Determining the relationship between strategic functions of human resources management with staff self-efficacy of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port

Parvaneh Moradi¹, Mohamad Hosseinpour²*, Maria Nasiri³
1Department of Education, Ahvaz branch, Islamic Azad University, Ahvaz, Iran & Studies and Research Expert of General Directorate Ports and Maritime of Khuzestan- Special Economic Zone of Imam Khomeini Port; 2Department of Educational Administration, Ahvaz branch, Islamic Azad University, Ahvaz, Iran; 3Instructor, Department of Science of Information and Knowledge, Ahvaz branch, Islamic Azad University, Ahvaz, Iran
*E-mail: pa.moradi@gmail.com

Abstract
The aim of the study is determining the relationship between strategic functions of human resources management with staff self-efficacy of ports and Maritime of Khuzestan- special economic zone of the port imam Khomeini (RA). The research is descriptive and correlational. The total subjects were 522 members of staff, among whom 222 staff members were selected by using simple random as the main sample. Bandura's self-efficacy questionnaire tool (1997) and the researcher questionnaire were made by strategic functions of human resources management which their validity are confirmed by professors and their stability is estimated by using Cronbach's alpha coefficient as 91% and 84%, respectively. In order to analysis of data are used the methods of Pearson linear and correlative regression analysis. Findings showed that correlation is to 44% positive and meaningful between strategic functions of human resources management (compensation, training, Human resources supply, performance evaluation and Staff participation) and staff self-efficacy. And the results showed that training is to 66% more appropriate predictors for self-efficacy.

Keywords: self-efficacy, strategic management of human resources, special economic zone of the port Imam Khomeini

Introduction
The present time complex phenomenon of environments has lead the organizations to have very different responses towards the environment complexes and competitive space. One of the most practical methods is to persuade staff that completely dedicate themselves to the job and through the way find 'their' own perfect in the job which its consequence will be the creative and innovative staff in response to turbulent environment. Including the individual factors of successful preformation particularly has regarded by psychological researchers is staff self-efficacy.

It is said that most of human behaviors are motivated and controlled by mechanism of self-influence and among the mechanisms of self-influence; none of them are more important and inclusive than belief in personal efficacy (Bandura, 1977, quotes from Golchin and et al, 54:1391). If a person believes cannot gain the expected results or comes to belief cannot prevent unacceptable behaviors, his motivation will be capable of that work. staff self-efficacy beliefs are the basis of human activities.

Individuals that have high staff self-efficacy, their expectations of conclusion are high too. In contrast, individuals that are uncertain about their capabilities, decrease their fortune in succession. Individuals with high efficacy believed that they can effectively deal with events and
circumstances which they have encountered. Since they expect succession in overcoming the problems, they preserved in doing assignments and often operate at higher levels. These people have more confidence to their abilities and less uncertainty towards themselves in comparison to persons that have weak staff self-efficacy. They see problems as challenge not threat and actively are looking for new occasions (Liao 1, 2009).

Strategic management of human resources includes functions or assignments that performed in organizations in order to provide appropriate and harmonious human resources for the organizational aims fulfillment and in fact strategic functions of human resources management means that organizations can penetrate in staff skill, attitude and behavior according to their job until achieve organizational aims (Collins and Clark 2, 2003; quotes from Bahrami and et al, 100; 1390). The research results shows the functions are very various. In the research following functions are considering:

- training. Means increasing staff expertise capabilities and skills in doing assigned duties and act out part of potential capabilities in order to create a learning and critical organization
- performance evaluation. Means systematic and regular measurement of people work in relation to the manner of doing their duty in assigned jobs and determination of the exist potential in them in order to grow and improve
- compensation. Means to design all financial and non-financial benefits in accordance with internal and external conditions of organization
- Staff participation. It means staff participation in decision- making and use of their comments and suggestions to improve and develop the organization.
- Human resources supply. Means human resources security along organizational aims and strategies and to identify opportunity and threats in external environment of organization and determine strengths and weaknesses and existed resource capabilities which are considered by internalization of staff self-efficacy.

Thus moving towards strategic management and its functions in the field of human zone can play a basic role in solving the issues of the case study zone. Via the description, the research seeks to answer the question: whether is there a relationship between strategic functions of human resources management and staff self- efficacy of special economy zone the port Imam Khomeini (RA)? Are the strategic functions of human resources management predictors of staff self-efficacy?

**Research literature**

**The concept of self-efficacy**

Bandura (1997) has defined the self-efficacy as individual belief to capability of doing the action in certain condition. When individual function is accompanied with or over the individual norms, it leads to increasing the maintenance of self-efficacy. While weak function and lower than individual norms leads to decrease self-efficacy. Believing the self-efficacy effect on many aspects of life such as selection of goals, decision-making, the effort rate, the continuity level and stability and encountering the challenges (Hejazi and Shakoori Far, 2008).

