



The role of meritocracy in the developing human capital absorption and utilization in Healthcare Organization of Oil Ministry in Tehran

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Abstract: *The aim of this research was to determine the role of meritocracy in the developing human capital absorption and utilization of healthcare organization of the Oil Ministry. This is a descriptive-correlational applied research. Research population (n = 1800) includes all employees (managers, assistants, doctors, nurses and administrative experts) in healthcare organization of Oil Ministry in Tehran. Random sampling method is used by sex, career and professional field staff. The sample size of 318 is descriptive based on Morgan used a Likert scale structured questionnaire developed is utilized a research tool. The results are indicators of meritocracy influence on developing human capital absorption and utilization of in healthcare organization of Oil Ministry. Scientific and systematic planning has the greatest impact and in terms of impact on dependent variable, other affecting variables are: management improvement, strengthening selective agencies, rules and regulations development, recruiting creative and dynamic individuals, monitoring improvement, and enforcement rather than relationship.*

KEYWORDS: *meritocracy - human capital - Healthcare Organization of Oil Ministry*

INTRODUCTION

Today, human force is the most important capital of any organization. Success or failure of an organization depends on how to absorb and retain its human resources. Currently, in the new framework of management, organizations follow restructuring structures, downsizing, and privatization and so on which is also true for our country. Such strategies would yield many ramifications like changes in employment relationships. On the other hand, an organization cannot achieve its goals without merit managers and employees and without respecting meritocracy. Therefore, investing, developing and approving needed laws and executing proper plans on attracting, educating and keeping managers and employees are, *inter alia*, the most necessity initiatives to reform management system in organizations especially governmental ones and it is necessary to move toward executing meritocracy in organizations (Jazni, 2013).

In meritocracy, measures to select and promote people in organizations include commitment, proficiency, skills, capabilities, experience and empathy. Superiority, reputability, dependency and utilization of components in planning, decision making and executing the decisions are all toward realizing organizational goals. In operational concept, meritocracy, working, efforts and acquiring knowledge and skills are seen as organizational values and all employees attempt to achieve them. When meritocracy is executed in an organization, accountability achieves its highest level and there will be transparency in performance and accountability which would improve organizational trust (Gholipour, 2012).

To this end, HR absorption and utilization system is a main pillar of HR management including planning and supplying the forces who should be employed and prepared for different organizations jobs by passing all legal steps of admission and employment for expected tasks (Ebili, 2010).

Therefore, effective absorption can survive any institute or organization irrespective of its size, field or goals (Caruth, 2014). Some authors believe that absorption system includes HR planning as well as finding and selective employees (Byars, 2011). However, authors consider job analysis as a part of HR planning subsystem (Decenzo, 2012).

The most important mission of HR absorption and utilization system is to conduct proficient people and the most valid criterion to measure its effectiveness is the capability to use intellectual, social and affective capitals of the society to develop society constantly in current global turbulent conditions.

A glance at organizations in general and some hospitals in particular throughout the country indicates tendency to absenteeism, lack of sufficient motivation among employees for doing the jobs responsibly, no feeling of belonging to organization and prioritization of personal goals and interests against organizational resources and goals (Karami, 2014).

On the other hand, objective analysis of administrative and servicing system problems indicate the lack of methods in employment, assignment and promotion system, disrespecting full laws and current recipes, lack of a proper context to groom proficient people and lower culture of meritocracy in service organizations and centers are, *inter alia*, the most important factors in preventing the establishment of their meritocracy system which can lead into elite employees' job disappointment and dissatisfaction (Memarzadeh, 2012).

To this end, chapter 8(53) of Domestic Servicing Law asserts that employees' job assignment and promotion depends on educational and experiential conditions upon confirming their proficiency and successful performance in their previous jobs.

Accordingly, the main question of present study is that "has meritocracy any role in developing human capital absorption and utilization system at Healthcare Organization of Oil Ministry in Tehran? Do meritocracy influence on developing administrative laws and regulations, management improvement, monitoring improvement, scientific and well – devised planning, fostering selective agencies, enforcement rather than relationship in absorbing and utilizing creative and dynamic people in Healthcare Organization of Oil Ministry?"

Expertise estimates show that 50% to 90% of generated values in organizations have not been through physical and traditional investments; rather, they have been achieved by human capital management. The greatest capitals of managers are their colleagues and managers need employees' brains and hearts more than their hands.

