

## Study of the relationship between human resource merits and loyalty as the factors of Islamic morality values in Tehran City Hall

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**Abstract:** The purpose of this paper is to study the relationship between human resource merits and loyalty as the factors of Islamic morality values in Tehran City Hall. The Statistical population of the present research included Tehran City Hall staff employees and managers. The random sampling method has been used in this research. The present paper is applied from the point of view of the goal, descriptive form the point of view of data-collection method, and the type is correlative. The main tool of data-collection is a questionnaire consisting of two parts of demographic data and aspects of human resource merits and its relationship with loyalty. The reliability of the questionnaire was obtained by calculating Cronbach alpha of 0.81. In order to analyze the research data, the descriptive statistical methods and Chi square adaptive coefficient have been used. In this research, five areas of human resource merits including self-control, self-awareness, motivation, social skills, and empathy, and also their relationships with loyalty have been evaluated. The findings indicate that there is a relationship between human resource merits and loyalty in Tehran City Hall staff. In general, this paper confirms the relationship between variables of this model, although the degree of impact of the variables on loyalty is rather weak.

**Key words:** *Human resource merits; Loyalty; Self-control; Self-awareness; motivation; Social skills and empathy*

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### 1. Introduction

Nowadays, human resource merits are clear and obvious in money-making, profit and benefit, offering superior public city services to people, and organizational success; on the other hand, the quick response to threats and opportunities of the current age offers human resource merit as an essential source in solving problems in organizations. The extent of relative success in the manpower has a direct relationship with the level of individual merits. City halls as non-profit NGOs, which have a direct relationship with many problems of the people, need to employ qualified manpower to respond to organizational goals, and human resource merit is of a high importance in this movement, and the organizational goals would not be fulfilled at all if the human resource merit were inappropriate. It has been tried to study the relationship between human resource merits and loyalty as a factor of Islamic moral values while choosing the appropriate model for human resource merits.

Given the fact that human resources are the wealth of a nation and organization, and the foundation of any organization is formed by its qualified human resource, experts have no doubt in its importance. Management scientists believe that the difference between rich and poor or northern and southern countries is not in the material and

financial resources, but in the capabilities of human resources and how to manage and direct this valuable resource. The capable and motivated human resources are the most valuable capital of the organizations, and if they are applied with an appropriate combination, evaluation, stabilization or replacement based on the merit system, they could compensate the lack of potential of other resources (Arabinejad, 1996).

Absence of merit in any organization causes the elimination or escape of the qualified, waste of the potential talents, and consequently reduction of the efficiency. Merit system is defined by the elimination of inefficient people and is consistent with customer satisfaction, increase in the quality of services and supporting capable and qualified staff; therefore, keeping this important resource is considered to be one of the necessities of every organizations (Hosseini, 2008).

Given the strategic role of managers in the utilization and combination of materials and human resources one should measure to choose or promote them based on scientific principles, because the choice of disqualified managers will have irrecoverable impacts on the performance and future of the organization (Rizez, 1964).

Qualified human resources always play important and critical roles in achieving the goals in any organization including city halls. Nowadays, the merit of human resources is clear and obvious in money-making, offering services, and the implementation of major projects in order to

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improve people's social life condition which is among the organizational goals of municipalities. Accordingly, the city hall's need for human resource merits adorned to Islamic moral virtues has been revealed more than before.

## 2. Theoretical basics of the research and a review on the literature

Merit is an interdisciplinary term between the science of law and human resource management, and it has entered into both areas from a purely theoretical and academic issue since early 1990 (Atafar and Azarbajani, 2006).

Ulrich and Brockbank (2008), in the book "*Human resource merits*" have noted that some standards are defined in all professions which determine the requirements of entering in the profession and evaluate the conversance and skills of applicants for the profession. Human resource specialists are required in the strategic role to define and measure the necessary competencies regularly.

Some plans and methods have been adopted in choosing the managers and selecting the people in Iran in the recent years, indicating the management development. However, the defect is seen in public and state organizations in this issue. Thus, it is required that the officials pay attention to the approach of meritocracy and merit more than before. Using scientific methods based on Islamic law is very effective for choosing people because the main objective in employing the human resources and prompting them is that people often try to employ and appoint based on the individual opinions and private sentiments without using the specific criteria and assessment indexes. This not only disillusions the capable and elite people, but it also imposes lots of hidden costs to the country as a result of selecting the less righteous people (Bazrpash, 2006).