Knowledge of behavior and relationship in organization should be known as abstract extraction of all behavioral sciences which will utilize the all sciences practically and in contraction with others. The science in order to its goals utilizes the psychology, sociology, anthropology, organization science and management, rhetoric and axiology (Mirkamali, 1999). Among the all aspects of self-examination and auto-regulation, likely self-employee or individual efficacy is the most effective action in everyday life.

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Unlike the scientific documents which are emphasized on the past, the self-efficacy is indicative of expectations of capabilities to achieve a specified level of performance (Hoy and et al. 2005). Behavioral self-efficacy is completely voluntary which affect the people behaviors in doing woks; if the attitude of oneself be positive and high, can be the best self-regulation predicator. On the other hand, self-efficacy can be considered as the psychological consequence of promotion goals for people (Asarzade et al, 2011).

Bandura (1997) found that the most things a manager can do for efficacy of staff is to help them to experience the personal dominance on some issues and problems. By successive doing of a duty or solving a problem, people grow the sense of dominance by themselves. Personal dominance can be gowned by providing the opportunity of successful doing of more difficult works which finally leads to achieve desirable goals. Method of the work is to start with easy things and then going on with small steps towards more difficult things until the person experience sense of dominance on all complexes of the issues (Soleimani and et al, 2013).

Strategic management of Human resources, by creating the harmony between organizational strategies and human resources policies, enabling optimal utilization of opportunities and predicting possible threats, and helping the organization towards competitive benefits (Naghilu et al, 2014). The results of Nio research (2010) in Taiwan hotels showed that the staff requires high self-efficacy for learning, responsibility and commitment in their job.

Nila’s findings (2008) in a sugar manufacturer in South Africa showed that there is a positive relationship between staff commitment (representative, occupation orientation, organizational orientation) and high level perception of self-efficacy, and none-aligned staff shows the lower level of self-efficacy. Lutas et al (2006) found that self-efficacy is job regulator and can be the factor for increasing organizational commitment, of course as it cause to decrease the tendency to leave organization.

**Effective factors on self-efficacy**

Cognitive-social perspective has adopted positive view in formation and change of self-efficacy beliefs, in which people are producers of experiences and event formatives. Among the mechanisms of human agency, none of them is more dominant than personal self-efficacy beliefs. The believe forms the human agency (Bandura, 2000, as cited in Bakhshaie, 2007). Bandura (2000) with respect to evolution, adaptation and human transformation has determined three types of effective factors as follows:

*Personal agency:* That's subject to individual's behavior. Based on this, people are partly the product of their own environment, but they are environment too productive by means of choice, creation and change of environment. The capability enables them to influence the thread of events and involve into formation of their life.

*Proxy agency:* efficacy is done through the elector. In this case, the person in order to achieve his goals first effects on surrounding environment. In fact, in many of activities, people don't have direct effect on social conditions and legal activities that have influence on their lives. In such situations they seek well-being through other person. In this manner of agency that is a kind of social intermediate, people try to select certain and effective individual or individuals in order to achieve their desirable consequences.

*Collective effective agency:* The third type of agency in which people act as a group to shape its future. Interdependence of human performance to the performance of others develops collective agency. Common beliefs in the ability to influence by collective action are the notion of collective agency. Collective efficacy beliefs develop commitment and collective motivation in achieving the objectives, and the flexibility against disasters and the realization of function (Bakhshaie, 2007).
Organization agency: Another type is organization agency; organizational agency can be seen through applying aimed acts of organization in achieving the goals of training and the organization differences in goal selecting. On the other hand, Goddard and others (2000) posed organizational learning to better understand the pattern of collective efficacy. Organizations are also learn like individuals, and thought of organizational learning is based on cognitive activity of individual learning; More simply, organizations apply processes that are equal in individual learning processes and organizational performance depends on the knowledge, substitution learning, autonomy and self-reflection of the members of organizations (Bakhshaie, 2007).

Human resources management strategies
In recent years organizations have been devoted a large portion of time and capital of leading organization. Now, smart managers know that how much they invest in the development and promotion of human resources, they have ensured the successes, efficacy and competitive advantage of their organizations.

If we recognize modern organizations as one of the most important innovations of this century, the success of the organization depends on effective use of resources and efficient combination of them in the implementation of organizational strategies. Axis of any organizational strategy and policy and any utilization of the resources are members of the organization. The success or failure of an organization completely depends upon the way of attracting and maintaining its human resources (Jazani, 1999).

Strategic human resources management has performances or duties which are implemented in organizations to provide adequate and coordinated human resources and to achieve the goals of the organization. And in fact the performances of strategic human resources management mean that organizations can penetrate in skill, attitude and behavior of staff commensurate with their jobs to achieve organizational goals (Collins and Clark, 2003). In a study, staffing, training, performance evaluation, compensation and participation has been introduced as a component of performances of strategic human resources management (Chen and Huang, 2009).