In line with such kind of management, the process of absorbing, improving and retaining human resources whose reckless function in executing the processes is related to meritocracy establishment has not worked toward realizing meritocracy goals in executive system of some hospitals. As the most valuable capital in any organization, HR has critical importance and creating a proper context to make their potential capabilities to de facto ones is seen as a forward looking and investment on the one hand and an assignment on the other hand (Abbassi, 2013).

Therefore, it is necessary to expand and strengthen meritocracy in beliefs, attitudes and behaviors of human forces in all levels especially managerial ones. Among the features of desired meritocracy system, one can point out movement from arbitrary assignments to proficiency – based assignments (with the priority of insiders), creating equal opportunities, openness of progress path and its transparency, proportionality of positions and individuals, clear definition of each position and requirements on scrutinized analysis of all features of positions.

On the other hand, establishing meritocracy has countless results and benefits such as fostering competitiveness, culture building, respecting creative experts and staff, model making of successful experts, grooming creative and innovative experts, context building, motivations for emerging such individuals, modifying improper organizational culture, enhancing organizational cohesion, increasing job satisfaction, creating and fostering job and organizational commitment, enhancing employees' self – esteem and enriching human capital.

To this end, big service organizations including hospitals has started – even a little later – utilizing common methods in HR development in other organization even though such issues as investments to utilize expensive treatment technologies, constant increases in hospital costs and very high share of human forces in hospital costs make it necessary to utilize human forces in the best manner by applying modern scientific and practical methods.

Methodology

In present study, all staff (managers, deputies, doctors, nurses and administrative experts) including 1800 individuals of Oil Ministry's Healthcare Organization (website of Oil Ministry's Healthcare Organization) in Tehran were selected as research population. A percentage of the population was selected as sample and relevant information was gathered through a questionnaire. Sampling technique was simple random method by gender, job field and employees' specialties. By using Morgan table, sample volume was determined as 318 staff (managers, deputies, doctors, nurses and administrative experts) of Oil Ministry's Healthcare Organization.

In present study, a closed structured questionnaire in Likert – scale is used as below:

Questions	Meritocracy components
1-2-3-4	Improving and developing administrative laws and regulations
5-6-7-8-9	Management improvement
10-11-12-13	Monitoring improvement
14-15-16-17-18-19	Scientific and systematic planning
19-20-21-22-23	Strengthening selective organs
24-25-26	Enforcement rather than relationship
27-28-29	Recruiting creative and dynamic people
30-31-32-33	Developing human capital attraction and utilization systems

In present study, Cronbach's alpha ratio for each component is as below:

Cronbach's alpha	Components
0.82	Improving and developing administrative laws and regulations

0.76	Management improvement
0.71	Monitoring improvement
0.83	Scientific and systematic planning
0.74	Strengthening selective organs
0.72	Enforcement rather than relationship
0.79	Recruiting creative and dynamic people
0.81	Developing human capital attraction and utilization systems
0.78	Total questionnaire

In present study, descriptive statistical techniques (frequency, percentage, average, means, mode, variance and standard deviation) are used while multivariate regression test and correlation coefficients are utilized to study the impacts of research variables. The findings are provided by relevant tables and graphs. SPSS21 software package is used to analyze data. Also, Kolmogorov – Smirnov test is used to study normality of data and multivariate regression test is used to study the relations among research variable.

Findings and discussion

To conduct statistical computations on normality of scores, Kolmogorov – Smirnov test is used and the results are outlined in Table 1.

Table 1: scores’ significance test

scores’ significance test							
Sig	Kolmogorov – Smirnov Z	Negative	Positive	Absolute value	SD	Average	QTY
757	672	145	113	145	0.44	4.1	318

In studied population, 159 (50%) employees of Oil Ministry’s Healthcare Organization in Tehran are women and 159 (50%) employees are men (Table 2). Likewise, 38 employees (9.11%) of Oil Ministry’s Healthcare Organization in Tehran aged 20 – 30 years, 159 employees (50%) aged 31 – 40 years, 79 employees (8.24%) aged 41 – 50 years and 42 employees (2.13%) aged above 50 years (table 3). In terms of education, 30 employees (4.9%) of Oil Ministry’s Healthcare Organization in Tehran had high school diploma, 33 employees (4.10%) had associate of arts, 180 employees (6.56%) had bachelor, 22 employees (9.6%) has masters and 53 employees (7.16%) had doctoral (table 4). Job record was 1 – 5 years for 11 (5.3%) employees of Oil Ministry’s Healthcare Organization in Tehran, between 6 – 10 years for 85 (7.26%) employees, 11 – 15 years for 94

