

THE ROLE OF HUMAN RESOURCES COMPETENCY IN IMPROVING THE MANAGER PERFORMANCE

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Abstract

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This study was conducted with the aim of indicating the relationship between competency of human resources and performance of the managers of human resources working in different sections of Bushehr University of Medical Sciences and Medical Services. The method used in this study was practical in terms of objectives and descriptive-correlational in terms of data collection. In this study, the statistical population consisted of all the managers of different parts of Bushehr University of Medical Sciences and Medical Services including 257 individuals. Among these individuals, 149 persons were chosen as the sample size using the Morgan table and the Simple Random Sampling Method. In order to collect the data, a researcher-made questionnaire with 21 questions was used including the questionnaires of Morgan (2011), Ramprest and Hubert (2008) and Mohammadi Zanjirani (2012) for competencies of human resources and it also included a researcher-made questionnaire of the managers' performance with 30 questions based on the Keykhan Nezhad pattern (2008). The Cronbach's alpha method was used for the final assessment which the values were 0.74 for the first questionnaire and 0.81 for the second one. The content validity test was also utilized to check the validity so that the questionnaires were approved by the related experts. Analyzing the collected information from the questionnaire was performed by using SPSS software in two parts of Descriptive and Inferential (Kolmogorov-Smirnov test, the Pearson correlative test, and the multiple regressions). The results indicated that there was a positive and significant relationship between the two structures of human resources competencies and performance of the managers of human resources. Moreover, the relationship between all the dimensions of competencies (knowledge, attitude, skill and characteristic) and performance of the managers of human resources was significant.

Keywords: competency, human resources, managers' performance, attitude

INTRODUCTION

Nowadays, the main origin of the competitive benefit of organizations is the effective, powerful, and qualified human resources that are the difference between societies in terms of knowledge and ignorance, not ownership and indigence. Therefore, knowledge and quality of human resources and labors play a major role in the society's sustainable development as the most important and the most significant assets of an organization (Sargit *et al.*, 2012).

According to Bvars and Rue (2008), performance of people in a situation could be considered as

a result of mutual relationship between efforts, abilities and comprehensions. "Efforts" which originate from excitement implies that the amount of energy (mental or physical) that a person uses in doing their duties. "Abilities" are the personality traits used in carrying out a job. "Role comprehension" implies the ways which employees and managers believe in them to lead their efforts in doing their job. By the same token, Arthur (2003; cited in Armstrong, 2002), in a study titled "study of the impacts of human resources management and performance management on employee's efficiency" provided that it is possible to increase the employee's obedience by using a controlling

strategy through rules and methods, limiting the employee's contribution, limited general education, low salaries and shortage of rewards in comparison to all of the employees.

According to the dramatic changes in the environment of social organizations and increase in the competition field of today's world, the organizations tend even more to attract, teach and more importantly save and improve people's competencies in order to do their present and future processes. Organizations search for new assets as human resources. Therefore, we strongly say that human resources are a parameter impacting on organization's growth and survival more than other parameters. Today, employees' importance as human resources is grown in all fields so that the Modern Growth Theory emphasizes human resources and even considers human resources as an effective parameter in the economic improvements in societies. Some of the researchers of human resources believe that investing in people causes economic efficiency of the organizations and societies. The qualified and efficient human resources are keys to economic growth of the societies and it is an important and a vital asset assisting organizations in the economic growth and development. Therefore, it is possible to compare it with physical assets of organizations (Edralin, 2007). That is exactly the very thing causing competency to be important in the competitive environment. Hereof, Taheri and Sayyar (2008), in a study titled "position of competence-based assets in human resources management" provided that the most important organizational competencies are the interpersonal competencies, intellectual competencies, human resources competencies, leading competencies, customer Servicing competencies and etc. Competencies are related to many components such as the feedback of the performance test, rewards, employment, choosing plans of learning development and plan of replacement. The competence-based assets in the field of human resources are related to absorbing knowledge, experience, or artificial goods through the competence-based processes. The competence-based assets in the field of human resources of Iran are also impacted by these changes and the goals are changing with global changes. Quick acceptance and development of the competence-based attitude and using it in employee's development plans include the results of the benefits which are stashed in this attitude. Competencies have different benefits for organizations and managers in different levels. Organizations use competencies for different reasons such as giving worthy treatments and organizational cultures, efficient the performance for every employee, utilizing organizations and their managements and considering people's capacity (instead of their jobs) as a way to achieve the competitive benefits, improvement of teamwork, and the mutual treatment. Importance of competency in organizations has grown after

publishing the important article of Lowler (1994). He studied the evolution of organizations from job-based organizations to competence-based organizations so that today, many of organizations use the methods of competence-based management of human resources (Yeganegi, 2010).

