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The Role Of Core Competency Of Human Resources In Achieving Organizational Excellence: Applied Study In Public Company Of Electrical Industrial

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Abstract

The current research aims to test the relationship linkage and the effect between the core competency for human resources and organizational excellence, the problem of the research is the role of core competency of human resources in achievement organizational excellence in the state company of electrical industry. A questionnaire was used in data collection depending on the distribution of (58) questionnaire to the research sample. Data were analyzed using (SPSS) program. Using a number of statistical tools to test the research hypothesis. The research came out with a set of conclusions, one of the most important thinks was that there is a linkage and impact relation between core competency of human resources, it's variables (leadership competency, intellectual competency, self-management competency, make decisions competency) and organizational excellence as a whole. The research came out with many suitable recommendations.

Keywords: Core competency of human resources, Organizational excellence.

El papel de la competencia central de los recursos humanos en el logro de la excelencia organizacional: estudio aplicado en la empresa pública de Electrical Industrial

Resumen

La investigación actual tiene como objetivo probar el vínculo de la relación y el efecto entre la competencia central para los recursos humanos y la excelencia organizacional, el problema de la investigación es el papel de la competencia central de los recursos humanos en el logro de la excelencia organizacional en la empresa estatal de la industria eléctrica. Se utilizó un cuestionario en la recolección de datos dependiendo de la distribución del (58) cuestionario a la muestra de investigación. Los datos se analizaron mediante el programa (SPSS). Usando una serie de herramientas estadísticas para probar la hipótesis de investigación. La investigación arrojó una serie de conclusiones, una de las ideas más importantes fue que existe una relación de vinculación e impacto entre la competencia central de los recursos humanos, sus variables (competencia de liderazgo, competencia intelectual, competencia de autogestión, competencia para tomar decisiones) y excelencia organizacional en su conjunto. La investigación salió con muchas recomendaciones adecuadas.

Palabras clave: Competencia central de recursos humanos, Excelencia organizacional.

Introduction

Since the early stages of its emergence and development, the administration has witnessed serious discussions regarding the human resources of the organizations. Among the most important issues related to human resources at the present time is the core competency of human resources. Excellence has become an important feature of the business world. Managers and employees in organizations are an excellent gateway to create competitive advantages that provide high quality products and services to customers. Each organization seeks to achieve its mission and objectives through the practice of many activities and tasks that require different skills, knowledge and behaviors, from which we recognize the importance of human resources, how to build and use them, because it is one of the factors that play a major role in achieving organizational excellence. The

definition of the concept of core competencies depends on the strategic thinking of the organization, the nature of its business units, as well as the most important characteristics it has, and its concept varies according to the nature of the industry in which the organization operates. Core competencies are often composed of intangible assets such as culture, individuals, knowledge, and tangible assets such as technology. It is also related to the ability of the organization to create the added value of its customers. It is one of the necessities of survival and growth in the work. In order to be effective, it must be integrated into individuals, who are integrated into a specific situation and the organization enables them to deal with this situation efficiently to meet work requirements. Some of the core competencies result from the reputation of the organization, or through the services it provides, and are essential to the success of adaptation with environmental changes. Organizations have used the concept of core competencies in human resources management to improve the performance of their staff (Abbas, 2013: 69). Excellence is a comprehensive and integrated concept. It is a reflection of the thought and development of management. The concept of excellence was created to express the need for a comprehensive approach that combines the elements and elements of building organizations on a superior basis that achieves their abilities in facing the changes and external conditions surrounding them, and achieve full coherence and consistency among its own components, and invest their core competencies, excel in markets and bring benefits to stakeholders - owners, employees and customers (Al-Fatalawi, 2013: 79). The General Company for Electrical Industries was chosen as a field to test the practical aspect of this study, because this company has human resources capable of making the company distinct and in a competitive position with similar companies in the industry.