(6.29%) employees, 16 – 20 years for 77 (2.24%) employees and +20 years for 51 (16%) employees (Table 5). The responses by employees of Oil Ministry’s Healthcare Organization in Tehran on the role of meritocracy in developing human capitals attraction and utilization systems are shown in Table 6.

Table 2: frequency and percentage of employees’ gender in Oil Ministry’s Healthcare Organization in Tehran

%	Frequency	Gender
50	159	Female
50	159	Male
100	318	Total

Table 3: frequency and percentage of employees’ age in Oil Ministry’s Healthcare Organization in Tehran

%	Frequency	Age
11.9	38	20 – 30 years
50	159	31 – 40 years
24.8	79	41 – 50 years
13.2	42	+50 years
100	318	Total

Table 4: frequency and percentage of employees’ educations in Oil Ministry’s Healthcare Organization in Tehran

%	Frequency	Educations
9.4	30	Diploma
10.4	33	Associate of arts
56.6	180	Bachelor’s
6.9	22	Master’s
16.7	53	Doctoral

Table 4: frequency and percentage of employees' job records in Oil Ministry's Healthcare Organization in Tehran

%	Frequency	Job records
3.5	11	1 – 5 years
26.7	85	6 – 10 years
29.6	94	11 – 15 years
24.2	77	16 – 20 years
16	51	+20 years
100	318	Total

Table 6: indicators of employees' tendency in Oil Ministry's Healthcare Organization in Tehran concerning the role of meritocracy developing human capitals attraction and utilization systems

Maximum score	Minimum score	Confidence ratio of 95%		Standard error	Standard deviation	Average	QTY	Indicators	
		Higher level	Lower level						
5.00	2.25	4.0247	3.8244	.05071	.63939	3.9245	159	female	Developing laws and regulations
5.00	2.25	4.1730	3.9811	.04856	.61234	4.0770	159	Male	
5.00	2.25	4.0703	3.9313	.03531	.62967	4.0008	318	Total	
5.00	2.20	4.3235	4.1168	.05234	.65996	4.2201	159	female	System improvement

5.00	2.20	4.3810	4.1976	.04642	.58533	4.2893	159	Male	
5.00	2.20	4.3235	4.1859	.03498	.62374	4.2547	318	Total	
4.83	2.00	4.0226	3.8348	.04755	.59960	3.9287	159	female	Scientific planning
4.83	2.00	4.0496	3.9085	.03571	.45032	3.9790	159	Male	
4.83	2.00	4.0124	3.8954	.02972	.53000	3.9539	318	Total	
5.00	2.00	4.1551	3.9371	.05520	.69606	4.0461	159	female	Monitoring improvement
5.00	2.00	4.2258	4.0174	.05274	.66500	4.1216	159	Male	
5.00	2.00	4.1590	4.0088	.03817	.68068	4.0839	318	Total	
5.00	2.20	4.2202	4.0238	.04971	.62679	4.1220	159	female	Strengthening selective organs
5.00	2.20	4.2757	4.1269	.03767	.47494	4.2013	159	Male	
5.00	2.20	4.2230	4.1002	.03121	.55661	4.1616	318	Total	
5.00	2.00	4.3505	4.1275	.05644	.71170	4.2390	159	female	Enforcement rather than relationship
5.00	2.00	4.1645	4.0116	.03872	.48819	4.0881	159	Male	
5.00	2.00	4.2313	4.0958	.03443	.61397	4.1635	318	Total	
5.00	2.00	4.1981	3.9612	.05996	.75609	4.0797	159	female	utilizing dynamic and creative
5.00	2.00	4.3408	4.1120	.05793	.73041	4.2264	159	Male	

5.00	2.00	4.2353	4.0708	.04182	.74582	4.1530	318	Total	
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According to Table 6, the highest total average among affective meritocracy variables on developing human capitals attraction and utilization system include management improvement (4.2547), enforcement instead of relationship (4.1635), strengthening selective organs (4.1616), attracting and utilizing creative individuals (4.1530), monitoring improvement (4.0839) and developing laws and regulations (4.0008).

