HRMARS
Exploring Intellectual Capital

Survey Relationship between Human Resources Roles and Human Resources Competencies

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Abstract

This study evaluates relationship between Human resources roles and Human resources competencies in Iranian Petroleum Company. For this study, we were looking for answers to these questions: What are the new required Human Resources competencies For Contemporary organizations? And For Gain these competencies what roles should be played by Human Resources? The study had one main hypothesis and four minor hypotheses. Research method was descriptive, and regression and correlation tests were used to determine the relationship between variables. The populations of this study were managers of Iranian Petroleum Company. This Research showed that Human resources roles have significant effect on Human resources competencies; Strategic partner, Employee champion, and Change agent had significant relationship with all of Human resource competencies; Administrative expert had not significant relationship with none of the Human resource competencies.

Keywords: Human resources, roles and competencies

Introduction

Competitive advantage in the new economy relies on intangible assets like brand recognition, knowledge, innovation and, in particular, human capital. As a result, business leaders must rise to this occasion by incorporating the HR function into the firm's overall corporate strategy. Although such research attempted to extend the range of HR's influence, it did little to advance

HR as a new source of competitive advantage. It provided scant insight into the complexities of a strategic HR architecture. And simply put, it didn't encourage HR managers to think differently about their role (Stewart and Steven et al, 1998).
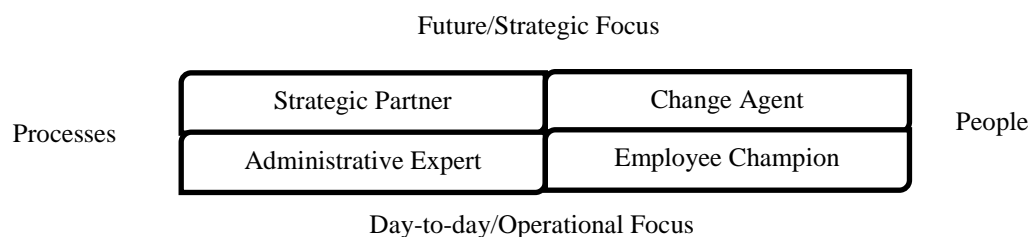
Any company wishing to consolidate its positions in the industry must figure out whether the use of existing facilities can perform the necessary activities better than competitors, or to achieve desired goals the company should take some necessary activities. Thus, companies with consolidated position within industry have competitive advantages compared with others. Companies with no strong position in the industry often confront with serious problems in competing with other companies and cannot earn through competitive advantage (Khorasani et al., 2007). To maintain changes in the duties and functions of human resources, HR professionals must develop and define a new set of competencies for completing their changing roles and responsibilities (Yeung, et al., 1996). New economic paradigm requires some HR professionals to do different things than they did in the past. Thus, HRM must obtain new competencies for doing effectively their new and strategic roles. They also dominate on the HR knowledge derived normally through research and education (Sang Long, 2008). Competencies enable employees to achieve results, thereby creating value. It follows that competencies aligned with business objectives help foster an organization's success. Organizations must understand their core competency needs to the skills, knowledge, behaviors, and abilities that are necessary for people in key roles to deliver business results. There are four criteria to decide whether a resource is distinguished as competency or not and they include the value created for customers, being exclusive compared with others, impossible for duplication and no possibility for an alternative one (Armstrong, 2006). HR professionals should lead the way in creating the models and processes necessary to produce organizations that are globally agile, effective, and competitive. The new organizations will be far less concerned with the geographic proximity of their employees and far more concerned with getting the most value from their global resources. HR professionals must take a leading role in the assignment of those resources (Ulrich, 1997). For these purpose, Human resources roles and Human resources competencies are examined in Detail.