Deboye McMaken, psychologist of the Aaron University, is known as the founder of the method of identification based on competency in the late 1960s and early 1970s. He made a milestone in the development of the competency by publishing a paper titled "*Merit Test Instead of Intelligence*" in American psychology magazine in 1973 (Malek Jafarian, 2010).

Michael Lucy explains the concept of merit in the form of following formula (1999 and Lucy):

$$\begin{aligned} \text{Merit} &= \text{intelligence} + \text{specialized training} \\ &+ \text{experience} \\ &+ \text{professional morality} \\ &+/- \text{interests} \end{aligned}$$

The merit refers to the knowledge, abilities, or personal characteristics which influence on occupational performance directly (Zare, 2010).

The merit can be described as the combination of the skills, attitudes, and behaviors which a person or organization owns (Zare, 2010). In other words, they can provide and fulfill duties with a relative ease and

with a high level of predictability based on the quality in the proper time.

In nowadays organizations, human resources should know their competencies and learn and apply them in actions in order to consolidate their position in the organizations. Considering the limitation of the internal researches about human resources and competency in general and particularly the absence of such researches in Tehran City Hall, this study bears specific importance. Raja and Aisha Akbar (2012), in a study conducted in Pakistan, discussed the model of competency of human resource management. This study which was driven by information from 323 human resource specialists indicated that there is a significant positive relationship between human resource competency and perceived performance of the banks. Also, regression analyses indicated that studied competencies had an important role in improving the performance. In this study, discussed human resource competencies included strategic partner, leader, pragmatic valid, leading culture and changing, human resource specialist, director of talent, and designer of organization.

A research conducted by Sang Lang (2008) entitled "*Studying Human Resource Competencies and its Relationship with Factors of The Success of Human Resource Specialists of The Companies in Malaysia*". The study have discussed human resource competencies of the specialists relating to business knowledge, strategic partnership, presenting human resource achievements, individual reliability, human resource technologies, and its relationship with the company performance. The findings show that obtaining the competencies related to business knowledge, strategic partnership, presenting human resource achievements, individual reliability, and human resource technologies perform an important and essential role in converting the human resource to strategic partners. Findings of this research also indicate that all studied competencies in this research had significant relationship with organizational performance.

Han *et al.* (2006), in a study on Taiwan, examined the relationship between competencies of the human resource managers and effectiveness of the human resource managers. This study, which was done in 39 Taiwanese companies with modern technology, indicated that there was a significant relationship between competencies of the managers of human resources and effectiveness of the managers of human resources. Results of the research indicated that the human resource competencies influence on the effectiveness of human resources. Also, according to operational managers and employees in this study, the most effective managers of human resources were those who had essential skills and human resource competencies.

Rose and Kumar (2006) in their investigation studied the effect of organization strategies and human resource management on the performance in multi-national companies (MNCs). The findings indicated that there is a significant relationship

between human resource activities, organizational strategy, and human resource strategy. They showed that Japanese companies have strong beliefs about the value and importance of human resources and the coordination of the strategies of human resource management. In this research, human resource management was emphasized as an important critical factor of the company's performance.

Panahi, Balal (2012) conducted a research entitled "*Design and Explanation of the Human Resource Competency Model*" by studying its effect on the efficiency of Iranian petrochemical company in order to receive a PhD degree in Tehran Payam Noor University in 2012.

This research which has been done with the 218-people sample indicates that achieving six groups of human resource competencies proposed by Ulrich are essential in the studied population as all of the assumptions related to human resource competencies have confirmed. According to the results of this thesis, there is a significant relationship between business strategy of the human resource roles and human resource strategies and human resource competencies. Also, this research

showed that human resource competencies have a high impact on the efficiency.

Zare, Mahdi (2010) in his M.Sc. research in the University of Tehran studied on "*Human Resource Competencies and Its Effect on The Performance of Human Resource Management in Saipa set of companies*". This research which was done with the sample size of 198 people indicated that there is a positive and significant relationship between human resource competencies and the performance of human resource managers. In this research, six areas of human resource competencies including strategic management, business knowledge, relationship of employees, quality of work life and family life, information technology, and also the degree of their influence on the performance of human resource managers have been studied.

