

The Effect of the Human Resources Measures and Organizational Learning Capacity on the Performance of the Social Security Organization of Khuzestan

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ABSTRACT: The main purpose of this research is to study the impact of the human resources measures on organization performance through the mediating role of organizational learning capability. The study population consisted of 220 employees of the financial branches of the Social Security Organization of KHUZESTAN province. Census method was used for data collection, a total of 220 questionnaires were distributed, and so at the same number the valid questionnaires were collected from respondents. In order to collect the research data, three standard questionnaires were used. And by SPSS and LISREL software the data were analyzed. The results of structural equations modeling showed that the human resources measures have a positive impact on the organizational learning capabilities and organizational performance. Also the organizational learning capability directly effects on organizational performance. The lateral results also confirm the mediatory impact of the organizational learning capability variable in relation with the management of human resources and organizational performance.

Keywords: Management of Human Resource Measures, Organizational Learning Capability, Organizational Performance, The Social Security Organization of Khuzestan.

INTRODUCTION

The today world, especially the organizations world and all the aspects of the organizations from the internal to external environments, from human to non-human factors, all with stunning acceleration are changing from one status to another status (Jiang and Li, 2008). In fact, development and survival of society is the subject of organizations' effective performance (TANGEN, 2004). Organizational performance has an extensive concept that contains what the company produces and the areas that interact with it (SAFARZADEH et al., 2012). The organizational performance is a general structure that mentions the quality of organizational operation (RAHNAVARD, 1999). Human Resources are considered as the most critical strategic element and the basic way to increase the effectiveness and efficiency of the organization. Therefore, the organizations should focus on identifying and selecting the most appropriate people, improving their skills through training, enhancing their knowledge extent through education and improving their flexibility and compatibility through sustainable

developments' programs. This means that, employment processes, training, education and staff development are the stable and vital factors in the success of the organization. Knowing how to absorb, select, employ, and train and employees' motivation is essential for organizational success. Because the real value of human resource management arises from its activities. Human resources measures are the tools and methods by which the organizations can influence skills, attitudes and behaviors of people to perform their tasks and achieve the organizational goals (BRUMAN & RANJBARI, 2009).

Also the human resources activities through encouraging people to take a series of specific roles create capability and ability (Stewart and Brown, 2009). In fact, the human resources management should consider creating a learning environment by creating challenging job, changing available perception and recognition patterns, changing the thinking habits and allowing the separation and difference in the production and giving it value (SHAFI and SHAFI, 2007). The organization efforts to travel beyond had made the organizational learning condition as a norm and necessity. Surely if people are given the chance, they will be able to accomplish a "good job" regardless of their organizational level. This opportunity will be given to people when the organizations (whether public, industrial and commercial) provide for its employees the possibility to increase knowledge, improve skills and the desired behavior change (RAHMATI et al., 2011). The organizational learning reflects creating capacity and generalization of ideas effectively to encounter with various organizational boundaries, through innovation and management styles. Organizational learning capacity indicates the ability of an organization to implement appropriate measures of management, structures and policies that facilitate and encourage the learning process (Go⁵, 1998). This capability, managerial and organizational characteristics show the conditions and factors that facilitate the learning process and give the possibility to an organization to learn (Jerez-Gomez et al., 2005). Thus, on one hand the organization will access to higher performances and on the other hand the person will improve in the course of their career and tasks. As Abbasi and Saadat (2010) have mentioned in their research, improving the organization learning factors lead to create competitive advantage and achieving better organizational performance. Accordingly, in this research we have investigated the influence of human resources measures on organization performance through the mediation of the organizational learning capacity in the Social Security Organization of Khuzestan province.

The organizational performance is one of most important discussed structures in management researches and undoubtedly is the most important measure criteria to evaluate success in commercial companies (ABZARI et al., 2009). Making the ground, context of learning and training, faster than the competitors can help the companies to make a better and faster progress than the competitors. The trend toward individual and organizational learning is the basis of survival and improvement of organizational performance. Organization management should clearly and explicitly indicate its determination and will to the conscious learning management. This issue should be reflected in the perspectives and strategies. In fact, in such organizations learning should turn to a value and value statements would be a supporter for this value. Learning message every year should be reflected to the employees in the reports and management messages. Social Security Organization of Khuzestan province in order to fulfill its corporate obligations in accordance with the set standards, and in order to serve the services and the welfare of the population under its cover, it should identify and implement some strategies and alternatives to improve the performance. From the researcher perspective this is achieved thanks to the different aspects of human resource management and upgrade capabilities of organizational learning.

