

Selection process of human resource managers in government units using AHP method

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Abstract: Human resource management is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. Human resource management is primarily concerned with how people are managed within organizations, focusing on policies and systems. The aim of this paper is Selection process of human resource managers in government units using AHP method. From the AHP results, we can understand that most important effective factor on Selection of human resource managers in government units is Personality. Moreover, the less important effective factor is Technical skill.

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1. Introduction

As its mentioned in part 17 of total policies of the fourth development programs of Islamic republic of Iran, official rules modification, in particular, attention to use honest and capable managers who are over 13000 persons, now, and their job welfare, is one of the main strategy in social works (landscape document, 1382). Human resources management is main requirement in organization. Human resources management is main requirement, is applicable knowledge, art and skill in modification and development of programs by which required human forces are used based on the goals and plans of social provision organization and their abilities and capabilities are improved toward reaching to maximum personal and organizational goals (Mir Sepasi, 1373). Human resources management is affected by external factors, globalization and job relations, management views and organization management actions and governmental rules (Robbins and Decenzo, 2002).

European scientist's researches led to considerable improvement in general model of "effective factors on human resources management in organization". This improvement includes attention to role, kind of economic rules and national culture (shah Alizadeh, 1378). Management selection is a special case of personal selection. At first, a real analyze of required condition of post should be done as possible, the job should be planned corresponded to organizational individual needs. In addition, job state should be compared and assessed so that it can be reacted faithfully about each of them. Among the factors which should be considered, technical, human, cognitive and drawing skills are mentioned which are different in different levels of organizational hierarchic. And required personal characteristics of the managers can be mentioned (Kundz et al, 1370).

However, potential managers hypothesis are accepted explicitly or clearly, each chief knows that he needs to all kinds of managers in different levels of organization (Kundz, 1955).

2. Literature review

This diversity weather in management levels or activity fields and managers duties, is detectable. But, all of them need to correct judgment, making decision, Ability to absorb others respecting etc (Parvin, 1954) Human resources management process has 7 main activities. Human resources planning, finding the staff, select, social acceptability, training and improvement, activities assessment, enhancement, replacement, demotion and tarragon (Stoner et al, 1994).

The goals of human resources management are:

1) Arrangement the duties include applicable planning in human resources, finding the staff, selection.

2) Maintaining includes safety and hygen, communication, staff's relations.

3) optimization training includes kind and familiar space creation for new coming staff, their training, their improvement, developing the job improvement (services plans).

4) Motivation includes applying motivating views and job planning, reward and staff benefits (Robbins desens, 2002). Robid kenz in 1955 in an article named "effective managers skills" which was published in "Harvard bins review" journal, mentioned managers skills. Based on his view, managers need to technical, humanic and cognitive skills.

Diagram1/ required skills

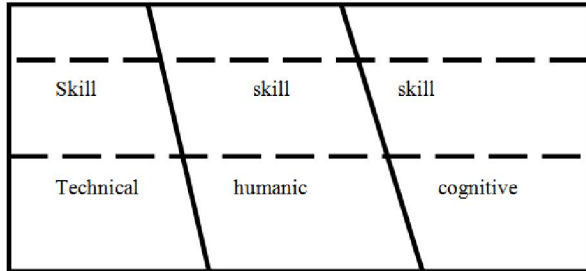
Management levels:

Excellent management (applicable)

Medium management (concordance)

Activity management (headship)

Diagram 1. required management skills in different levels of organization.(kenz view) so that people in low level are enhanced to upper levels and their requirement to conceptual and cognitive skills are increased, although technical and professional skill for them are decreased.



Therefore, headers in action levels need to considerable professional and technical skills, because they should supervise on action style by workers and technical forces, while, medium managers need to behavioral skills and a little bit to cognitive skills for cognition "complexity in organization" and its position for a work. But excellent level managers more than each skill, need to conceptual and cognitive skill and ability to analyze and planning the problems, because managers efficiency in particular, in excellent level needs to applicable resolutions for solving organizational problems (kuntz and others, 1998, page 402, kenz 1955 page 33- 42). Therefore, amount of requirement to cognitive, technical and professional skills are different based on levels of the organization, but needing to behavioral and humanic skills are felt in all levels of the organization seriously. In fact, one of the most impordant required skills for every executive manager is ability to react with human (Rezaeiyan· 1378).