### 3. Conceptual model of the research

According to the goals, assumptions and theoretical basics of the research, the conceptual model of the research is presented as figure 1.

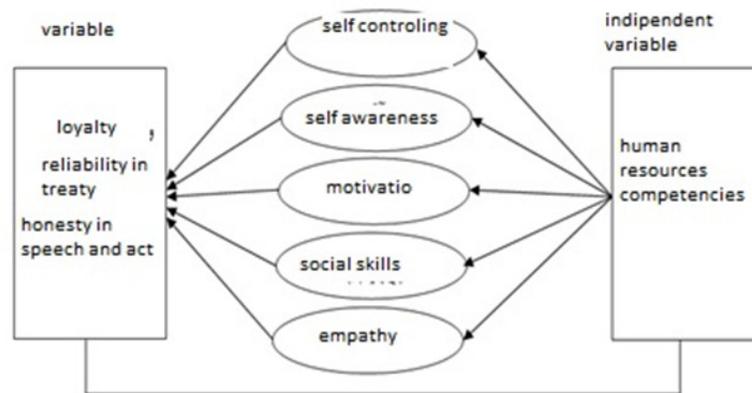


Fig.1: Conceptual model of the research

### 4. Hypotheses of the research

- 1) There is a relationship between human resource competency and loyalty as a factor of Islamic moral values in Tehran city hall.
- 2) There is a relationship between self control and human resource loyalty.
- 3) There is a relationship between self awareness and human resource loyalty.
- 4) There is a relationship between motivation and human resource loyalty.
- 5) There is a relationship between social skills and human resource loyalty.
- 6) There is a relationship between empathy and human resource loyalty.

### Method of the research

This research is applied in terms of purpose, descriptive in terms of data-collection method, and correlative in terms of the type. Also, this research is survey in terms of implementation method. The survey method has been used for data gathering, their classification, and describing them. The use of survey method seems to be necessary in this study. The main reasons for applying the survey method were the possibility of studying the hypotheses of the research and reference to experts. In this research, indices of human resource competency and loyalty have been considered in the form of a questionnaire package. The statistical population of this research includes managers, experts, and staff employees of Tehran City Hall. Corcoran formula has been used in order to estimate the sample size. The sampling method of the research was random among the statistical population and SPSS software has been employed.

The data analysis was driven based on the descriptive and inferential statistics method. The data analysis was done in the descriptive level using statistical characteristics such as frequency, percent, and diagrams. The inferential statistics was used in order to test the assumptions. The independence of variables (relationship between the independent and dependent variables) was assessed carrying out Chi square test (chi 2), and then the impact of independent variable on the dependent variables was determined using the calculation of the adaptive coefficient.

The designed questionnaire was distributed among 30 people of the under study population in order to determine the sample size. The calculated standard deviation was 0.208. Then the size of sample population was determined with the 5 percent probability of error according to the following formula. Consequently, if we want the opinion of the sample population to give the opinion of the main population, 298 questionnaires should be distributed among the audiences. For more confidence 350 questionnaires were distributed, and 322 data of the gathered questionnaires were usable. According to the population combination of the society, the group sampling method has been used

$$n = \frac{4727 * 1.96 * 1.96 * 0.208}{0.05 * 0.05 * 4726 + 1.96 * 1.96 * 0.208} = 298$$

**Validity or reliability of the research**

Validity of test is its measurement accuracy and its proof and reliability. The measurement accuracy means to what extent the earned score for each variable can show its real score. The gathered data are examined in order to determine the amount of internal correlation of the data elicited from questionnaire. We calculate the Cronbach alpha coefficient for this purpose.

**Table 1:** Cronbach alpha

Cronbach test	Number of subjects	Cronbach coefficient	0.81
Number of variables included in the validity test	30		
Number of variables not included in the validity test	0	Number of items	25
	25		

The calculated Cronbach alpha coefficient is 0.81 for 25 items. Whatever the calculated Cronbach alpha coefficient is closer to 1, the more internal correlation exists between the items.