Research methodology

The problem of research

Diagnosing the relationship between the intrinsic ability of human resources and organizational excellence in the General Company for Electrical Industries is one of the main features of the research problem. To be more detailed, the following questions must be answered:

- * What is the level of the estimated human resource dimensions of the company being investigated?
- * What is the level of organizational excellence dimensions in the company being investigated?
- * What is the nature of the relationship between the dimensions of the es-

timated human resources and the dimensions of organizational excellence in the company in question?

* What is the nature of the impact of the critical dimensions of human resources in the dimensions of organizational excellence in the company being investigated?

Research importance

The research acquires its importance through the importance of the investigated variables. The research focuses on the important variables of human resources and organizational excellence, which have a significant impact on the performance of the business organizations and achieve their competitive advantage.

Research goals

The research aims to identify the level of both the core competency of human resources and organizational excellence in the company being investigated. As well as the pursuit of coherence between the theoretical and practical reality through the principles and theoretical foundations on the ground, and the use of developed standards for researchers.

Research model

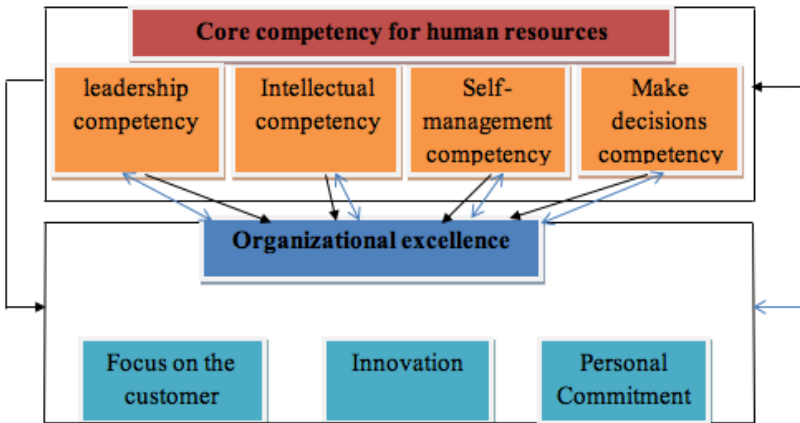


Figure (1) Research model Correlation ↔ Effect ←

H1: There is a significant relationship between Core competency for human resources and organizational excellence.

H2: There is an impact of the Core competency for human resources to achieve organizational excellence.

Search scale

The questionnaire was used as a basic tool to collect the necessary data and was divided into two parts. The first part was devoted to the independent variable of the core competency of human resources with (18) questions. The second part was devoted to the adopted variable of organizational excellence with (12) questions. The Likert-Scale is used to convert descriptive views into quantitative formulas.

Literature review

Core competency for human resources

Organizations have looked at core competencies as a major source of competitive advantage that they can achieve through the skills, knowledge and experiences of scarce human resources that are hard to imitate by competitors. The core competency of human resources has been defined as the ability of individuals to apply special knowledge and skill to a particular function that can contribute to the positive results of many participants (Sfusd, 2010: 1). They are also defined as individuals who have the knowledge, skill and ability to perform functions more efficiently than others (Dempsey et al, 2011: 2). From here, it is possible to define the The core competency of human resources as some of the special characteristics possessed by some individuals working in a particular organization that can be exploited in order to raise the efficiency of the performance and then reach the organization to the state of excellence.

Types of core competency for human resources

Core competency of leadership: Leadership is defined as actions whereby a person affects the rest of the group to achieve their limited goals. Organizations can, through leadership competency, ensure cooperation with others in achieving their goals. Any working group can not successfully complete its tasks and duties without effective leadership. It is the persuasion of individuals and innovation in ideas and decisions that distinguishes leadership competency against mere power. One of the most important components of the ability of leadership within the organization: leadership of others, communication, creating a positive organizational climate, developing others, and obtaining results (Lahart, 2011:11).

Intangible Core competency: It refers to the individual's mental ability to think, acquire, store, retrieve, manipulate and use information. It focuses on developing and improving the abilities of the staff towards creative analytical thinking, which improves the quality of decision making.

