Providing Solutions to Assess Effectiveness of Human Resource actions in Tehran Electrical Distribution Co.

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ABSTRACT: Based on the facts, we compared models to reach a comprehensive theatrical background to analyze effectiveness of HR actions. Our results confirmed that constructs such as empowerment, competency developing, and information sharing and procedural justice impact directly and indirectly on HR actions. Finding showed that when HR actions are performed effectively, commitment of employees increases, leading to productivity level.

KEYWORDS: HR actions, effectiveness assessment, empowerment, solution, Tehran electric distribution.

1   INTRODUCTION

As there is no definite method or tools to measure HR potential competencies and actions, assessing effectiveness of this subject might be a tough task, even impossible. Particularly, individuals who assess this actions may will be influenced under their mindset, discrimination, affect or sense, missing justice in the assessing process. However, it is believed that if we cannot measure HR actions by justice, is better to avoid it. Today, all organizations wheatear state or private, require an effective system of assessment for HR actions in order to achieve growth, sustain development and survive. Effective organizations not focus only on data analysis. They intent to utilize them to enhance organizational performance, realize the mission and planned strategies. It's worth pointing out that the major tool for of HR management, is to evaluate effectiveness of employee's actions, even though the aim of this assessment is to develop and improve HR activities, not to control their organizational actions. [1]

From two perspective, we can explain assessing of HR actions. There are two approaches: traditional and modern. According to traditional view, judgment, reminders for controlling measures are used for assessing which is based on directive style. This approach simply consider activities which conducted in the past. Modern approach focus on training, developing of HR capacity, improvement and development of individuals as well as progress of organization and its activities. In addition, pay attention to provide services, participation of stakeholders, motivate and sharing responsibility of HR in order to improve quality, optimize activities and enhance operations to identify strengths. The origin of this approach traces to contemporary, assessing a system by using modern methods and techniques. [2] Today, Human resource competency and knowledge, relations with customers and suppliers, product and service quality are defined as most valued capital for an organization, in comparing with physical asset [3]. Tehran electrical distribution company annually is suffered from lack of suffiency of effective assessment oh HR activities. Due to this challenges, this company faces with problem to reach its settled objectives. Regarding the importance of this subject, this research intents to explore solutions to assess effectiveness of Human resource actions in Tehran electrical distribution company to provide effective solutions to assess HR actions.

2   LITERATURE REVIEW

If in an organization, the level of assessment of actions simply involves individuals, the effectiveness of assessing is performed by different metrics. Organizations, individuals or organizational units that perform works, apparently are considered as only part of the whole system. However, this consideration should be comprehensive Regarding organization's overall strategies and its mission, are defined as a tool for establish a comprehensive system for management. This approach foe assessing actions would be a real, justice-driven and reliable [4]. This approach involves a consecutive series of activities and actions logically and objectively. In the Following, we intended to provide required steps in order to assess effectiveness of HR actions.

Hook & Foot postulate that evaluation of HR actions consists formalization process, providing feedback to HR actions in order to identify talents, developing them for the future. Werther and Davis (1998) believe that assessing HR actions is a process in which these activities are measured. [5]

Efforts to assessing of HR actions should consider a framework. Experts for enhance this effectiveness suggest following processes which is known as model for assessing effectiveness of HR actions:

1- Developing indicators and elements and define measures for unit assessing.
2- Weighting the criteria, in terms of their importance.
3- Standardizing and determining the optimal conditions for each indicator.
4- Declaring expectations and measures to whom might be assessed standard has already been set.
5- Analysis data. [8]

A reliable assessment helps organizations to compare their performance, planning for future and settle strategies. Recent studies show that HR actions impact directly on organization's performance [9]. Then, it is important to focus on effectiveness of assessment in order to enhance organizational performance.

In this study, we consider a valid model for evaluation of HR actions in Tehran electrical distribution company. We consider Laver Model which explains items such as Empowerment, Developing competency, Information sharing and Procedural justice [10].