Competency is like an umbrella covering everything which directly or indirectly has effects on working of performance. Competencies indicate that how people should do their duties and how to react in special cases or how to treat them. In order to achieve the organizational goals, qualified and expert people should be employed in organizations (Asgari Azad, 2003). In other words, competencies of a person which allows them to perform well in their role or position. Marelly considers employees' competencies as the measurable abilities of humans which are necessary for the efficient working of performance (Draganidis and Mentzas, 2006). The parameters of human resources competencies are as following:

Knowledge: the process of knowledge and theory advancement in common way is obtained from education in universities. Knowledge and information are the basis of development of skills and attitudes and don't have much effect on development of management's competencies by themselves (Dargahi *et al.*, 2007).

Attitude: it is humans' mental imagination of their environment and the world (Babaie and Zakliki, 2007).

Skill: it is the ability of implementation of knowledge in practice.

Characteristics: which are fixed attributes of people indicating how we should modify them (Dargahi *et al.*, 2007). By the same token, Gholamzade *et al.* (2013), in a study titled "identifying and determining the indices of the managers' competencies in an insurance company (case study: middle managers)" provided that competencies are composed of five main branches as: leadership, communicational skills, moral values, characteristics, knowledge and information. The importance of each branch and index is determined.

According to low efficiency of the country organizations particularly the governmental organizations and low efficiency of human resources in all organizations, general policies of the administrative system are checked and are approved in the expediency discernment council, then by the great leadership of Iran, they became notified in a way to achieve 20-year prospect of Islamic Republic of Iran at the year 2025, in 2010. Parameters like justice-based, meritocracy, qualified training on the basis of Islamic behavior, and efficiency of plans and knowledge-based indicate the fundamentals of the administrative system. Studying and evaluating the backgrounds of current administrative systems in governmental and private organizations indicate that they usually don't have enough efficient models to implement

the mentioned standards. Notifying these general policies indicate that the administrative system is far from the good situation. It means that there is a distance between current situation and the ideal situation. Therefore, precise determination and definition of competency of employees and the managers of human resources of the governmental section in the country organizations is the most important background of the establishment of system general policies. Because there is a strong purpose and proper situation for implementation of the administrative system's general policies in the country, but if we don't know what competent people are required for in the implementation of the administrative system's general policies in the country, we are wrong (Mohammadi Zanjirani, 2012).

Besides, human resources in the last decay have faced many changes. These changes include all stages and aspects of human resources' performance, meaning the proctors of systems and the units of human resources. Responsibility of the proctors of human resources is doubled as the leaders of organizations' human resources. As a reliable operator, the proctor of human resources should be a director of culture and change, a talented manager, a designer of organization, a strategic architecture, and a confederate of business in addition to a good operating executer. The proctors of human resources should have personal reliability. They should be the pioneers of the value creation in organizations by trading the necessary competencies (Faraji and Lotfi, 2012).

The most important role of competency model is presenting a language to speak precisely about knowledge and skills of the employees. This model presents a method for thinking about knowledge and skills of employees in different levels of working in roles and different situations. Presentation of the model of competencies, more than anything, is like a tool for understanding better and, therefore, using competencies more efficiency in attraction, education, evaluation of the performance, paying, rewarding and etc. Reaching a precise and proper index of necessary competencies of employees in different levels of the organization is more important in the field of competency. That also has a good impact on performance of managers of this section and finally in efficiency of performance of organizations (Agus, Barker and Kandampully, 2007). In the same token in a study titled "presentation of systemic pattern of development of competencies of human resources in order to develop the organizational processes", Hashemi and Abbasi (2013) provided that this model includes inner data such as development of the organizational processes.

