (2010)	dependent	Organizational operation

As seen in the table above, Cronbakh alpha coefficient of human resource practices 865/0, and organizational operation 917/0% is estimated, that indicates validity and reliability of the research tools. Also, In order to test the reliability of questions, two methods of content validity and factor validity were used.

To me sure the content validity of questionnaire, comments of some specialists, academics and experts were used and finally ensure that questionnaire measures the same researchers feature. Factor validity test of questionnaire with the help of the confirmatory factor analysis and by usage of LISREL software was performed.

Looking at the results of LISREL in table 3, it is shown that both measurement tools meet mentioned conditions and are appropriate models. Collectively, these results indicate that questionnaires of this research have right reliability and validity. Data analysis is done in two levels of descriptive and inferential statistics. In order to determine demographic characteristics of sample descriptive statistics were used. In table 2, status of statistical sample is presented aspects of demographic characteristics.

**Table 2: Status of statistical sample in terms of Demographic characteristics**

Percentage	Variable levels	Variable	Percentage	Variable levels	Variable
6.5	Diploma	Education level	76.9	Male	sex
11.8	Technician		23.1	Female	
53.8	Bachelor		21.9	20 to 30 years	ago
27.2	Master degree		53.3	31 to 40 years	
0.6	Ph.D.		24.9	over 41 years	
7.1	5 years or less	Experience	88.2		
0.26	6 to 10 years			Employee	organizational
34.3	11 to 15 years		11.8		
25.4	16 to 20 years			Director	status
7.1	21years and over				

## • Research Achievements

In this section of the paper, obtained results of confirmatory factor analysis of measurement models and also the test of research hypotheses, using SPSS and LISREL software will be discussed.

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### Study of Measurement Model

In structural equation modeling, it is necessary to ensure the accuracy of measurement models. So following the results of confirmatory factor analysis models of research variables will be presented.

**Table 3: Comparison of Measurement Models**

AGFI	GFI	RMSEA	P-value	$\chi^2/df$	Df	$\chi^2$	Confirmatory factor model type	Measurement Models
89/0	22.0	0.041	04255/0	1.27	1 2	109.83	Second order	Proceedings Model of Human Results
92/0	94/0	0/071	0000/0	1.92	1 2	435.87	Second order	Organizational operation Model

As shown in Table 3, the results of confirmatory factor analysis of measurement models of human resource proceedings and organizational operation show that main indicators of fitness of all latent variables are at appropriate and acceptable scope. In other words, conceptual models of research to a large extent are based on observed data. Also, in order to identify more research variables; mean, standard deviation and correlation coefficients between the structures of human resources proceedings and organizational operation was evaluated.

As it can be seen, all research variables are in acceptable conditional, the results of correlation analysis also show that there is a positive and meaningful relation between human resource practices (and its dimensions) and organizational performance.

**Table 4: Mean, Standard Deviation and Person Correlation coefficients Between Research Variables.**

6	5	4	3	2	1			
					1	0.83936	3.6657	Selection and employment
				1	**474.	.62101	3.9243	Training and development
			1	**415.	** 419.	.68791	4.0385	Operation evaluation
		1	**618.	**446.	**519.	.59119	3.7584	Service Compensation
	1	**807.	**776.	**732.	**807	.53569	3.8467	proceedings of Human Resource Management
1	**554	**478.	**481.	**481.	**431.	.53640	3.9909	Organizational Operation
** Correlation is significant ** at the 0.01 level								

### The Results of the Research Hypothesis Test

In case implementation of structural equation modeling to test the main research hypothesis, the output of the software indicates that the structural model is fitted. (CFI=97/0; =NNFI95/0; NFI=94.0; AGFI=90.9; GFI=94/0; RMSEA=076/0;  $\chi^2/DF=24/2$ ). In other words, the observed data to a large extent is based on this research conceptual model (Figure 2).



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The results of structural equation modeling show that human resource practices effect on organizational operation in treatment management and Investigation office of medical documents of Ahvaz social security organization. ( $t=10.53$ ;  $B=0.77$ )

The null hypothesis is rejected and the main research hypothesis is confirmed.

### Result Table of Secondary Hypotheses Test

In implementation of structural equation modeling for testing of sub-hypotheses also output of software indicates that the structural model is fitted ( $CFI=97/0$ ;  $NNFI=96/0$ ;  $NFI=95/0$ ;  $AGFI=90/0$ ;  $GFI=01/0$ ;  $RMSEA=077/0$ ;  $df2x/57/2$ ). In other words observed data to a large extent is based on the conceptual model of research.

