

Investigation effect of human resources management performance on organizational performance improvement at the justice house of Qazvin

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Abstract: This study aimed to investigate the impact of human resources management functions on the performance of the judiciary house in Qazvin province. Statistical population this research is all judiciary house employees of Qazvin that was specified number of samples using Cochran formula and is analyzed. A questionnaire was used for data collection. For determine the validity and reliability of the questionnaire from Content reliability method and Cronbach's alpha coefficient was used and for answering questions related research and hypothesis test Structural equation modeling method is used. The survey Results of the research hypothesis showed that the variable of human resource management activities, organizational learning, organizational innovation and organizational performance are affecting but not affect on the capacity of knowledge management. The results showed that organizational learning is effective on organizational innovation and knowledge management capacity, but on organizational performance has not been effective. But the performance was effective organizational innovation on knowledge management capacity has not been effective. Also capacity of knowledge management has not been effective on organizational performance. Finally research results showed that organizational structure in inverse direction is effective on knowledge management capacity.

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Introduction:

Today, a major part of our life is spent in the organization or in relationship with the organizations. Any organization by performing multiple tasks or specialized is caused progress and survival of the work function Society. In the present world, for survive and progress and even maintaining the status quo, should continue modernity flow and innovation in our organization until prevent from stagnation and destruction, and for that, we must turn to innovation and creativity.

The organizations when they will achieve better performance which has particular competitive tools, in the field, survey of tools needed that can lead to better organizational performance, is felt strongly. Judiciary house because is governmental organization and institution that deals with the rights of the general public, in investigating the cases and issues and problems, requires distinct function from other organizations. Because failure in perform the duties because of ineffective organizational tools will lead to addle rights of others.

Considerable researches have done on the performance, from late of the decade 1907 in the form of words such as performance measurement, performance indexes, performance evaluation, and provision of public sector organizations in comparison

with quality produced (Holloway, 1999). There are two approaches in measuring performance: objective and subjective and both approaches have its own advantages and disadvantages (Allen et al., 2008). Today, this approach is not sufficient for assessing organizational performance. Because financial indexes were supplement of the machinelike nature the organizations and the time management philosophy (Niven, 2002). From the perspective of Tom Peters (1998), vision, managers perseverance and their protective measures is as a harbor that protect people from instability and being without target in the changes sea that throws them to the side and other side (Armstrong, 2006: 153).

There are two mainstream in measuring performance. Economic perspective emphasizes on the importance of market external factors such as the competitive position, and organizational perspective based on behavioral attitude and sociological and its compatibility with the environment (Andrew 2005). Relationship with the strategy evaluation emphasize on both economic factors and organizational as affecting factors on performance. (Tvorik & Mcgiven, 2009) have listed the performance as follows:

1. Alignment of organizational elements with the organizational environment is effective factor in improving organizational performance because

research results shows that different levels of environmental changes, require designing different structures. Also alignment between strategy and environment is emphasized and counts as a skill.

2. Tes (1984) argues that "an organization requires that its ability adapts and corresponds to its changing environment if seeking to achieve the best performance."

3. The results of the study indicate that seventeen to twenty percent of the variability in financial performance arising from membership in an industry (Paul, 1996).

4. Organizational rare resources, valuable, and inimitable in achieving advantage of organizations have a determinative role. Barney (2012) these resources is divided into three categories: physical and human capital.

5. The organizational loyalty to long-term vision is a key factor of success in creating internal consensus and enthusiasm for innovation and change. Creating such organizational purpose requires moral powerful leadership (Benis and Namys, 1985).

One of the most important aspects any organization is organizational structure. Perhaps can be considered it the main part of organization after the organizational goals. The structure is likened as the skeleton and the formation basis of other internal sectors of the organization and external environment. So most important effective factors in the creation and implementation of employee empowerment are ((organizational structure)). (Powell, 2002: 54)

In the variable and developed environment today, managers must continually adapt its organizational structure with the environmental conditions and take action necessary reforms in it. Understanding the main process and organizational structure helps to understanding the larger work environment and can prevent chaos in the organization. (Nelson, 2008)

Shine (1998) describes organizational structure based on three aspects, hierarchies, responsibility and inclusion and believe various degrees of this aspects also create different structures:

Hierarchy aspect expresses relative levels that are similar to an organizational chart.