Research purposes

- 1- Studying impact of the human resources measures on organizational learning capacity in the Social Security Organization of KHUZESTAN
- 2- Studying impact of the human resources measures on organizational performance in the Social Security Organization of KHUZESTAN
- 3- Studying impact of the human resources measures on organizational performance through the mediation role of organizational learning capacity in social organization of Khuzestan province.

Research hypotheses

- 1- Human resources measures have a significant and positive influence on organizational learning capacity in the Social Security Organization of Khuzestan province.
- 2- Human resources measures have a significant and positive influence on organizational performance in the Social Security Organization of Khuzestan province.
- 3- Human resources measures have a significant and positive influence on organizational performance through the mediation role of organizational learning capacity in social organization of Khuzestan province.

Research background

The conducted researches in the field of research hypotheses test results are as follows: WAN HOOI and SING NGUI (2014), in their research which examines the role of human resource management and organizational learning capacity in improving the performance, have concluded that human resource management measures through the mediation role of organizational learning capability has a positive impact on organizational performance. LING and NASURDIN (2011) have mentioned that the human resources measures are effective on the organizational innovation and performance through the mediator role of knowledge management efficiency. The results of Chen and Huang (2009) study had shown that human resources strategic measurements have a positive relation with knowledge management capacity and innovative performance.

METHODOLOGY

Considering the fact that the purpose of this research is to develop the functional knowledge in the field of human resources measures, organizational learning capacity and organizational performance based on the practical purpose. And since it is describing the studied conditions or phenomena and expresses the variables influence, based on the way of collecting the data it is kind of casual research. In order to collect the data in this study, the library and field methods were used. Data collecting tools in the field study is questionnaire. Special questions in three standard questionnaires were presented including the human resource management measures; organizational learning capacities and organizational performance. The study population consisted of 220 employees of the financial branch of the Social Security Organization of Khuzestan province. The number of employees of SHUSH branch is 30, ANDIMESHK branch 45, SHUSHTAR 45, DEZFUL 60, GATVAND 20 and HAFT TAPE was 20 employees. In the summer of 1394 census method was used to collect the data. In this study the data analysis was conducted using inferential statistics (t-test one sample, two independent samples t-test, Pearson Correlation test, simple REGRESION, ANOVA, confirmatory factor analysis, path analysis). The confirmatory factor analysis was used to identify the latent variables. Finally, to test the hypotheses the path analysis was used. Using the path analysis we can simultaneously obtain the effect of independent variable on mediator and dependent variables. The lateral results of the study are also evaluated using two independent samples t-test and ANOVA. This analysis is conducted using the SPSS and LISREL statistical software.

The research hypotheses test

To test the hypotheses the structural equation model and LISREL software were used. In order to implement the structural equation model to test the research hypotheses, at first the software output indicates the suitability of the fitted structural model ($2.35=\chi^2/df$, $0.047=RMSEA$, $0.92=GFI$, $0.91=AGFI$, $0.94=NFI$, $0.97=NNFI$, $0.99=CFI$). In other words, the data observed to a large extent are consistent with the conceptual model of research (Figure 1).

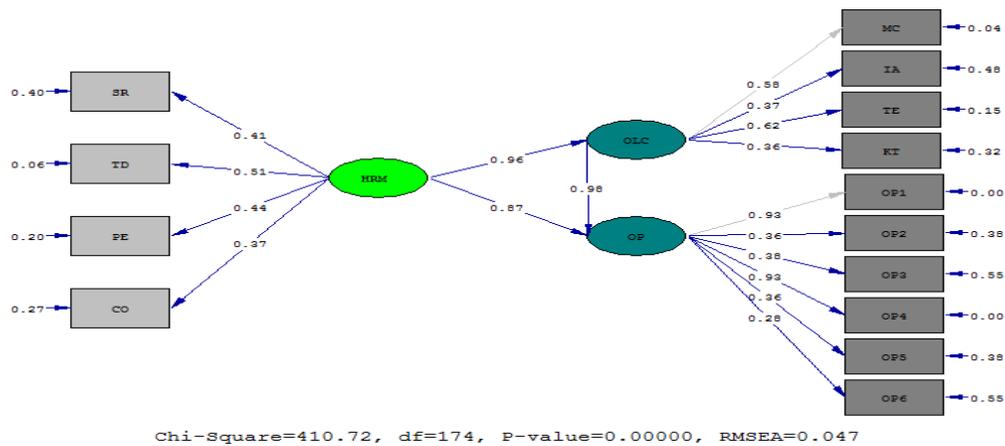


Figure 1. The structure of the research in the standard estimate.

In figure2 also obtained significance of the coefficients and parameters from the research structural model are shown.