**Table 5: The results of sub-Hypotheses Test**

Test result	Significant Number	Path coefficient	The dependent variable	Independent variable	Hypothesis
Confirmed	2.10	84/0	organization operation	Selection and employment	1 sub-Hypotheses
Confirmed	3.36	66/0	organization operation	Training and Development	2 sub-Hypotheses
Confirmed	4.67	61.0	organization operation	operation evaluation	3. sub-Hypotheses
Confirmed	2.93	90/0	organization operation	service	4 sub-Hypotheses

The result of structural equation modeling show that proceedings of human resources including: Selection and employment, training and development evaluation of operation and service compensation have a positive and meaningful impact on organizational operation in treatment management and Investigation office of medical documents of social security, therefore null hypothesis is rejected and all research hypotheses are verified.

However, service compensation dimension has the greatest impact on organizational operation ( $t=2.93$ ,  $B=0.90$ ) and less role after recruiting and selection ( $t=2.10$ ,  $B=0.48$ )

### Conclusion

The results of this study indicate that human resource practices and its dimensions have a positive and meaningful impact on organizational operation, the findings of this research show that: selection and employment has positive and meaningful impact on organizational operation.

Therefore, it can be concluded that this company through the development and implementation of strategies and activities related to selection and employment and usage of sufficient resources to employ skillful and capable individuals can improve long-term organizations operation.

Training and development has a positive and meaningful impact on organizational operation. So, it is concluded that activities and the organization's investment in field of educational programs and staff development projects cause improvement of employee operation, followed by organizational operation. Evaluation of operation has a positive and meaningful impact on organizational operation. Conclusively, employee performance evaluation and its feedback cause improvement of employee operation and, finally, organization operation. Service compensation has a positive and meaningful impact on organizational operation. On this basis, I can be concluded that fair and operation - based pay and bonuses can cause the employees' motivation to carry out their activities, which in turn is effective on organization operation.

Proceedings of human resource management have effective and meaningful impact on organizational operation. Therefore, it is concluded that this company through the development and implementation of human resource management practices cause improvement and increasing of the organizational operation. The results somewhat confirm previous research that has been done in this area.

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For example: in the research of Afjah and Sepahvand (2009), The results of this research was that there is coordination between human resource strategy, human capital and organization behavior will have a meaningful effect on organizational operation. Dalavi *et al.*, managers and strategic executives, close-up views, the importance of the issues and the management of human resources, establishing trust, establishment of payment and evaluation systems and so on. ... are required. In other research done by Booskal (1998) argues, companies that guarantee capability continued viability in their industry, will have the potential to establish human resource advantage through superior human capital and organizational processes, and says that human resources are able to create a sustainable advantage. In other study by Sadeghi and Mohtashami (2011), it was concluded that strategic human resource practices including staffing, training, cooperation, operation evaluation factor is important and the main tool for organizations to achieve organizational goals.

Practical recommendations for the development of human resource management impact on organizational operation.

- Effective management of the main duties of human resources, including recruitment, training, cooperation, rewards and motivation
- Utilization of appropriate human resource practices and changing them where is appropriate to environmental changes.
- Human resource practices should be integrated and made of coordinated components and are effective in mutual reinforcement.
- Providing merit human resources through redesigning of jobs, scientific analysis of jobs and providing job certificate
- The use of human resources providing methods by usage of predicting human resources and predicting requirements for human resources planning of human resources. For example, when supply and demand of human force is in a balanced state, the emphasis will be in the direction of actuation, appointment and promotion.
- Meaningful educational concepts, when a coach and teacher introduces knowledge, skill and relevant ability, while trainees and students do not effort to understand related concepts, a bit learning may occur.
- Environmental consideration, Employees who have trained in a peaceful environment and with consideration of enough space, the proportion of employees who have unfavorable training conditions, will be able to learn more, to have a correct and effective performance evaluation system, manager and employees should have comprehensive in formation of their jobs, therefore, the employment data should be prepared and given to employees and it is possible when job analysis is done by organization.

Otherwise, the evaluation which is subjective will be done on the basis of personal characteristics of employee's direct interference of staff in the implementation of operation evaluation.

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