Human Resource Roles

The Human Resource Department deals with management of people within the organization. It is responsible for organization of people in the entire Company and plans for future ventures and objectives involving people in the Company (Handy, 1999). The Human Resource Department is placed with the responsibility of ensuring that it plans adequately for all the organization's future engagements that will involve people. The Department is also responsible for setting day to day objectives necessary for streamlining activities within the organization and thus ensuring that work is not just done haphazardly (Hyde, 2004). If people are not managed properly, the organization faces a serious chance of falling apart. The Human Resource Department's main objective is to bring out the best in their employees and thus contribute to the success of the Company. The Human Resource is conferred with the responsibility of ensuring that all members of staff perform to their best ability. It could improve this area by facilitating better use of time in all departments within the organization.

Time is one of the most crucial yet intangible assets of the Company. The proper use of this resource could maximize production and achievement of organizational goals (Harold, 2003). HR should also be very intense on the organizational needs. Here, HR should realize that personal fulfillment works better and therefore should try to ensure that the change is relevant to every staff member. HR should try to explain to all staff members or stakeholder the advantage of transforming the culture in the organization. This should be made clear so that all can see the advantages at the individual level and not simply at the organizational level (Erica, 2006).

Most models on human resource roles are organized around human resources practices. Ulrich's (1997) model on human resource roles is organized differently; it is organized around the deliverables or outcomes of human resources work and the activities required to accomplish these outcomes. According to this model, Ulrich presents a framework that clearly shows four key roles that human resources professionals must fulfill in order to add the greatest value to the organization. According to Ulrich's (1997) model, HR professionals must focus on both the strategic and the operational, both long-term and short-term and they do Activities range from managing processes to managing people. Focus on These two dimensions delineates four principal roles.

Future/Strategic Focus

Strategic Partner	Change Agent
Administrative Expert	Employee Champion

Processes   People

Day-to-day/Operational Focus

Figur1: Ulrich's model on human resource roles

According to this model, **Strategic partners** translate business strategy into action. HR professionals in **Strategic partner role** systematically assess and align HR practices with business strategy (Ulrich, 1997). They can design and integrate systems that are effective in Building new organizational capabilities and successful organizations. **Administrative experts** improve processes, apply the principles of reengineering business processes to human resources processes, rethink value creation, rethink how work is performed, and measure human resources results in terms of efficiency and effectiveness (Ulrich, 1997). **Employee champions** listen and respond to employees and find the right balance between demands on employees and resources available to employees. They promote employee contributions (Ulrich, 1997). **Change agents** understand the theory and apply the tools of change. They lead transformation by doing it first within the human resources function. They serve as catalysts for change, facilitators of change, and designers of systems for change (Ulrich, 1997). Human resources champions can master, align, and leverage these practices so that employees, customers, and investors receive value.

New HR competencies as the framework of this research

Competencies are behaviors that encompass the knowledge, skills, and attributes required for successful performance. In addition to intelligence and aptitude, the underlying characteristics of a person, such as traits, habits, motives, social roles, and self-image, as well as the environment around them, enable a person to deliver superior performance in a given job, role, or situation.

According to Ulrich's latest research (2007), HR professionals must play role in the six important areas. According to this model, In addition to a HR profession for being Operational executor also he should be a good Credible Activist, Culture &Change Steward, Talent manager /organization designer, architecture and allied business strategy. A HR profession should has individual Credibility then he gains strategic, business and organizational competencies until that he could develop his strategic position. The determination and recognition of individual, managerial and organizational competencies to seem be as an inevitable necessary for the various levels in organizations. Human resources professionals must identify necessary competencies as a leader in value creation, and they learn and apply them in practice. (Ulrich et al, 1997)

The six domains of core competency that HR professionals need to gain them, Show that the evolution and improvement of human resources is in this direction that the expectations from HR professionals of this area is on the rise and expansion. While in the past was focused more on the area of business-related knowledge, because was expected from human resources to have knowledge of your business. But today expectations from the Human resources have changed so those are expected from them to play role of business ally. So, Human resources must be a strategic partner and they are necessary to know, but more importantly, they know what they need.