Königová and Hron (2012), in their research state that in the current entrepreneurial environment characterized by the dynamic development and changes, organizations have to promote the development of their employees in order to

achieve a competitive advantage. Therefore, the personality of a manager who is a holder of specific knowledge, abilities, skills, traits, motives, attitudes and values becomes increasingly important as it is the main source for gaining a competitive advantage. Managerial competencies, i.e. the individual characteristic necessary to reach the required level of a manager's performance, together with an efficient management thus become the key factor of success. The research focuses on the identification of managerial competencies in knowledge-based organizations in the Czech Republic. The first part of the research focuses on the theoretical approaches to managerial competencies, competency models and knowledge-based organizations. The second part of the research deals with the proposed methodology for the identification of managerial competencies. The final part summarizes the benefits and difficulties of applying the competency-based approach as a tool of the efficient management of organizations for the purpose of achieving a competitive advantage. The utilization of managerial competencies to achieve competitive advantage is important in all fields including the economics and management of agriculture and other similar fields.

Lišková and Tomšík (2013), in their research deals with the competency approach to human resources management. The approach is seen as one of the possibilities to effectively manage work performance. The research focuses on defining the term competency, components of competency, types of competencies, and on identification of competencies. The research also focuses on the competency models, their types, approaches to them, and the procedures of their creation. Finally, the research summarizes the possibilities of the use of the competency approach in various spheres of management of human resources, and it describes the connection of the competency approach with the strategic management.

Besides, despite of studies about development of competencies of managers and because of some organizations turning to this important issue, the relationship between competencies of human resources and the amount of performance of human resources of the University managers has not been studied yet. Therefore, some of other necessities and benefits for doing such researches, in addition to fill empty spaces of researches of this field, helped hereby to improve the ability of its employees, to service quality and organization efficiency by presenting some suggestions to other important Servicing organizations of the mentioned University, in a way to present the parameters impacting development of competencies of human resources and the management of human resources of organization.

Besides, despite of many efforts to explain the duties and performances of human resources, there are only few experimental researches on competencies of human resources. The competitive

environment of organizations in today's unruly environment calls the managers of human resources on playing more important role and also helping the organization's performance in a strategic way. Many of the managers of human resources are not aware of the required competencies in order to make the organization successful. Also, inability in showing human resources' interest in organizations' performance causes exorbitant decrease in the credit of units of human resources in some organizations. Managers of human resources can improve their performance and then improve the performance of organization by generally recognizing competencies of human resources and using them in practice. This study is seeking to answer this question that "is there any relation between competencies of human resources and performance of human resources' managers working in different parts of Bushehr University of Medical Sciences and Medical Services?"

According to the question and using the previous researches, the present research hypotheses are presented as following.

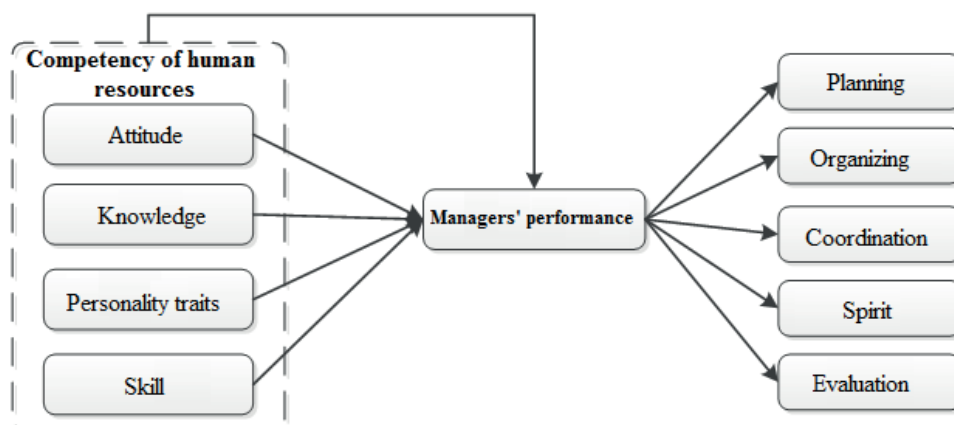
1. There is a relationship between the competencies of human resources and performance of the managers of human resources working in different parts of University of Medical sciences and health and Medical Servicing of Bushehr.
2. There is a relationship between the component of knowledge and performance of the managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services.
3. There is a relationship between the component of attitude and performance of the managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services.
4. There is a relationship between the component of skill and performance of the managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services.