The importance of strategic human resource management
When valuable human resources is the most important strategic resources of organizations and in situations where other resources and even advanced technology are deemed incapable without the presence of training human resources, organizations are facing many challenges in attracting and retaining staff with the capabilities and various expertise, Challenges such as: how to create inner harmony and synergy between various actions of human resource management system such as:

How to supply required human resources (sourcing the work to the company's internal or out-sourcing) the type of employment (part-time, full-time, long permanent or contract) training and development, performance evaluation, compensation and payment of service, participation, motivation and control.

How to classify staff according to their importance amount in achieving strategic objectives and management of different groups of staff, How to communicate, adapt and integrate human resource strategy with upstream strategies of the organization (ego, business strategy and business strategy)

Role of Strategic Human Resource Management in staff Effectiveness (self-efficacy)
Two main factors in the management actions are: human and operational systems of organization. Since the operating systems are implemented by humans, it can be rightly claimed that the most important capital of organization is its human resources (Jazani, 2004: 3). If we know modern organizations as one of the most important innovations of this century, the success of these
organizations depends on the effective use of resources and its efficient combination in the implementation of organizational strategies.

Talented and capable workforce that has motivation and fervency to service in the organization is the largest capital's organization in achieving development goals. Although capital and technology have significant role in the development of organizations, but it must be acknowledged that the role of human resources in the organization is more important. It is important in the field of human resource management that managers and supervisors of human resources management of organizations should be learned that utilized which methods and tools to attract and susceptible force-finding, improvement, and their motivation and capability to have a better performance in implementing organizational tasks (Eyvazi zadeh et al, 2000: 299).

If we review the branches and the criteria of effectiveness are presented by pundits and experts in the field of management, we realize that human resources management can directly and indirectly play an important role in improving these indicators such as the rate of displacement and leaving of the staff, the rate of absence of the staff, adaptation of role and norm, quality of products or services produced, the rate of incidents, flexibility, adaptation for changing its standard operating procedures in response to environmental changes, job satisfaction, staff's motivation, and staff's moral

**Conceptual model**

According to the theoretical bases of Figure 1, the conceptual model of the study is presented. In this Figure, criteria variable is self-efficacy and predictor variable is training and participation of staff.

![Figure 1: The conceptual model of the study](image)

**Methodology**

The method of present study in terms of the purpose is functional and in terms of the nature is correlation. Statistical community in this study, regarding to the subject of research and the scientific level of the questionnaires and also the opinion of academic advisors and consultant, the sample size were selected among diploma holders and higher (the working day), that basically make key and headquartering positions in administration, for this all people were considered from considered statistical community that include 522 people of the working day forces with training

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level higher than diploma from various levels and 222 staff were selected randomly by using simple random sampling.

We used researcher-made questionnaire with 28 items and the type of 5 options scale of Likert spectrum to assess the strategic performances of human resources management and used Bendrova self-efficacy scale (1997) include 25 items with 5 options of the type of Likert spectrum to assess self-efficacy of the staff. Their validity was confirmed by masters and its reliability was calculated by use of Cronbach's alpha coefficient as Table 1.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Scale</th>
<th>Cronbach's alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criteria</td>
<td>Self-efficacy</td>
<td>0.91</td>
</tr>
<tr>
<td>Predictor</td>
<td>Strategic human resource management performances</td>
<td>0.84</td>
</tr>
<tr>
<td>Identity predictor</td>
<td>Compensation</td>
<td>0.57</td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td>0.62</td>
</tr>
<tr>
<td></td>
<td>Performance evaluation</td>
<td>0.64</td>
</tr>
<tr>
<td></td>
<td>Participation</td>
<td>0.61</td>
</tr>
<tr>
<td></td>
<td>Human resources supply</td>
<td>0.60</td>
</tr>
</tbody>
</table>

**Research findings**

*Main hypothesis:* there is a significant relationship between the strategic performances of human resources management and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port.

**Table 2: Correlation test results between the strategic functions of human resource management and staff self-efficacy**

<table>
<thead>
<tr>
<th>Test type</th>
<th>Predictor variable</th>
<th>Criterion variable</th>
<th>Correlation coefficient</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>Strategic functions of human resource management</td>
<td>Self-efficacy</td>
<td>0.44</td>
<td>0.000</td>
</tr>
</tbody>
</table>

According to results obtained from Pearson correlation coefficient in Table 2, and a significant level calculated, there is a positive and significant and moderate relationship between two variables of strategic human resource management functions and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port to amount of 0.44. It can be admitted that there is high correlation between the strategic functions of human resource management and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port.