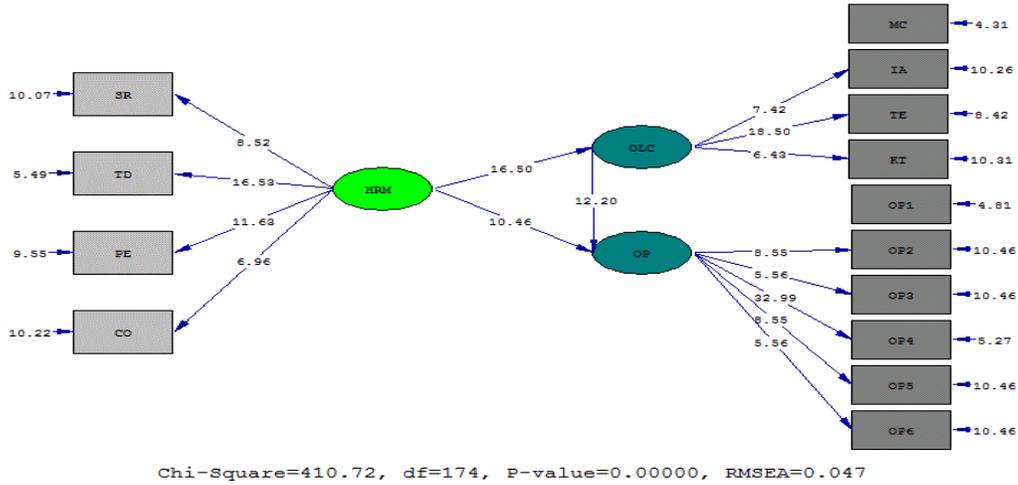


Figure 2. Significant numbers of coefficients of the structural model.

The structural equation model results show that human resources management measurements have a positive impact on the organizational learning capacity ($\beta=0.96$, $t=16.50$), and also organizational performance ($\beta=0.87$, $t=10.46$). Also organizational learning capacity directly affects the organizational performance ($\beta=0.98$, $t=12.20$). Further results of the hypotheses study also confirmed the mediation effect of organizational learning capacity in relation with the human resources management and organizational performance ($\beta: 0.96 \times 0.98 = 0.94 > \beta: 0.87$). Therefore, the null hypothesis is rejected and all the research assumptions are confirmed.

RESULTS

Pearson correlation test results

The results of the Pearson correlation coefficient between the variables in Table 1, from the output of statistical software SPSS are presented:

Table 1. Pearson correlation coefficient between the variables

		SR	TD	PE	CO	MC	IA	TE	KT	HRM	OLC	O P
Select Recruitment	Pearson correlation	1	-	-	-	-	-	-	-	-	-	-
Learning development	Pearson correlation	0.521**	1	-	-	-	-	-	-	-	-	-
Performance Assessment	Pearson correlation	0.308**	0.629**	1	-	-	-	-	-	-	-	-
Services compensation	Pearson correlation	0.448**	0.428**	0.223**	1	-	-	-	-	-	-	-
Management commitment	Pearson correlation	0.455**	0.815**	0.628**	0.364**	1	-	-	-	-	-	-
Systematic view	Pearson correlation	0.867**	0.460**	0.243**	0.441**	0.428**	1	-	-	-	-	-
Open space	Pearson correlation	0.298**	0.711**	0.743**	0.187**	0.820**	0.254**	1	-	-	-	-
knowledge transfer	Pearson correlation	0.420**	0.414**	0.280**	0.810**	0.378**	0.405**	0.207**	1	-	-	-
Management Measures	Pearson correlation	0.787**	0.840**	0.706**	0.681**	0.739**	0.693**	0.630**	0.628**	1	-	-
Learning capacity	Pearson correlation	0.700**	0.797**	0.629**	0.589**	0.868**	0.722**	0.760**	0.644**	0.899**	1	-

Organizational Performance	Pearson correlation	0.197**	0.240**	0.148*	0.342**	0.176**	0.266**	0.187**	0.313**	0.301**	0.280**	1
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**Correlation is significant at the 1% level.

**Correlation is significant at the 5% level.

The results of the research findings test

Hypothesis 1: human resource management measurements have a significant and positive impact on organizational learning capacity in the social security organization of Khuzestan province. Research findings show the confirmation of the first hypothesis with path coefficient 0.96. Accordingly, it can be concluded that the implementation of effective human resources functions and strategies provide the needed context for the development of learning capacities in organization.

Hypothesis 2: human resource management measurements have a significant and positive impact on organizational performance in the social security organization of Khuzestan province. Research findings show the confirmation of the second hypothesis with path coefficient 0.87. Accordingly, it can be concluded that department of Human Resources management activities and facilitation of the optimal implementation of human resources processes will affect the employees' performance efficiency and eventually efficiency of organization performance.