The task aspect represents variety of tasks that should be performed in the organization.

Inclusion aspect indicates the distance or near of person to central core of organization.

Triple components that we used for the organization: 1-formality 2- complexity 3-concentration.

There is an inverse relationship between the concentration and complexity. Decentralization is associated with a high level of complexity (Richard, Al-deft, 13886).

High formality can be associated with a structure

centralized or decentralized structure (Richard, Al-office, 13886). It should be said that usually in organizations that have much centralization also in them much formality is seen (Alagheh band, 2005).

There are two approaches in measuring performance: objective and subjective both approaches have their own advantages and disadvantages (Allen et al., 2008) objective scales are more really, but in term of the coverage scope is limited financial data other and do not explain organizational aspects. Organizational rare resources, valuable, and inimitable in achieving competitive advantage of the organization have a determinative role. Barney (2012) these resources is divided into three categories: physical and human, capital. If job development be done at the individual level rather than group level, will leads to coherent work groups. For the jobs that demand teamwork and cooperation, this approach can increase the diversity in the group members. (Robbins, translated by Alvani and Danaiei fard 2008, 310). According to intensity of competition in the global markets, the pace of globalization and rapid technological growth can be said innovation be considered as an inevitable necessity for any organization. Therefore organizations must not only in order to achieve market success and sustainability in competitive advantage seeks to discover new opportunities, but also should have the development of products and markets at the center of their attention.

New ideas as spirit blown in the organization body and save it from destruction and annihilation (Dehghan Najm, 2009, 47). Innovation is a necessity prelude for excellence and development and progress of an organization and society and an awareness of the skills and techniques is inevitable necessity for managers. Over time, customers of organizations because of having mood Seeking diversity be tired and bored of obsolescence and duplicate of products, services or current methods in organizations and businesses need to innovation and transformation of their products and services and processes (Tavakoli, 2009).

Creativity and innovation will cause following cases (Noori, 2009):

- Growth and blossoming of the talents and impellent toward growth self-actualization
- Work, social, individual achievement
- Increasing economic growth
- The creation of the technology, goods and new services
- Success of the management and staff
- Growth and flourishes Organization
- motivate and engage a sense of competition
- providing the factors of production

In the changing and developed environment today, managers must continually adapt its

organizational structure with the environment and take action the necessary reforms. Understanding main process and the organizational structure helps recognizing the larger work environment can also prevent chaos in the organization. (Nelson, 2008)

Zanko et al (2008) a careful study has done about the activities of human resource management and of internal organizational policies. Research results showed that the innovation of product or service has been associated with activities of human resources management.

Jimenez and Valeh (2008) confirmed increasing innovation by human resource management.

Jantunen (2007) in his statement believes that assets based on knowledge and organizational learning capabilities for organizational innovation capabilities are count critical factors.

Rahman seresht et al. (2001) began research entitled "The relationship between organizational structure and management of knowledge in the company Iran Khodro". The results showed that the organizational structure and its aspects with the management of knowledge in the above unit there is a meaningful relation.

Safarzadeh et al (2012) began research to investigate the "the impact of knowledge management strategies on innovation and organizational performance". The results show coding and personalizing knowledge has a positive impact on innovation and organizational performance and also these variables have a positive impact through innovation on organizational performance and between innovation and organizational performance there is a meaningful and positive relationship.

Matoofi et al (2010) in a study investigates "The role of tendency to learning, on innovation and organizational performance". They in the research were seeking explanation of relationship and effectiveness of three explanatory variables, pivotal learning (commitment to learning, open thinking and common vision), on innovation and the innovation on three explanatory variables of the business performance (market share, the percent of new product sales to total sales, the investment return) respectively. Their findings show the positive effects of pivotal learning on innovation and also the innovation on the business performance in level of small production and service businesses.