According to Laver model, to assess effectiveness of HR actions four items were highlighted:

Empowerment: is the process in order to increase of authority or the power of employees to make decision. Developing competency: involves planning such as job rotation, mentoring by which employees feel that, they are considered as competitive advantage for organization. Information sharing: describes the awareness of employees toward environment of organizations. Procedural justice: refers to notion that employees feel fairness in the processes of their compensation or reward [11].
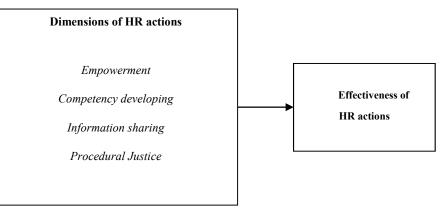

Fig. 1.   Research Conceptual Model

The proposed study of this paper considers the Lover model, consisting four hypotheses:

H1: Empowerment would affect the effectiveness of HR actions
H2: Developing competency would affect the effectiveness of HR action
H3: information sharing would affect the effectiveness of HR actions
H4: Justice would affect the effectiveness of HR actions

3 ANALYSIS

VALIDITY AND CREDIBILITY

Regarding use of valid questionnaire for assessing effectiveness of HR actions which from was selected based on Laver model, we selected scale items based on the model and experts suggestions to ensure content validity. As mentioned earlier, we computed the Cronbach's alpha for each items to assess scale reliability. All items were above the commonly accepted value of 0.7 in each case, supporting reliability of research questionnaire.

$$N= \frac{z^2 pqN}{Nd^2 + z^2 pq}$$

Where N is the population size, P=q=50%, z is CDF of normal distribution and d is the maximum deviation. The number of sample size is calculated as n=355. This study is based on survey-descriptive method which commonly is used for study

Social sciences [12]. The survey was performed using questionnaire. We distributed questionnaires among employees, supervisors and managers in Tehran electrical distribution co. Prior to analysis data, we assessed its validity and reliability.

4 TESTING HYPHOTETIS

For hypotheses testing, we use Software Package for Social Science. We analyzed questionnaires through SPSS software. These findings come up:

Empowerment influenced effectiveness of HR actions in Tehran electrical distribution co. As shown in Table 1, Pearson coefficient (r) for this relationship resulted in 0.67, which was found significant on p<0.0001, supporting hypotheses H1.

In hypothesis 2, we assume that developing competency would affect the effectiveness of HR action, Table 1 illustrates that Pearson coefficient (r) for this relationship resulted in 0.63. Thus, H2 is supported.

In hypothesis 3, we suppose that information sharing impacts on effectiveness of HR actions in this company, Table 1 shows that Pearson coefficient (r) for this relationship is 0.45, which is significant on p<0.0001, providing support for H3.

In addition, H4 is supported. Table 1 reveals that that procedural justice effects on effectiveness of HR actions, demonstrating that Pearson coefficient (r) for this relationship is 0.55, which is significant on p<0.000. According this findings, all supposed hypothesis were supported.

Table 1. Simple Correlation Coefficient of HR actions in Tehran electrical distribution co.

Predict Variable	Variable	r	Significant Interval	n
Empowerment	Effectiveness of HR action	0.67	0.0001	355
Developing HR Competency		0.63	0.0001	
Information sharing		0.45	0.0001	
Procedural Justice		0.55	0.0001	

5 CONCLUSION

Based on data analysis, the results indicate that Tehran electrical distribution co. needs to identify creative and innovative HR, in order to realize its objectives and reach to dynamic level and growth. Due to appropriate performing of effectiveness assessment for HR actions, this tool might be effective in order to control and identify determinants. Finally, this involves motivation, qualitative and quantitative performance for organization's human resource. Several criteria are considered for evaluation of HR actions such as individual performance, behavior factors and individual features. It's suggested that it is better to use measurable indices for assessment rather than judging or mindful criteria.

Consistent with previous results, our results confirmed that constructs such as empowerment, competency developing, and information sharing and procedural justice impact directly and indirectly on HR actions. Finding showed that when HR actions are performed effectively, commitment of employees increases, leading to productivity level. More specifically, results indicated that HR actions are defined as two determinant factors on organizational effectiveness. Findings revealed

that empowerment influenced strongly on effectiveness of HR actions. According to this study, HR managers should develop a system based on empowerment in order to extend it broadly. Through empowerment planning, increases performance, feelings of engagement, and intrinsic motivation of employees. In other words, when an organization encourages independence of employees and involve them

Based on the findings, following alternatives are recommended for increasing effectiveness of HR actions:

Testing the acceptability of HR actions in order to establish regularity and managerial policies. Finding optimal solution to meet problems which provides satisfaction of employees and managers. Examining the major guidelines related to HR management functions including recruiting, planning, reward and punishment, education and so on. Developing an alerting system to identify critical points. Measuring successive progress by analyzing the situation of relations to explore gaps in HR actions. Finally, it is argue that factors like high ability of employees, sufficient budget and facilities provide success in assessing of HR effectiveness.

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