Hypothesis 3: human resource management measurements have a significant and positive impact on organizational performance through the mediation role of organizational learning capability in the social security organization of Khuzestan province. Research findings show the confirmation of the second hypothesis with path coefficient 0.94. Accordingly, it can be concluded that the alignment of human resource management and organizational learning provides the context to improve the organization performance.

CONCLUSION

The results of t-test showed that social security organization of Khuzestan province in terms of organizational performance is in good condition. And these results indicate that in this organization the necessary activities are carried out in order to improve the performance of the organization in competition with other organizations. Similarly, the social security organization of Khuzestan province in terms of human resource management is in good condition. In terms of human resource management measures, this company to meet the required manpower of has a compiled program and it spends sufficient financial resources for activities of hiring and employment of capable and skilled people in a wide range of employment applicants. Also, according to education and development factors this company allocates enough budgets to train the staff, execute adequate training programs for the staff, and have a periodic evaluation of the training exercises, and also have long-term perspective on educational projects. Also programs such as job rotation and the transfer of employees to work areas or new units are used for staff developmental activities. Performance Assessment dimension indicates that the behavior of staff is a key component for evaluating the performance and the performance assessment is stressed with emphasis on outcomes and work results. Services compensation dimension indicate that remuneration is an important part of the company's Services compensation program. The advantages that this company pays out to the employees are an important part of their income and subject to their job performance. In general it can be said that in this organization the staff training is so important in order to improve the organization performance and coordination with other departments. Social security organization of Khuzestan province in terms of organizational learning capacity is in good condition. In terms of organizational learning capability, the managers, supervisors and employees take part in company decisions; looks at the education and training of employees as an investment, they are looking for new working methods in organizational units and also encourage the innovative ideas. Also the systematic view component indicates that all the sections are aware of the way of partnership to achieve the overall goals, so they are linked and act coordinated. The open space and experiment shows that the implementation of new methods at work is honored. In terms of the transfer and integration of knowledge the colleagues can put their thoughts together about the ideas and programs that may be useful to do the things better, write their pervious experiences and if there was a problem at work the previous experiences solve them. Generally, the human resources management measures in social security organizations of Khuzestan province have shown that in this organization new ideas are accepted and supported. And employees to provide ideas and learning have sufficient insight and motivation.

Recommended Actions

Executive proposals measures for the development of the effective human resource management on the organizational performance. The reward must be such that guide and support the desired behavior at all levels. Giving the reward to every person should be fair and based on the efforts and knowledge and skills of individuals. Rewards should be in a way that contains both material and spiritual rewards; repetition of a reward will reduce its incentive property. Full support of senior management of performance management programs alignment and coordination in establishing the mentioned process. The management should establish a formal training program to learn skills and knowledge for the employees and have a full coordination of the performance management system with other systems. They should create more opportunities to use the mass media, and have communication and information context (internet and web sites) in order to absorb the qualified human resources in all parts of the country and the world. They should have priority in the application of internal forces of the organization in order to find the qualitative human resources who are qualified for employment. They should have effective management of human resource main tasks including recruitment, training, participation, rewards, and motivation. They must apply appropriate human resources measures and create changes and transformations in them in accordance with the environment changes. Human resource measurements should be integrated and coherent and made up of components that are coordinated with each other and are effective on their mutual reinforcement.

Executive proposals for the development of organizational learning capacity impact on the organizational performance: Organizational investment in human capital development through training the staff in different specialized and general areas and turning them to knowledge workers, workshop training courses should be hold for the managers and experts so as to get familiar with new methods and procedures of doing the tasks and applying them, the importance of becoming a learning organization should be cleared throughout the organization and for all people. This work can be done by publishing the newsletter in the organization, job rotation and relocation of employees in different jobs and sectors to improve the functioning Information, learning, working ability and generation of ideas. They should make agreements with other institutions, universities, technical colleges in order to hold short-term educational courses suited to the needs of organizational learning, establishing long-term relationships with the experts outside the organization, creating a strong and powerful policy for research and development section of the organization in designing the operations and processes and also various activities of the organization, working in a team and emphasized use of participatory decision making that is emphasized and prioritized. Tests and welcome the new ideas of the staff, using the experiences of staff and elite people in different parts of the organization so as to disseminate the knowledge and needed working information and training the skills new methods of doing the tasks, theoretical and practical concepts and principles of participatory management and teamwork should be transferred to the staff and should be considered as a value.

Conflict of interest

The authors declare no conflict of interest

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