Research entitled "Effectiveness of knowledge management and technological innovation" by Naserdin was conducted in 2010. This article seeks to investigate the relationship, the effectiveness of knowledge management (effectiveness of education knowledge, effectiveness of the knowledge dissemination, the effectiveness of the knowledge interpretation) on technological innovation (innovation

in product and innovations in process). The survey data is extracted from the 171 large corporations in manufacturing industry in Malaysia. Regression results showed that the effectiveness of science education have alone positive relationship and considerable with innovation in education, knowledge product. When companies is effectiveness in science learning, its innovative capacity likely increases that enable them produces new products and distinctive. On the other hand, relationship was not found between the effectiveness of knowledge management and innovations in process.

Research entitled "The systematic vision of knowledge management and organizational learning and organizational innovation" has been done by Liu 12 and colleagues in 2011. The results show that organizational learning is a mediator variable between knowledge management and organizational innovation, just as a system, knowledge management has been considered as a valuable input and learning a key process and organizational innovation as vital output. Cao (2011) in a research have investigated "how to improve organizational performance through the knowledge and organizational learning" industrial companies in Taiwan, his research results show that human resources management strategy on innovation, organizational learning and organizational performance has a positive effect. The results also show that innovation and organizational learning are both from factors affecting the organizational performance.

Chen & Hong (2009) in an article investigate the intermediary role of knowledge management in relation to organizational jobs and innovations in performance. In this research been used regression method to evaluate the relationship and the study results have shown that strategic human resource methods is positively associated with the knowledge management capacity. Knowledge management strategic ways also in turn have meaningful and positive effect on innovation performance. The findings also provide evidence that the management knowledge capacity plays intermediary role between strategic human resource methods and innovation performance.

In another study that has been done by the Centre of Ernst & Young (2009), for innovation and trade, the benefits of knowledge for organization have been studied, and respectively benefits such as improved decision making, increase the answering, sense of responsibility, efficiency, innovation, flexibility, improved quality, reducing duplication and capabilities for the organization that has knowledge management.

Sharon Lawson (2012) a research did about the relationship types of organizational culture and

knowledge management. The results show that organizational culture has a positive relationship and knowledge management. Hierarchical culture does not support the successful application of knowledge management. The market culture has shown that innovation supports knowledge management. Also about the group culture particular democracy is not seen convincing results in relation to the impact of the two types of culture in support of knowledge management.

Nicholas Lopez and Mornov Serdan (2011) in an

article have examined relation between strategic knowledge management, innovation and performance.

In this experimental study, 310 Spanish organizations have been studied using structural equation modeling. Results have shown that both knowledge management strategy (coding and personalizing), directly or indirectly, innovation and organizational performance is affected. The findings also suggest that different strategies of knowledge management affect various aspects of the organizational performance.