Credible Activist

Human Resources must be both Credible (the person who is respected and admired) and Activist (who offers new ideas and challenges the exist assumptions). Some people called this aspect as a "HR expert ". Human resources that are credible but not Activist may be admired but not so effective. Activists that are not Credible have ideas that one does not run it (Ulrich et al, 2008). HR professionals need to be credible people for both their colleagues in human resources area and also for operational managers in other areas. They must do their promises and to put credible indications from themselves (Sang Long, 2008).

Culture &Change Steward

HR know how is important the company culture, and they help in shaping it. Culture is a pattern of activity over the concept of a single event. (Ulrich et al, 1997) human resources as a Culture &Change Steward are expected to respect the past aspects of culture and at the same time

form a new culture which it could help to facilitate the organizational success. They guide organizations with their actions. Human resources professionals facilitate this in two ways: First, they help to develop right culture in the organization. Second, they develop the systems that encourage changes throughout the organization.

Ulrich Discovered four factors associated with this area: guide the culture, facilitate change, individualization of culture and apply the culture. (Ulrich et al, 2008)

Talent Manager / Organizational Designer

Human resource professionals in this role direct theory, research and action in both talent management and organizational design areas. Talent management focuses on requirements of necessary competencies. On the other hand Organizational design focuses on how a company relates its capabilities to the structure, processes and policies. HR professionals must be ensuring that tools of Talent management and Organization's capabilities aligned with customer's requirements and Organizational strategy. So, good talent will not be viable and stable without the support of organization; and a good organization will not has achievements for presentation without talented people. (Ulrich et al, 2008).

Strategy architect

HR professionals have a vision about how the organization can be "win" in the now and future competitive market. They play active role in developing an overall strategy for doing their visions. This means considering the business trends and its impact on business processes, anticipate potential obstacles on the way to success and to facilitate the process of strategies transparent. Also human resources are contributing in creating the overall strategy through linking the internal organization to the external customer expectations. This link helps the customer-centric business strategies to be shape for their employees really. (Ulrich et al, 2008) Ulrich (1997) has found that the two major barriers keep of HR professional from being a strategic partner are "no time to address both administrative and strategic issues" and "lack of knowledge and competencies". Ulrich's analysis revealed two distinct operating in Strategy architect area: To strengthen the strategic agility and customers' participation. (Ulrich et al, 2008)

Operational executor

Human resources are implementing the operational aspects of people and organization management. Policies should be directed and be compatible. Also Employees have many administrative needs (e.g., payment, transport, employment and training). HR professionals are confident that the basic needs of human resources satisfy using of technology, shared services and outsourcing as effectively. If the operational tasks of human resource do in indefectibly, so will bring results credibility (Ulrich et al, 2008). This area focuses on the ability of human resources in doing operational aspect of managing people and organization. Activities such as policy administration, compliance and enforcement are at the center of this area. In addition to

be necessary focus to pay, employment and training of employees. Human resources are required to ensure from effective responsibility the basic needs.

Business ally

Success in Business will be achieved with the appropriate goal setting relying on external opportunities and threats. Human resources contribute to business success through understanding the social context or environment in which business does it. They also must know that how is Gained income, what is the value chain in business, who are customers and why do they buy our products or services. Finally, they have a good understanding of different business sectors (finance, marketing, R & D and engineering) and how they work, how they work together; so they can help their business to achieve profit.