**Test of the Hypotheses**

**Descriptive statistics**

The subject of descriptive statistics is data adjustment and classification, graphical display, and calculating some amounts such as power, average, median, etc that imply the characteristics of each one

of discussed society members. In the descriptive statistics the information earned from a group describe the same group and does not generalize to similar categories. Generally, three methods are used in the descriptive statistics for summarizing data:

**Demographics**

**Table 2:** Sex

	Frequency	Percent of frequency	Percent Cumulative frequency
No reply	7	2.2	2.2
Man	270	84.4	86.6
Woman	45	13.4	100.0
Total	322	100.0	

**Table 3:** Age

f% <sub>c</sub>	Representative of class C	Frequency f	class
0	0	56	0
5005.5	35.5	141	31-40
4277	45.5	94	41-50
1720.5	55.5	31	51-60
11003		322	Total
34			Average age

**Table 4:** Marital status

	Frequency	Percent of frequency	Percent Cumulative frequency
No reply	18	5.6	5.6
Single	69	21.4	27.0
Married	235	73.0	100.0
Total	322	100.0	

**Table 5:** Education

	Frequency	Percent of frequency	Percent Cumulative frequency
No reply	34	10.6	10.6
Diploma and associate	112	34.8	45.3
Bachelor of science	149	46.3	91.6
Master of science and higher degrees	27	8.4	100.0
Total	322	100.0	

**Inferential statistics**

In the inferential analysis the researcher always deals with sampling process and choosing a small group called sample from a larger group called statistical population or main population. The researcher estimates and predicts the characteristics of the studied population using data and information earned from the sample.

**Study of the assumptions of the research**

First hypothesis: there is a relationship between human resource competency and loyalty as a factor of Islamic moral values in Tehran City Hall.

Converse hypothesis (H0): There is no difference between observed and expected distribution frequency.

Sympathetic hypothesis (H1): There is a difference between observed and expected distribution frequency.

**Table 6:** Test Statistics

Human resource competency	
95.a	Chi square statistic
3	Freedom degrees
.000	Percent of the calculated error
322	Number of the audiences
0.48	Human resource loyalty
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 80.3.	

Chi square test is the test which can compare consistency of expected and the observed frequency. As it can be seen, the amount of calculated chi square is equal to 95 and the critical value in error level of 5 percent and freedom degrees of  $(m-1) \times (r-1) - 3$  is equal to 7.814. This value is more than the critical value in the table, and the test statistics are placed in H1 area. Thus, the opposite hypothesis stating that there is no difference between frequency of the observed and expected distribution is refused, and the research hypothesis is confirmed. Therefore, one can say that with confidence of 95% there is a relationship between the statistical variables, and the observed differences are not chancy and due to sampling error. But the quality of this relationship can be interpreted by the outcome of appendix table and calculating adaptive coefficient and one can conclude that there is a relationship between human resource competency and loyalty as a factor of Islamic moral values in Tehran City Hall and the calculated adaptive coefficient of 48% means that the impact of human resource competency on human resource loyalty is rather weak.

Second hypothesis: there is a relationship between self control and human resource loyalty.

Converse hypothesis (H0): There is no difference between observed and expected distribution frequency.

Sympathetic hypothesis (H1): There is a difference between observed and expected distribution frequency.

**Table 7:** Test Statistics

Self-control	
87.960 <sup>a</sup>	Chi square statistic
3	Freedom degrees
.000	Percent of the calculated error
322	Number of the audiences
0.46	Human resource loyalty
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 80.3.	

As it can be seen, the amount of calculated chi square is equal to 88 and the critical value is in the error level of 5% and freedom degrees of  $(m-1) \times (r-$

1)-3 is equal to 7.814. This value is more than the critical value in the table, and the test statistics are placed in H1 area. Thus the opposite hypothesis saying that there is no difference between frequency of the observed and expected distribution is refused, and the research hypothesis is confirmed. Therefore, one can say that with confidence of 95% there is a relationship between the statistical variables, and the observed differences are not random due to sampling error. But the quality of this relationship can be interpreted by the outcome of appendix table and calculating the adaptive coefficient. Thus, one can say that with confidence level of 95% there is a relationship between self-control and human resource loyalty, and the calculated adaptive coefficient of 48% means that the impact of self-control on human resource loyalty is rather weak.

Third hypothesis: there is a relationship between self-awareness and human resource loyalty.

Opposite hypothesis (H0): There is no difference between observed and expected distribution frequency.

Sympathetic hypothesis (H1): There is a difference between observed and expected distribution frequency.