5. There is a relationship between the component of personality traits and performance of the managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services.

Eventually, conceptual model of the present research is shown in Fig. 1.

MATERIALS AND METHODS

The method used in this study was practical in terms of objectives and correlational-descriptive in terms of data collection. In this study, the statistical population consisted all of the managers of different parts of Bushehr University of Medical Sciences and Medical Services including 257 individuals. Among these individuals, 149 persons were chosen as the sample size using the Morgan table and the Simple Random Sampling Method. In order to collect data, a researcher-made questionnaire with 21 questions was used including the questionnaires of Morgan (2011), Ramprest and Hubert (2008) and Mohammadi Zanjirani (2012) for competencies of human resources and it also included a researcher-made questionnaire of managers' performance with 30 questions on the basis of the Keykhan Nezhad pattern (2008). Cronbach's alpha coefficient was used for the final assessment which the values were 0.74 for the first questionnaire and 0.81 for the second one. In this questionnaire, 5-point Likert scale was used to answer the questions. The mentioned questionnaires were distributed among some of the managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services. After receiving the questionnaires, data analysis was performed using the descriptive and the deductive statistic techniques (the Kolmogorov-Smirnov test, the Pearson correlation test and the multiple regression test).



1: Schematic design of the research model (ref: researches)

I: *Research structures and dimensions and items*

Main structures	Dimensions	Sources of data collection	References	Items of each component	Number of questions	Cronbach's alpha
Competencies of human resources	Knowledge	Bushehr University of Medical Sciences and Medical Services	Morgan (2011); Ramprest and Hubert (2008); Mohammad Zanjirani (2012)	1–5	5	0.70
	Attitude			6–10	5	0.83
	Skill			11–16	6	0.80
	Personality traits			17–21	5	0.77
The performance of managers	Planning	Bushehr University of Medical Sciences and Medical Services	Keykhan Nezhad (2008)	1–6	6	0.93
	Organizing			7–12	6	0.91
	Coordination			13–18	6	0.94
	Spirit			19–24	6	0.93
	Evaluation			25–30	6	0.94

RESULTS

At first, in order to check the normality of data distributions, the Kolmogorov-Smirnov test was used. The results are shown in the Tab. II.

Considering that the significance level is more than 0.05 for each of the components, it is concluded that the data collected for the questionnaire follows a normal distribution. Therefore, the Correlation test was utilized to determine the correlation. The significance level is lower than 0.05.

II: *Results of the K-S test for the research variables*

Variables	Significance level
Performance of managers of human resources	0.08
Competencies of human resources	0.16
Spirit	0.18
Organizing	0.17
Planning	0.19
Coordination	0.10
Evaluation	0.19
Skill	0.12
Knowledge	0.09
Attitude	0.11
Characteristics	0.41

Hypotheses Test

In this part, the research hypotheses are checked by the Pearson Correlation Test.

Main hypotheses: There is a relationship between the competencies of human resources and performance of the managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services.

In this regard, the results of the Significance Test of the Pearson Correlation Coefficient are indicated in the Tab. III.

Since the significance level in correlation matrix is lower than the error rate (0.01), therefore, the null hypothesis is rejected and the hypothesis 1 is approved at 99% level of confidence. As it is obvious, the coefficient of the Pearson Sample Correlation between the two variables is 0.79 providing that there is a direct and partly high correlation between them. By improving the competency of human resources, it means that the performance of the managers of human resources is also improved.

Also, the significance test of Pearson Correlation Coefficient was used to evaluate the subordinate hypotheses. The results are shown in the Tab. IV.