Human resources are expected that involve in business success directly. Business success is obtained by giving an appropriate response to changing external conditions. (Ulrich et al, 2008) human resources specialists are Expected that help to Compete for their business And in this way human resources only should not be observed but it is necessary they understand New business trends and adapt with them (Sang Long, 2009).
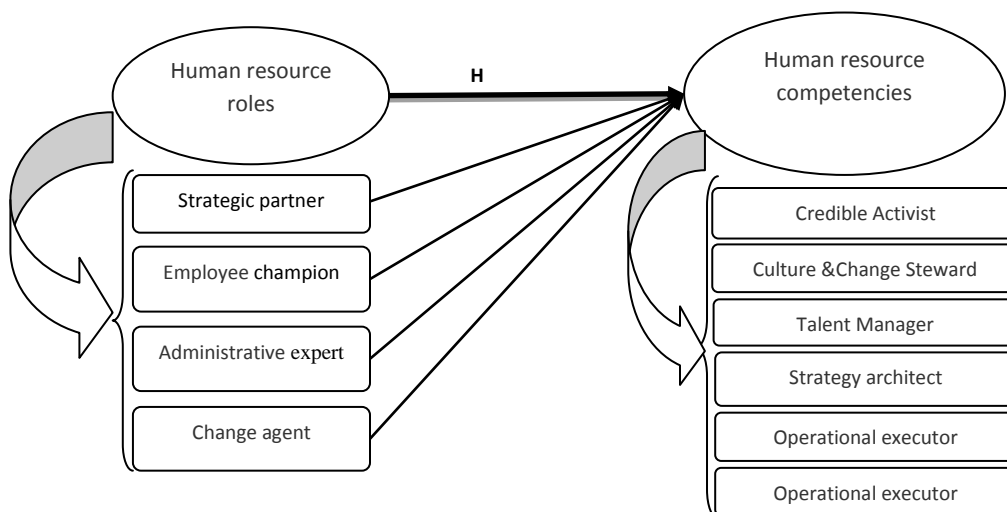
Hypothesis and Conceptual model

Based on theoretical and background discussions, we can make the following assumptions:
The main hypothesis: Human resources roles have significant effect on Human resources competencies.

Hypothesis 1: Strategic partner role has a relationship with Human resources competencies.

Hypothesis 2: Employee champion role has a relationship with Human resources competencies.

Hypothesis 3: Administrative expert role has a relationship with Human resources competencies.

Hypothesis 4: Change agent role has a relationship with Human resources competencies.

Figur2: Conceptual model

Methodology

Sample and procedure

Research method and sample of this survey is based on descriptive goal and identity of a descriptive research, and it is a correlative one. The population is 336 managers working in Iranian petroleum Company. The sample is estimated 218 persons that Sampling was randomly.

Measures

The used tool to gather data is a questionnaire which is divided into two parts. The first part is related to the Human resources competencies that includes 60 questions: Credible Activist (10 items), Culture & Change Steward (12 items), Talent Manager / Organizational Designer(9 items), Strategy architect(7 items), Operational executor(9 items), Business ally(13 items).); and the second one to examine Human resources roles include 40 questions: Strategic partner role (10 items), Employee champion role (10 items), Administrative expert role (10 items), Change agents role (10 items) and it has been regulated due to the liker's spectrum (Completely disagree, disagree, senseless, agree, and completely agree). In this regard, the Ulrich' indicators (2008, 1997) was used to measure the variables. Chronbach's Coefficiet Alpha used to survey the reliability and Confirmatory Factor Analysis (CFA) used to survey the Validity. Table1- shows Cronbach's alpha for all constructs. The data was analyzed by use of correlate and regression test, structural equations on spss and Lisrel's software.

Table 1- Results of reliability tests on constructs

Variables	Items	Cronbach's alpha
Credible Activist	10	0/976
Culture & Change Steward	12	0/975
Talent Manager / Organizational Designer	9	0/964
Strategy architect	7	0/921
Operational executor	9	0/968
Business ally	13	0/96
Strategic partner role	10	0/933
Employee champion role	10	0/936
Administrative expert role	10	0/889
Change agent role	10	0/868

Data Analysis

In order to analyze the findings, Results of regression and correlation tests are offered:
The main hypothesis: Human resources roles have significant effect on Human resources competencies.

Table 2: the results of regression test related to the effect of Human resources roles on Human resources competencies

Independent variable	Dependent variable	Std. Error	B	Beta	T	Sign
Human resources roles	Human resources competencies	.102	1.084	.588	10.674	.000

As seen in the table above, there is a strong positive correlation between the Human resources roles and Human resources competencies. Therefore, because p =0/000<0/05, H1 is accepted and because Beta = 0/588, the Human resources roles have significant effect on Human resources competencies.