**Table 8:** Test Statistics

Self-awareness	
62 <sup>b</sup>	Chi square statistic
2	Freedom degrees
.000	Percent of the calculated error
322	Number of the audiences
0.41	Human resource loyalty
b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 107.0.	

As it can be seen, the amount of calculated chi square is equal to 62 and the critical value in the error level of 5%, and freedom degrees of  $(m-1) \times (r-1) - 2$  is equal to 5.991. This value is more than the critical value in the table, and the test statistics are placed in H1 area. Thus the opposite hypothesis which says there is no difference between frequency of the observed and expected distribution is rejected, and the research hypothesis is confirmed. Therefore, one can say that with confidence level of 95% that there is a relationship between the statistical variables, and the observed differences are not chancy and due to the sampling error. But the quality of this relationship can be interpreted by the outcome of appendix table and calculating adaptive coefficient. Thus one can say that with confidence of 95% there is a relationship between self awareness and human resource loyalty and the calculated adaptive coefficient of 41% means that the impact of self awareness on human resource loyalty is rather weak.

Fourth hypothesis: there is a relationship between motivation and human resource loyalty.

Opposite hypothesis (H0): There is no difference between observed and expected distribution frequency.

Sympathetic hypothesis (H1): There is a difference between observed and expected distribution frequency.

**Table 2:** Test Statistics

Motivation	
98. <sup>a</sup>	Chi square statistic
3	Freedom degrees
.000	Percent of the calculated error
322	Number of the audiences
0.48	Human resource loyalty

As it can be viewed, the amount of calculated chi square is equal to 98, and the critical value is in error level of 5%, and freedom degrees of  $(m-1) \times (r-1) - 3$  is equal to 7.814. This value is more than the critical value in the table and the test statistics are placed in H1 area, thus the opposite hypothesis which says there is no difference between frequency of the observed and expected distribution is refused and the research hypothesis is confirmed. Therefore, one can say that with confidence level of 95% there is a relationship between the statistical variables, and the observed differences are not chancy and due to sampling error. But the quality of this relationship can be interpreted by the outcome of appendix table and calculating the adaptive coefficient. Thus, one can say that with confidence of 95 percent there is a relationship between motivation and human resource loyalty, and the calculated adaptive coefficient of 48 percent means that the impact of self-awareness on human resource loyalty is rather weak.

Fifth hypothesis: there is a relationship between social skills and human resource loyalty.

Opposite hypothesis (H0): There is no difference between observed and expected distribution frequency.

Sympathetic hypothesis (H1): There is a difference between observed and expected distribution frequency.

**Table 10:** Test statistics

Social skills	
79. <sup>a</sup>	Chi square statistic
3	Freedom degrees
.000	Percent of the calculated error
322	Number of the audiences
0.44	Human resource loyalty
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 80.3.	

As it can be seen, the amount of calculated chi square is equal to 79 and the critical value is in the error level of 5 percent, and freedom degrees of  $(m-1) \times (r-1) - 3$  is equal to 7.814. This value is more than the critical value in the table, and the test statistics are placed in H1 area. Thus, the opposite hypothesis which says there is no difference between frequency of the observed and expected distribution is refused and the research hypothesis is confirmed. Therefore, one can say that with confidence level of 95 percent there is a relationship between the statistical variables and the observed differences are not chancy and due to sampling error. But the quality of this relationship can be interpreted by the outcome

of the appendix table and calculating adaptive coefficient. Thus, one can say that with confidence level of 95% there is a relationship between social skills and human resource loyalty, and the calculated adaptive coefficient of 44 percent means that the impact of motivation on human resource loyalty is rather weak.

Sixth hypothesis: there is a relationship between empathy and human resource loyalty.

Opposite hypothesis (H0): There is no difference between observed and expected distribution frequency.

Sympathetic hypothesis (H1): There is a difference between observed and expected distribution frequency.

**Table 11:** Test statistics

Empathy	
102. <sup>a</sup>	Chi square statistic
3	Freedom degrees
.000	Percent of the calculated error
322	Number of the audiences
0.49	Human resource loyalty
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 80.3.	