Faced by the Organization. One of its most important operations is the availability and creation of the environment and culture necessary for the recycling and application of the organization's knowledge (Bellawi & Hussein, 2007: 15). Core competency of self-management: It includes moral integration, self-direction, balancing work and life requirements, developing awareness, perceiving oneself as a natural, social and spiritual being. As well as the ability to adapt positively to the changes in the work environment, as well as the ability to base the rules of ethics, integrity, work balance and personal leadership and flexibility and self-awareness of development (Sheikhli, 2009: 83).

Core competency of decision-making: Decision-making is the process of choosing the best alternative among the many possible alternatives for reaching the goal, solving problems and taking advantage of opportunities. There are many criteria leading to make decisions, the most important being the reduction of costs, the availability of time, the increase in the volume of production, Collective decisions that occur within interactive groups, focusing on identifying and distinguishing issues, problems and opportunities, comparing information from different sources and using effective methods of selecting and scheduling business (Yu et al, 2009: 4).

Organizational excellence

Excellence is defined as the manufacture of products or the provision of high quality services to a class of customers, especially those who are willing to pay higher prices through the strategy of excellence (Hitt et al, 2007: 86). Excellence is also defined as a strategy to produce products and services that are unique in the industry and targeted directly to customers who are sensitive to price (David, 2009: 213). Excellence can be defined as the art of the organization providing its products and services differently than the products and services of competing organizations.

Organizational excellence dimensions

Focus on the customer: Focusing on the customer is a fundamental pillar and part of the organization's overall culture that promotes values and solidifies this focus. It is a set of beliefs that place the interest of the customer in the first place, which does not exclude other parties such as owners, managers and employees. The focus on the customer is the basis and the driving force behind the term quality and continuous improvement and therefore reflected on the success of the organization. The organization must be a good audience for customers and be responsive to their needs and desires. This requires a full understanding of the internal processes of the customer as well as their future needs, and this will reflect on their

appeal and raise their loyalty to this organization . (Tae & Abadi, 2010: 154).

Innovation: Innovation is the introduction of new processes and products through the development of work and techniques used, through the individual's orientation towards the use of his thinking and mental abilities in the context of the different surrounding effects . In order that organizations to continue to innovate with new and continuous products, their strategy should focus on: research, design and development functions in an exceptional and significant manner, high quality of service, and the ability to develop production equipment's (Fatalawi, 2013: 115).

Personal Commitment: Commitment is an important part of the relation between the organization and the individual because of the organizational, psychological and work-related aspects. It is one of the links between employees and organizations. It has an impact on the behavior of individuals as well as a reflection on the individual and the organization that works in, because it has an impact on the efficiency and effectiveness of organizations and excellence, as it avoids a lot of economic and social costs at the level of the individual or groups (Hawas, 2003: 58).

Description and diagnosis of the answers of the research sample Independent variable: Core competency of human resources

The variable is measured by the Core competency of human resources through four basic dimensions (leadership competency, Intellectual competency, Self-management competency, Decision making competency). Table (1) shows that the general arithmetic mean was (3.59), which is higher than the expected mean of the scale of (3), with a standard deviation of (0.86) and a coefficient of difference of (23.95%). This indicates that there is an interest in the human resources among the sample's individuals.

The leadership competency achieved a higher mean of (3.70) and a standard deviation of (0.81) and a coefficient of difference of (21.89%). This indicates that human resources have the ability to create labor relations in a way that helps build positive working teams among employees. And they are interested in the positive attitudes and skills necessary to lead and guide other employees. And that it has the ability to comply with company policies, procedures and instructions. It has the ability to assess the performance and behavior of other employees and provide them with positive feedback to ensure positive improvement. It also has the ability to motivate and encourage other employees to ensure that they do their utmost work.