Harold kenz et al in" management principals" book mentioned another skill named" drawing and problem solving skill " in ddition to kenz's skills. This skill shows ability to sole the problem in a method which has organization benefits. Kountz et al in his xook claimed that solving problem and drawing skill is related to excellent managers. Griffin in 1987· in addition to 4 mentioned skills added 2 other skills "analyzing skill " and identifying skill ". Based on this, managers have to have problem analyzing ability. They should be able to identify complicated conditions and analyze their related factors and get profit from these conditions (Grifin· 1987). Indentations skill makes the managers understand a condition but analyzing skill helps them determine what they do in a condition. In the other word, managers identify a problem or condition by its analyzing. It means that analyzing and identifying skills are supplement of each other and are 2 sides of a

coin. Some experts mentioned other skills such as mutual reaction skill includes effective listening skill· feedback skill and group work skill and aorking by computer (Rezaeian· 1381, Amipour· 1373).

3. Effective factors in selection of human resource managers

Based on the previous literatures, we focus on Seventeen Effective factors in selection of human resource managers. The factors used in relevant literatures are listed in Table 1.

Table 1. Effective factors in selection of human resource managers

Main factors	Marginal factors
Individual characteristics and properties	Personality
	Learning power
	Cognition and understanding
	Motivation
	Ethics and values
manage mental skills	Computer skill
	Group skill
	Skill in mutual personal relationship
	Analyze and identification skill
	Understanding skill
	Human skills
	Technical skill
Individual abilities	Age
	Gender
	Physical ability
	Mental ability
	Experiment and education

4. AHP

The analytic hierarchy process (AHP) is a structured technique for organizing and analyzing complex decisions, based on mathematics and psychology. It was developed by Thomas L. Saaty in the 1970s and has been extensively studied and refined since then. It has particular application in group decision making, and is used around the world in a wide variety of decision situations, in fields such as government, business, industry, healthcare, and education. Rather than prescribing a "correct" decision, the AHP helps decision makers find one that best suits their goal and their understanding of the problem. It provides a comprehensive and rational framework for structuring a decision problem, for representing and quantifying its elements, for relating those elements to overall goals, and for evaluating alternative solutions.

5. Data Analysis

This study uses 3 major criteria and 17 minor criteria that are shown in table 1.This study uses an expert interview method. The objects were

professional experts in Iran (12 experts). Data collected from the experts was analyzed with the AHP method. Here, the data achieved from Analytical Hierarchy Process (AHP) are depicted in table 2. According to the results, experts believe that the most important effective factor on selection of human

resource managers is Individual characteristics and properties; whose total weight is 0.539, and it is shown in table 2, manage mental skills with total weight of 0.297 and Individual abilities with total weight of 0.164 are known as the second and the third effective factor from experts' point of view.

Main factors	weight	Marginal factors	relative weight	Total weight
Individual characteristics and properties	0.539	Personality	0.248	0.134
		Learning power	0.244	0.132
		Cognition and understanding	0.138	0.074
		Motivation	0.222	0.12
		Ethics and values	0.147	0.079
manage mental skills	0.297	Computer skill	0.223	0.066
		Group skill	0.188	0.056
		Skill in mutual personal relationship	0.212	0.063
		Analyze and identification skill	0.124	0.037
		Understanding skill	0.133	0.039
		Human skills	0.071	0.021
		Technical skill	0.048	0.014
Individual abilities	0.164	Age	0.411	0.067
		Gender	0.214	0.035
		Physical ability	0.149	0.024
		mental ability	0.111	0.018
		Experiment and education	0.114	0.019

6. Conclusion

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion. The aims this paper is Selection process of human resource managers in government units using AHP method. the most important effective factor on selection of human resource managers is Individual characteristics and properties; whose total weight is 0.539, and it is shown in table 2, manage mental skills with total weight of 0.297 and Individual abilities with total weight of 0.164 are known as the second and the third effective factor from experts' point of view. From the AHP results, we can understand that most important effective factor on Selection of human resource managers in government units is Personality. Moreover, the less important effective factor is Technical skill.

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