As it can be seen, the amount of calculated chi square is equal to 102 and the critical value is in the error level of 5 percent, and freedom degrees of  $(m-1) \times (r-1) - 3$  is equal to 7.814. This value is more than critical value in the table and the test statistics are placed in H1 area. Thus, the opposite hypothesis which says there is no difference between frequency of the observed and expected distribution is refused and the research hypothesis is confirmed. Therefore, one can say that with the confidence level of 95% there is a relationship between the statistical variables, and the observed differences are not chancy and due to the sampling error. But the quality of this relationship can be interpreted by the outcome of appendix table and calculating adaptive coefficient. Thus, one can say that with confidence level of 95 percent there is a relationship between empathy and human resource loyalty, and the calculated adaptive coefficient of 44 percent means that the impact of empathy on human resource loyalty is a little less than the average.

### 5. Conclusion about the finding of the research

The descriptive results show that 73% of the participants are married. More than 54% of these people are educated in bachelor and higher degrees that indicates the high academic level of respondents. The age distribution of respondents has showed that more than 61% of the people were younger than 40. Also, men have participated more than women so that higher than 80% of participation have belonged to men. Based on the first hypothesis, one can say with confidence level of 95% that there is a relationship between human resource competency and loyalty as a factor of Islamic moral values in Tehran City Hall and the calculated adaptive coefficient of 48% means that the impact of

human resource competency on human resource loyalty is close to the average. Based on the second hypothesis one can say with confidence of 95% there is a relationship between self-control and human resource loyalty, and the calculated adaptive coefficient of 48 percent means that the impact of self control on human resource loyalty is rather weak. Based on the third hypothesis one can say that with confidence level of 95% there is a relationship between self awareness and human resource loyalty and the calculated adaptive coefficient of 41% means that the impact of self awareness on human resource loyalty is rather weak. Based on the fourth hypothesis one can say that with confidence of 95 percent there is a relationship between motivation and human resource loyalty, and the calculated adaptive coefficient of 48 percent means that the impact of motivation on human resource loyalty is close to the average. Based on the fifth hypothesis one can say that with confidence of 95 percent there is a relationship between social skills and human resource loyalty, and the calculated adaptive coefficient of 44 percent means that the impact of social skills on human resource loyalty is rather weak. Based on the sixth hypothesis, one can say that with confidence of 95 percent there is a relationship between empathy and human resource loyalty and the calculated adaptive coefficient of 49 percent means that the impact of empathy on human resource loyalty is less than the average.

## 6. Suggestions

1. Paying enough attention to the individual competencies when they are employing the right people in employment status.
2. Providing the background of increasing social competency through strengthening team works and using appropriate patterns and providing proper organizational culture.
3. Training employees and managers in areas of social competency and individual competency.
4. Since the overcome on anger and emotions, capability of controlling and directing suddenly changes, resistance to other's blame and reproach, avoidance from hasty judgment, capability of the employees in saying "no", and matching with changes of loyalty were examined, regarding the fact that the relationship between self-control and loyalty is weakly calculated, it is necessary for officials to act to employ the people carefully and increase the capability of their employees.
5. According to the evaluation of an honest look of employees to themselves, recognizing employees strengths by themselves, feedback of the employee's behavior, the serious reaction and insisting on the adopted decisions in loyalty by employees, which showed a rather weak relationship, given that this relationship has achieved the weakest relationship among the components, it requests serious attention of managers that they get serious training in this area while paying attention to new employments and

avoid promoting these people as long as reaching enough confidence.

6. According to the evaluation of the efforts for excellent performance or higher performance relative to the standard, efforts for realizing organizational goals, desire of Tehran City Hall employees for using these opportunities to reach to their goals, insisting and following goals despite barriers and problems, and impact of all of these on loyalty have evaluated, given that this relationship is close to average, it is necessary that officials train the people for promoting and provide required fields while studying areas for increasing this relationship.
7. According to the evaluation of the management skills, work relationship with coworkers, capability of sharing information with the others, accountability of employees and involving the other coworkers in their activities, existing characteristics and properties of team pattern including the respect, assistance and cooperation in loyalty which the relationship is assessed rather weak, the officials must try to strengthen the group skills and provide the organizational culture to increase this relationship while evaluating its reasons.
8. According to the evaluation of the capability of Tehran City Hall employees in listening and paying attention to others' emotional symptoms, desire of the city hall employees to help to the others willingly, capability of identifying others' strength, capability of paying attention to group differences, this component has the highest relationship. Thus, it is suggested to identify the factors of creating empathy while strengthening this relationship and considering it as a potential for creating valuable organizational culture.

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