While the decision making competency achieved a mean of (3.60) and

a standard deviation of (0.87) and a difference coefficient of (24.16%). This demonstrates that human resources are able to identify the main components of the problem, it's main causes, dimensions and immediate and future effects. And that it has the ability to collect and interpret all basic and fundamental information concerning the problem that occurs at work. And has the ability to provide a range of ideas and recommendations to serve decision makers. It also has the ability to consult with others and to take their views on decisions to be taken.

The Intellectual competency achieved a mean of (3.56) and a standard deviation of (0.87) and a difference coefficient of (24.43%). This demonstrates that human resources have the ability to streamline information by deriving it to illustrate complex situations and building the growing strategic thinking of other members. And it has the ability to analyze and disseminate information quickly and simply to face multiple problems and changes. And has the ability to help other employees solving problems related to their jobs. They also have the ability to manage the time and efforts of their jobs.

Finally, the self-management competency achieved a mean of (3.53) and a standard deviation of (0.91) and a difference coefficient of (25.77%). This demonstrates that human resources are able to identify their strengths and weaknesses well. And they have the ability to make situations that occurs in work into opportunities to develop and expand experience and optimize the experiences and make use of experiences of others. They can control themselves and feel confident when there is no direct supervision over them. And they have the ability to look at things from the perspective of others and understand their behavior. It also have the ability to change ideas and opinions at work to serve the state of communication with any new and useful opportunities.

Table (1) Description and diagnosis of the responses of the research sample to the Core competency of human resources

Dimensions of Core competency of human resources	\bar{x}	SD	COV
leadership competency	3.70	0.81	21.89
Intellectual competency	3.56	0.87	24.43
Self-management competency	3.53	0.91	25.77
Decision making competency	3.60	0.87	24.16
Total	3.59	0.86	23.95

The variable adopted: Organizational excellence

The organizational excellence variable was measured in three basic di-

mensions (customer focus, innovation, personal commitment). Table (2) shows that the general arithmetic mean was (3.68), higher than the expected mean of the scale of (3), a standard deviation of (0.85) and a difference coefficient of (23.09%). This indicates that there is an interest in organizational excellence in the research sample.

The customer focus achieved a mean of (3.76) and the standard deviation (0.83) and the difference coefficient (22.07%). This demonstrates that the company places customer care at the top of its priorities. And tries to engage customers in their operations by listening to their proposals. And aims to establish a distinctive image in the minds of its customers. And maintains customer contact services after the sale.

Innovation achieved a mean of (3.65) and a standard deviation (0.83) and a difference coefficient (22.73%). This demonstrates that the company encourages employee creativity. And that staff were constantly introducing new ideas. The company provides incentives for new ideas. The company believes in practicing the experience of new ideas.

The personal commitment achieved a mean of (3.63) and a standard deviation of (0.89) and a difference coefficient of (24.51%). This demonstrates the company's good relations with employees. It believes that staff are a very important element. There is a good commitment of staff towards the company. The company considers the employees to be real assets.

Table (2) Description and diagnosis of the responses of the research sample for organizational excellence

Dimensions of organizational excellence	\bar{x}	SD	COV
Personal commitment	3.63	0.89	24.51
Customer focus	3.76	0.83	22.07
Innovation	3.65	0.83	22.73
Total	3.68	0.85	23.09

Analyzing the correlation between the core competency of human resources and organizational excellence

Table (3) shows the correlation matrix showing the relationships between the core competency of human resources and the organizational excellence. It was found that there is a significant relationship between the core competency of human resources and the organizational excellence. The value of (t) calculated (6.58) is greater than the tabular value of (2.330) below the level of (0.01), The correlation value (0.525) is a positive correlation

supporting the validity of the first hypothesis (There is a significant relationship between the core competency of human resources and organizational excellence), this result means that the surveyed company adopts the core competency of human resources to achieve organizational excellence.