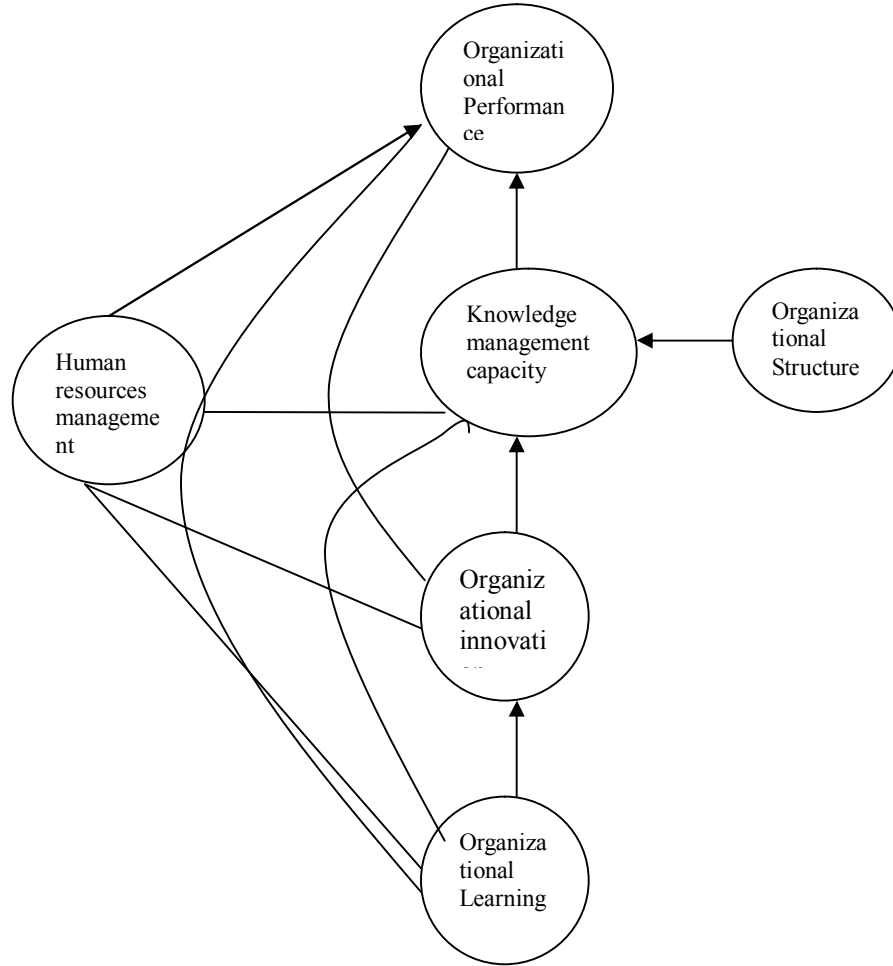


Figure 1: Conceptual Model of Research

Methodology:

This study, in terms method is from type of researches "descriptive" - "survey" and given that examined simultaneous relationships between variables, also is from type of "solidarity" researches.

Population of the study is employees of the judiciary house of Qazvin province according to the inquiry that was conducted number is 300 persons. Sample size due to the limited population is determined by Morgan table et al and its size is determined equal

to 169, sampling method is simple - class random relative sampling.

For describe the population studied, descriptive statistics (averages, standard deviation, frequency charts and tables sharing and difference ratios) in the form of software spss18 is used. As well as for investigate the relationship between latent variables and hypothesis test and also to assess construct validity is used from the method of structural equation modeling in the form of software Smart-pls.

Data analysis:

Quantity-oriented researches looking for quantitative data and cause a lot of data.

In order to data be understandable, is necessary to be organized systematically, in terms of volume be summarized as understandable and meaningful data until sample be described properly, accurately and understandable, so that the reader has a clear idea from the amount and sample status of data and how to them change (Mirzai, 2008, 497). Data analysis is the process of multi-stage in which the data is provided that collect through the use of the tools in the statistical sample, summarization, coding, classification, and finally processed until be provided the field a variety of analysis between data in order hypotheses test (Khaki, 2005, 305). In this study also after the collecting the questionnaires, data have been encoding and entered into SPSS software. This chapter contains the findings from research and is composed from two main parts. The first part is consisted descriptive statistics and description demographic variables studied sample. Descriptive statistics is such as frequency tables, average, standard deviation and The second part is inferential statistics, including analysis of construct validity measured in this study and testing hypotheses. Software used for data analysis software package SPSS version 18 and smartpls software package version 2 are.

The data in Table 1 indicate that respondents studied have formed the 68.8 percentage of women and 38.2 % of men, to show from superiority of woman population of statistical sample in terms distribution of gender variable. In this table, since there is no case

unanswered, frequency percentage and valid percentage is similar.

Table 1: Distribution of the sample according to gender

Gender	Frequency	frequency percentage	Cumulative frequency percentage
Man	65	38.2	38.8
Woman	105	68.8	100
Sum	170	100	100