Correlation coefficients on meritocracy variables on developing human capitals attraction and utilization system, developing and improving administrative laws and regulations in developing human capitals attraction and utilization system, management improvement in developing human capitals attraction and utilization system, monitoring improvement and developing human capitals attraction and utilization system, scientific planning in developing human capitals attraction and utilization system, enforcement rather than relationship in developing human capitals attraction and utilization system, attracting and utilizing creative and dynamic people in developing human capitals attraction and utilization system in Oil Ministry’s Healthcare Organization are all outlined in Table 7.

Table 7: correlation coefficients between meritocracy variables and developing human capitals attraction and utilization system in Oil Ministry’s Healthcare Organization

meritocracy	attracting creative people	nt rather than relationships	strengthening selection	scientific planning	monitoring improvement	management improvement	developing laws and regulation	variables	
.7160	0.690	0.662	0.626	0.824	0.717	0.785	0.708	developing attraction system	Pearson correlation coefficient
.0000	0.000	.0000	.0000	.0000	.0000	.0000	.0000	Sig	
318	318	318	318	318	318	318	318	Quantity	

Conclusion

Results from multivariate regression computations on the impact of meritocracy on developing human capital attraction and utilization systems in Oil Ministry’ Healthcare Organization in Tehran indicates that Pearson correlation coefficient between meritocracy and developing human capital attraction and utilization systems is $r = 0.716$ and $Sig < 0.50$. As a result, one can say by confidence level of 95% that meritocracy impacts on developing human capital attraction and utilization systems in Oil Ministry’ Healthcare Organization.

Pearson correlation coefficient between monitoring improvement and developing human capital attraction and utilization systems is $r = 0.717$ and $Sig < 0.50$. As a result, one can say by confidence level of 95% that

monitoring improvement impacts on developing human capital attraction and utilization systems in Oil Ministry' Healthcare Organization.

Pearson correlation coefficient between scientific planning and developing human capital attraction and utilization systems is $r = 0.824$ and $\text{Sig} < 0.50$. As a result, one can say by confidence level of 95% that scientific planning impacts on developing human capital attraction and utilization systems in Oil Ministry' Healthcare Organization.

Pearson correlation coefficient between selective organs and developing human capital attraction and utilization systems is $r = 0.716266$ and $\text{Sig} < 0.50$. As a result, one can say by confidence level of 95% that selective organs impacts on developing human capital attraction and utilization systems in Oil Ministry' Healthcare Organization.

Pearson correlation coefficient between enforcement instead of relationship and developing human capital attraction and utilization systems is $r = 0.662$ and $\text{Sig} < 0.50$. As a result, one can say by confidence level of 95% that enforcement instead of relationship impacts on developing human capital attraction and utilization systems in Oil Ministry' Healthcare Organization.

Pearson correlation coefficient between meritocracy and developing human capital attraction and utilization systems is $r = 0.716$ and $\text{Sig} < 0.50$. As a result, one can say by confidence level of 95% that meritocracy impacts on developing human capital attraction and utilization systems in Oil Ministry' Healthcare Organization.

Pearson correlation coefficient between attracting and utilizing creative and dynamic people and developing human capital attraction and utilization systems is $r = 0.708$ and $\text{Sig} < 0.50$. As a result, one can say by confidence level of 95% that attracting and utilizing creative and dynamic people impacts on developing human capital attraction and utilization systems in Oil Ministry' Healthcare Organization.

According to results from sub-hypothesis 7 and correlation coefficient test of major hypothesis and multivariate regression test, the impact of meritocracy on developing human capital attraction and utilization systems in Oil Ministry' Healthcare Organization was measured. Major hypothesis was supported which indicates that meritocracy variables have impacts on developing human capital attraction and utilization systems in Oil Ministry' Healthcare Organization. The findings suggest that scientific planning has the highest impact and other affecting variables in terms of the impact by dependent variable include management improvement, strengthening selective organs, developing laws and regulations, attractive creative and dynamic people, monitoring improvement and enforcement instead of relationship.

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