As shown in the Tab. IV, since the significance level became lower than the error rate (0.01), and because of the positive sign of the correlation coefficient, it can be concluded that the relationship between the components of competency of human resources (knowledge, attitude, skill and personality traits)

III: *Results of the Pearson correlation test for the correlation between competencies of human resources and performance of managers*

Structures	Competencies of human resources	The performance of managers	Significance level
Competency of human resources	1	0.74	0.000
Performance of managers of human resources	0.74	1	0.000

IV: *Results of the Pearson Correlation Test in order to correlate between competency of human resources and performance of managers*

Structures	Performance of managers	Significance level
Knowledge	0.71	0.000
Attitude	0.73	0.000
Skill	0.70	0.000
Personality traits	0.64	0.003

and the performance of the managers of human resources is significant and direct at the confidence level of 99%. It means that creating knowledge,

attitude, skill and improvement of personality traits in human resources leads to the improvement of the performance of human resources.

DISCUSSION AND CONCLUSION

Human resources are assets of a society and organization. The fundamentals of every organization are the human resources and there is no doubt in its importance. The scholars in the field of management believe that the difference between rich and poor countries is not because of financial resources but it is because of the competent human resources and the manner of their management and administration. According to this, the powerful and competent human resources are one of the most effective and determinant processes of supporting in every successful and pioneer country and organization because in order to use the resources correctly, every organization is directly depended on the performance of human resources and also their management. If an organization has efficient and responsible human resources, the outcomes of the organization would be better automatically (Shashenk, 2010, cited in Tomaj, 2012). Reaching this goal demands organizations' attention to processes like competence of human resources and performance of the managers of human resources. According to the importance of the employees' role in organizations in order to improve the organization and society, the present research was devoted to this issue and it was aimed to study the relationship between the fulfilment of competency of human resources and performance of the managers of human resources and to present some suggestions in this regard. The method used in this study was practical in terms of objectives and descriptive-correlational in terms of data collection. In this study, the statistical population consisted of all the managers of different parts of Bushehr University of Medical Sciences and Medical Services including 257 individuals. Among these individuals, 149 persons were chosen as the sample size using the Morgan table and the Simple Random Sampling Method. The results indicated that there was a positive and significant relationship between the two structures of human resources competencies and performance of the managers of human resources. Moreover, the relationship between all the dimensions of competencies (knowledge, attitude, skill and characteristic) and performance of the managers of human resources was significant. The conclusion drawn based on the research hypotheses are as follows.

Main hypothesis: there is a relationship between the competencies of human resources and performance of the managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services. Considering that the significance level was lower than the error rate (0.05), it can be said that there is a significant relationship between the competency of human resources and performance of the managers of human resources working in different sections. The positive sign of the correlation coefficient (0.79) among them demonstrated that there is direct relationship between the two variables and it can be concluded that when the competency of human resources of employees is considered, it can be expected that the performance of their human resources' managers is also improved.

Competencies present a range to evaluate knowledge, skill, and the operator motivation which helps to efficiently evaluate the performance of their managers. In other words, identifying weak and strength points of the individual behaviors and performing developing plans in order to change the weaknesses to strengths is the most important thing in evaluation of performance. An efficient meritocratic system should be able to measure a person's interest in an organization success and also should try to increase the level of skill and commitment of people in the organization and in other words, improve their competency. Achieving the meritocracy of employees in some aspects, depends on existence of a monitoring system and evaluation of dynamic and efficiency of performance of the managers of human resources in organizations, companies and industries. Therefore by evaluating the performance of managers of human resources and by presenting a picture of success, abilities and maleficence of employees of organizations, preparation of education and improvement of knowledge would be provided and would help them to discover their talents. Besides, it provides the required motivation and reward to improve the performance of employees. In result of performing this process, the employees of organization would gradually take place in a competitive environment; the powerful and qualified employees would promote and would improve. The weak and unqualified employees who do not tend to make their performance better, would be omitted from the organization. This process would improve the efficiency of the organization in longtime.

It is worth mentioning as it is mentioned in the research, we can say that there is no research similar to the present research yet, because plenty of the performed researches often study the relationship between managers' competencies and performance of employees and organizations or study the indices of competencies. This issue shows the innovation of the present study. Therefore, in the explanation of present research results, it is not possible to mention a research which directly matches with the findings of the present research, But we should consider that the components of competency

generally according to which is implied in the research literature, relates to the performance as a general component. Therefore, everything about the consistency of the hypothesis which is mentioned in previous researches findings, indeed considers the relationship between two variables. That is matched with the results of studies such as: Königová and Hron (2012) and Lišková and Tomšík (2013).