Hypothesis 1: Strategic partner role has a relationship with Human resources competencies
Table 3: the results of correlation test related to relationship between Strategic partner role and Human resources competencies

	Credible Activist	Culture & Change Steward	Talent Manager / Organizational Designer	Strategy architect	Operational executor	Business ally
Strategic partner role	.508**	.535**	.480**	.431**	.531**	.396**

 **.Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed)

As illustrated in the table above, there are positive correlations between Strategic partner role with all Dimensions of Human resources competencies. Therefore, Correlation is significant at the 0.01 level for all Dimensions of Human resources competencies. Moreover, Strategic partner has the most maximum correlation with Culture & Change Steward and Operational executor, and has the most Minimal correlations with Business ally.

Hypothesis 2: Employee champion role has a relationship with Human resources competencies
Table 4: the results of correlation test related to relationship between Employee champion role and Human resources competencies

	Credible Activist	Culture & Change Steward	Talent Manager / Organizational Designer	Strategy architect	Operational executor	Business ally
Employee champion role	.650**	.693**	.632**	.575**	.640**	.538**

 **.Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed)

As seen in the table above, there are significant positive correlations between Employee champion with all Dimensions of Human resources competencies. Therefore, Correlation is significant at the 0.01 level for all Dimensions of Human resources competencies. Moreover, Employee champion has the most maximum correlation with Culture & Change Steward, and has the most Minimal correlations with Business ally.

Hypothesis 3: Administrative expert role has a relationship with Human resources competencies

Table 5: the results of correlation test related to relationship between Administrative expert role and Human resources competencies

	Credible Activist	Culture & Change Steward	Talent Manager / Organizational Designer	Strategy architect	Operational executor	Business ally
Administrative expert	.096	.130	.056	.008	.056	.013

**.Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed)

As illustrated in the table above, there are not significant correlations between Administrative expert role with Dimensions of Human resources competencies.

Hypothesis 4: Change agent role has a relationship with Human resources competencies
Table 6: the results of correlation test related to relationship between Change agent role and Human resources competencies

	Credible Activist	Culture & Change Steward	Talent Manager / Organizational Designer	Strategy architect	Operational executor	Business ally
Change agent role	.412**	.454**	.387**	.383**	.409**	.342**

**.Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed)

As seen in the table above, there are significant positive correlations between Change agent role with all Dimensions of Human resources competencies. Therefore, Correlation is significant at the 0.01 level for all Dimensions of Human resources competencies. Moreover, Change agent role has the most maximum correlation with Culture & Change Steward and Credible Activist, and has the most Minimal correlations with Business ally, Strategy architect and Talent Manager / Organizational Designer.

Conclusion

Global organizations also face the challenge of shifting HR practices away from a purely internal focus and redirecting their efforts to the value chain, the customers and suppliers of the organization. Training will be needed in order to create value-chain teams consisting of suppliers, employees, and customers. These same suppliers and customers can then be used as evaluators and distributors of economic value within the firm. In this paper, we performed an empirical study on relationship between Human resources roles and Human resources competencies. The proposed study studied human resource roles in four categories based on Ulrich's research (1997). These categories of human resource roles were Strategic partner, Employee champion, Administrative expert and Change agent. Human resource competencies

were measured According to Ulrich's latest research (2007), in six categories. These categories of Human resource competencies were Credible Activist, Culture &Change Steward, Talent Manager/Organizational Designer, Strategy architect, Operational executor, Business ally. In summary, this study offered several notable conclusions: the Human resource competencies depend on six factors; Human resources roles have significant effect on Human resources competencies; Strategic partner, Employee champion, and Change agent had significant relationship with all of Human resource competencies; Administrative expert had not significant relationship with any Human resource competencies. Thus HR executives must create a commitment to rapid growth and the culture that creates and sustains it, while remaining committed to controlling costs. They also need to seek out and hire individuals who are capable of growing the business while continuing to reduce labor costs.

Acknowledgement

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