Table (3) Interrelationships between the core competency of human resources and organizational excellence

Independent variables	Dependent variable	Correlation of coefficient	t-test
leadership competency	Organizational Excellence	0.576	6.264
Intellectual competency		0.507	6.734
Self-management competency		0.486	6.901
Decision making competency		0.531	6.421
Core competency of human resources X	Y	0.525	6.580

Analysis of the impact of the core competencies of human resources in achieving organizational excellence

Table (4) shows the results of the regression analysis between the core competency of human resources and organizational excellence. It is noted that there is a moral effect of the core competency of human resources in achieving organizational excellence. The value of (f) calculated (10.742), which is greater than the tabular value of (1.836) below the level of significance (0.01). Observing beta coefficient (0.37), which indicates that the change of one unit in the core competency of human resources is accompanied by a change of (0.37) in organizational excellence, this indicates the importance of core competency of human resources to achieve organizational excellence. The value of the (R²) was 31.1%. It indicates that 31.1% of the total variation in achieving organizational excellence is determined by the study sample's understanding of the core competency of human resources and how this affects the achievement of organizational excellence, and the remaining percentage represents the rate of influence of other variables unknown. This result confirms the validity of the second hypothesis (there is an impact on the core competency of human resources to achieve organizational excellence).

Table (4): A simple regression analysis between the core competency of human resources and organizational excellence

Independent variables	Dependent variable	%(R ²)	f	B	a
leadership competency	Organizational excellence	32.7	11.362	0.382	1.653
Intellectual competency		29.4	9.831	0.374	1.848
Self-management competency		30.2	10.463	0.346	1.944
Decision making competency		31.9	11.312	0.378	1.642
Core competency of human resources X	Y	31.1	10.742	0.37	1.771

Conclusions

1- The possession of the human resources in the inspected company shows a number of Core competencies that allow it to carry out the tasks and duties assigned to them, in a way that is reflected in it's success compared to other companies.

2- It turns out that the Core competency of human resources play an important role in achieving excellence of the company, as this capacity is the most valuable resources of the company can be developed constantly, as well as difficult to be imitated or simulated by competitors.

3- It turns out that the company can get rid of the high failure rates compared to other companies, if it can increase the organizational excellence of its working members and that will increase the organizational distinction in the community, which in turn reflected the high confidence in the products provided to them.

4- In interviews with individuals (research sample), there was ambiguity in the concept of Core competency, especially with regard to self-management and intellectual competency. Some of these competencies are available but they do not know how to develop and invest them optimally.

5- The results of correlation analysis revealed a significant correlation between the core competency of human resources and organizational excellence. This leads us to the validity of the first hypothesis and its subsidiary hypotheses. The formula and the magnitude of this correlation were first in terms of leadership competency and then decision making competency and then intellectual competency and finally self-management

competency, this means that the ability to achieve excellence increases as the ability of the leadership competency prevails, followed by the decision making competency, and so on.

6- The results of the regression analysis showed a moral effect of the core competency of human resources to achieve organizational excellence. This leads us to the validity of the second hypothesis and its sub-hypotheses, the priority of the influence of leadership competency and then decision making competency and then the intellectual competency and finally the self-management competency to achieve organizational excellence.

Recommendation

1- The need of the company to identify ways to build the core capacity of it's human resources based on the results of performance assessments, and identify the main reasons behind the decline in human resources competencies.

2- The need to enhance the role of human resources in achieving excellence for the company in question and encourage them to do their utmost in service, through the adoption of a series of incentive programs that raise the morale of human resources and strengthen their loyalty to it.

3- The necessity of establishing workshops and lectures for the human resources in order to familiarize them with the importance of the core competencies and mechanisms to strengthen them because of the benefits both to the human resources and the organization.

4- The company should make improvements in staff skills and capabilities in order to increase it's excellence, improve production and service processes, and generate new ideas and innovations that are reflected in the products it offers to it's customers.

5- The company should invest the core competency of human resources in enhancing it's excellence, especially through intellectual competency and self-management competency.

6- The need of the company to develop a plan to reconcile the competencies of leadership and decision-making of human resources, and it's objectives and high level management's plans, to avoid conflicts that may occur between senior management and lower levels within the company.

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