First subordinate hypothesis: there is a relationship between the component of knowledge and performance of the managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services. In order to study the relationship between knowledge and performance of managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services, by using the software, the required analysis is done and this hypothesis is approved. Therefore, it can be concluded that by increasing the knowledge, personal information, information and expertise of the employees' occupation, the amount of performance of human resources would increase in comparison to the correlation coefficient. Improvement of knowledge and information is considered as the basis of development of skills and attitudes and it doesn't have much effect on improvement of management competencies by itself. Competencies of employee are provided through knowledge and preparation of individual development of employees, but dominance in knowledge of human resources is obtained from knowledge of the concepts, language, logic, and studying and practicing in the field of human resources (Brockbank *et al.*, 1999). This knowledge causes the employees to be able to understand the goals and the main processes and the operation of organization and business well. Therefore, it makes them to have the ability of management and planning of organization affairs. These abilities cause the performance of employees to improve by acquiring knowledge and help the managers of human resources in the processes of planning, organizing and even evaluating as well. The employees are able to understand excitements and feelings of themselves and others and to manage them (Emotional Intelligence) as well. By having the ability of understanding the goals and key processes and the operations of organization and the ability of managing and planning the organization affairs, it would already have a clear attitude to orient in duties and organization affairs as well, which has a good effect on the efficiency of the performance of themselves. As a result, this process would have a proper feedback in management of human processes. Therefore, knowledge is one of the indices which impacts on competency of employees and even managers. That is matched with the results of studies such as: study of Long and Khairuzzaman (2008), Boselie and Paauwe (2005), Gholamzade *et al.* (2013), Sanaie *et al.* (2012), Niroumand *et al.* (2012), Haji Karimi *et al.* (2011), and Dargahi *et al.* (2007).

Second subordinate hypothesis: there is a relationship between the component of attitude and performance of the managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services. The approval of the second subordinate hypothesis showed that having an attitude and a framework of employees has a significant relation with performance of managers of human resources. The attitude is an intellectual image and a framework of human which explains the field of the thought and the action and shapes them. Human's realization of their environment phenomena and their decision for action is on the basis of their intellectual image. The attitude indeed shapes the person's comprehension and it is very important in management. The process of creating and changing it is more complicated than the process of acquiring knowledge and skill. Different parameters such as Personality traits which are acquired in lifetime are very effective in creation of attitude. The man's attitude originates from two things: genetic inheritance which is intrinsic; and acquisition from environment which is acquisitive. The man's attitude toward a job asked them to do is beneath four parameters:

- a) Experiments from a similar job: if a job in a company or with another manager or administrator was unsatisfied, the person might predict that the experiment would be repeated in other places.
- b) Belief in effective roles of others: an unsatisfied person might blame their problems on his aggressive coworkers or their unfaithful master. Some of unsuccessful people use this method as an instruction for creating all of their social contacts. Besides, a person who sees others sympathy and intimate, might see their occupation from that approach.
- c) Relying on the collected information: some of the users judge their work on others' opinions. This information might be correct or be an unreliable gossip or be an incorrect prejudice. The managers of human resources can solve this problem by providing correct information which prepares a justified decision-making.
- d) Mental status: all of the employees follow their mood swings. For example, when an employee is sprightly, if their master suggests them a new job, their reaction would be proportionally more positive than when he is not in a good mood.

Therefore, all of these parameters impact on attitude and competencies of employees. If the situation is appropriate, each of these parameters would improve the efficiency of the managers in organization. In some organizations, the employees wouldn't show enough competencies to their

job and responsibilities because of lack of existence of proper attitude. Therefore, the performance of the managers of this part is not pleased and there is lots of criticism for these managers in the time of inspection. A well-wishing and optimistic attitude of employees toward their duties in the organization causes them to have more obedience to their job. In this situation, the organization employees would have sufficient flexibility. The employees consider the whole organization as their introducer and cause promotion for the powerful and competent employees and managers and also help the administrative affairs to improve continuously. Therefore, attitude is one the most effective indices of employees' competencies and even managers. That would match with the result of the researches such as: Khatri and Budhwar (2002), Gholamzade *et al.* (2013), Mohammadi Zanjirani (2012).