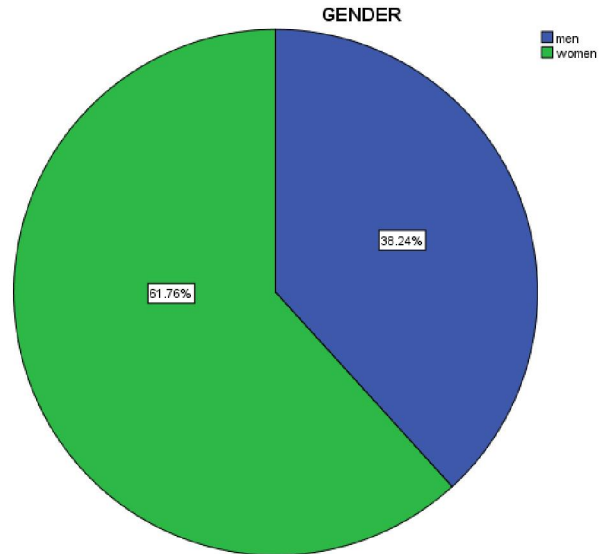


Figure 2: Diagram circular the variable gender subjects

Table 2: results of correlation coefficient between main variables research

Variables	Organizational Structure	Organizational Performance	Knowledge management capacity	Organizational innovation	Organizational Learning	Human resource management activities
Organizational Structure	1					
Organizational Performance	00.662**	1				
Knowledge management	00.521**	00.433**	1			
Organizational innovation	00.524**	00.621**	0.406**	1		
Organizational Learning	00.583**	00.592**	0.597**	0.633**	1	
Human resources activities	00.587**	00.629**	0.462**	0.536**	0.536**	1

A kind of latent variables in structural equation modeling relationships is based on correlation (concordance). Correlation is the relationship between two variables in a model, but non-directional 14 and the nature of this type of relationship is evaluated by correlation analysis 15. Table 2 shows Pearson correlation coefficients for the relationship between hidden variables are two by two linked. Over main diameter of matrices is located the number one, in order to each variable have complete correlation with itself. Some of these coefficients are meaningful at the confidence level 99% (amount of meaningful level is less than 1%) and with a mark (**) were identified. Some others are meaningful at 95% confidence level with a mark (*) were marked. Coefficients that have no special sign indicate the absence of a meaningful relationship is at 95%. A positive correlation indicates

a positive coefficient between the two variables is direct.

Table 2 shows that between all of dependent and independent variables at a confidence level of 99% there is a meaningful positive relationship. The correlation coefficient shows the amount and intensity of the relationship between the variables. Table 1 also shows that there is no relationship intensity between independent variables that are above 70 percent that according it creates problem of same line.

Table 3 shows the results of the research structural model for the hypotheses test. According amounts presented in this table when meaningful number is achieved more than (1.96) or less than (-1.96), then above hypothesis is confirmed. Amount of path coefficient shows the seriousness effect of dependent variable on the independent variable.

Table 3: Checking the hypothesis based on the structural model

Hypothesis	Path	Path coefficient	T-statistic	Conclusion	
1	Human resource management activities	Organizational Learning	0.7512	18.701	Confirmed
2	Human resource management activities	Knowledge management capacity	0.0104	0.072	Rejection
3	Human resource management activities	Organizational innovation	0.2018	1.988	Confirmed
4	Human resource management activities	Organizational Performance	0.3435	0.459	Confirmed
5	Organizational Learning	Organizational innovation	0.4874	0.088	Confirmed
6	Organizational innovation	Knowledge management capacity	0.0186	0.155	Rejection
7	Knowledge management capacity	Organizational Performance	0.0974	0.082	Rejection
8	Organizational Learning	Organizational Performance	0.0904	0.649	Rejection
9	Organizational innovation	Organizational Performance	0.3420	2.140	Confirmed
10	Organizational Structure	Organizational Performance	-0.4119	-3.349	Confirmed
11	Organizational Learning	Knowledge management capacity	-0.3672	-0.2149	Confirmed

Conclusion:

This study sought to evaluate the effect of human resource management functions designed on improving organizational performance in judiciary house in Qazvin province. After generalities design the research with valuable guidelines honorable supervising professor, the proposal was discussed and approved at the Council of Graduate Studies Council was respectable. Then the researcher in line with conducting the survey into the operational phase and began to explore for collect research literature and library resources. After preparing literature and

formulating hypotheses using Theoretical Principles of research valid articles relevant questionnaire of Latin extracted and available staff were in Qazvin province Justice. . Then, taking advantage of the questionnaire and opinions in line with staff in line with the subject of the study, the researchers using of statistical tests to examine and its output is evaluated.

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