Third subordinate hypothesis: there is a relationship between component of skill and performance of the managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services. In the third subordinate hypothesis of the present study, it is approved that there is a positive and significant relationship between skills and performance of human managers of human resources. The skill is the ability of implementing the science in the action. It is obtained from repeating the use of knowledge in real world and it would develop it. Actually, the ability and the skill are similar and their difference is that the skill is an empty space to do the jobs physically, but ability determines the capacity of doing intellectual jobs. Improving the skill causes improvement in quality of performance. In many cases, knowledge, origination and etc. would not have many effects without it. For example, no employee or manager in each level of organization can earn team-work skill by studying and without experiencing it in practice. Increase in complications and variety of today's organizations and frequent changes increase the depth and strength of future unknown path. The employees' skill as an aspect of competency has a close relation with the process of meritocracy in an organization. These skills can be divided into two general parts of interpersonal as teamwork and also coordinating and co-working and operational skills as the professional skills. The speed and quality of doing affairs and concentrating on the main duties as professional skills and predicting the job issues, are known as a strategic plan for operational skills. Equipping the human resources of an organization causes an outstanding effect on improvement of organizational duties and self-the performance. Somehow it shows the efficient process of employees' management. In this case, the employees would have perseverance and endeavor. They would be creative and innovator and would have the ability of understanding the issues and finding the possible solutions in order to achieve the organization goals. Also, they would have the ability to contact their co-workers, therefore the coordination and co-working with other co-workers. With no doubt, it is one of the necessities for creating the added value for themselves and the organization. Therefore, the skills are one of the most effective indices of competence of human resources of every organization. It is matched with the results of the studies such as: Gholamzade *et al.* (2013), Mohammadi Zanjirani (2012), Dargahi *et al.* (2007).

Fourth subordinate hypothesis: there is a relationship between the component of personality traits and performance of the managers of human resources working in different parts of Bushehr University of Medical Sciences and Medical Services. In the third subordinate hypothesis of the present study, it is approved that there is a positive and significant relationship between personality traits and performance of managers of human resources. These Personality traits are the fixed traits and show the way that we explain them. It is possible to improve the process of employment, transmission and promotion by considering the person's characteristics. Since the person's characteristics are like parameters which determine their behavior, it is possible to find a framework by considering these characteristics. Knowing the people's personality would help the organization manager to choose qualified and competent people for different positions. This act would automatically increase the employees' satisfaction and decrease their transmission. In the following, this act would show the proper performance of managers of human resources. Several researches show that a common problem of organizations might be about the characteristics issues. Therefore, managers of human resources of each organization, by considering the personalities of employees in organizations from the time of employment to end, can prevent problems which cause employees to be involved in them and somehow affect their working the performance. Therefore, the employees would be qualified and have feeling of more commitment. Positive characteristic parameters which show the competent employees and managers are such as: sprightliness and tendency to accept new experiences, full of energy, bold, active, excited and sprightly, full of confidence and positive feelings (objectivism), committed, responsible, ordered and disciplined employees.

Therefore, according to the results of the previous researches such as Gholamzade *et al.* (2013), Mohammadi Zanjirani (2012) and Dargahi *et al.* (2007) and also the results of the present research, it was concluded that considering the personality traits of people is one of the effective parameters which affects competency of the managers of human resources.

Here are some suggestions according to the results:

- 1) To motivate the employees of Bushehr University of Medical Sciences and Medical Services by giving rewards, respecting human resources, equalizing and removing the discriminations.
- 2) To employ expert and experienced employees in Bushehr University of Medical Sciences and Medical Services for part-time and full-time job.
- 3) To design and plan a system of monitoring and evaluating inside the organization on the basis of competency criterions.
- 4) To hold courses in order to improve the professional skills and specialized courses for human resource.
- 5) Bushehr University of Medical Sciences and Medical Services should provide job security, mental and spiritual relief and body health for its employees in addition to good salary.

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