*First sub-hypothesis:* there is a significant relationship between the training and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port

**Table 3: Correlation analysis results between staff training and self-efficacy**

<table>
<thead>
<tr>
<th>Test type</th>
<th>Predictor variable</th>
<th>Criterion variable</th>
<th>Correlation coefficient</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>Training</td>
<td>Self-efficacy</td>
<td>0.66</td>
<td>0.000</td>
</tr>
</tbody>
</table>

According to results obtained from Pearson correlation coefficient in Table 3, and the calculated significant level, there is a significant and highly positive relationship between two
variables of training and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port to amount of 0.66 ($p \leq 0.05$).

Can be admitted there is a significant correlation between training and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port. In explanation of this hypothesis can be said, modeling through successful efforts provides the basis for social comparison and judgment for personalized capabilities and strengthens this belief in observer, that despite the obstacles, it can be successful to do task with much effort.

Modeling is dependent to simulation and similarity between the model and the observer. Therefore, competencies should be measured in relation to performance of other individuals. Observation of those who are successfully have implemented of tasks, usually, increase self-efficacy beliefs in observer. Observers convince themselves that if others have been able to perform tasks, we can have had increase in performance.

Observers convince themselves that if others have been able to carry out tasks, we also can have had increase in performance. In organizations, imitating the behavior of supervisors and managers is strong in some staff. The manager by display good behaviors can be play role model. In addition, managers can attract attention of their partners to other people that have been successful in similar situations. They may provide this opportunity for their staff that have had to interact with senior and ordinary people until those are able to play role model for them.

Managers should create opportunities for their staff to be trained by successful people. Managers also can associate their staff with consultants who have had experiences such as their experience, in other words, enabling people who require accessible examples of past successes.

Second sub- hypothesis: there is a significant relationship between the compensation and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port

Table 4: Correlation analysis results between compensation and staff self-efficacy

<table>
<thead>
<tr>
<th>Test type</th>
<th>Predictor variable</th>
<th>Criterion variable</th>
<th>Correlation coefficient</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>compensation</td>
<td>self-efficacy</td>
<td>0.26</td>
<td>0.000</td>
</tr>
</tbody>
</table>

According to results obtained from Pearson correlation coefficient in Table 4, and the calculated significant level, there is a significant and positive and Lower middle relationship between two variables of compensation and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port to amount of 0.26 ($p \leq 0.05$) Can be admitted there is a significant correlation between compensation and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port.

Managers with informing staff of their success rates can help them to increasingly make sense of efficacy. One way to do this, break down large tasks and complex skills into components and more specific skills that can be done easily and then given to staff only part of them at any time. Management is under the account of small success that staffs gain and then exaggerates these successes.

Tasks can spread exponentially, so that with the mastering staff at the same time on the basic elements tasks are wider and more complex. As the staff progress in their preliminary problem solving, more responsibility is given to them for solving problems. Managers can also provide the opportunities for their staffs that lead others in a project, working group or steering committee.
the research hypothesis is accepted and the result of this research is consistent with the findings with Adjivla (2007) and Smith (2010).

Third sub-hypothesis: there is a significant relationship between performance evaluation and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port.

Table 5: Correlation test results between staff self-efficacy and performance evaluation

<table>
<thead>
<tr>
<th>Test type</th>
<th>Predictor variable</th>
<th>Criterion variable</th>
<th>Correlation coefficient</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>Performance evaluation</td>
<td>Self-efficacy</td>
<td>0.31</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Regarding to the results of the Pearson correlation coefficient in Table 5, and a calculated significant level, there is a positive and significant and the average downward relationship between the two variables of the performance evaluation and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port in amount of 0.31, \( p \leq 0.05 \). It can be acknowledged that there is a significant correlation between performance evaluation and self-efficacy of the staff.

In fact, regarding to the concept of self-efficacy, it could be stated that one of the main performances of this belief is its effect on the performance of the individual. As the trust and confidence of staff grow, their mobility, motivation, rational resources and activities to implement the tasks will also grow and eventually lead to that by being much easier to receive complex jobs is accepted the amount of their satisfaction and commitment to the organization increase, and the research hypothesis.

Self-efficacy beliefs have a direct and positive relationship with job performance. Self-efficacy beliefs of people influence how to deal with different situations to achieve to the objectives. People with high self-efficacy beliefs have more effort and perseverance in works show better performance in comparison to individuals with low self-efficacy beliefs.

Managers can inform staff of their success rate to help them to have increasingly self-efficacy sense. And the result of research is consistent with the research results of Niu (2010), Neloa (2008), Adjebula (2007), Smith (2011) and Lutans et al. (2006).

Fourth sub-hypothesis: There is a significant relationship the participation and staff Self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port.

Table 6: The results of correlation test between self-efficacy and participation staff

<table>
<thead>
<tr>
<th>Test type</th>
<th>Predictor variable</th>
<th>Criterion variable</th>
<th>Correlation coefficient</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>Staff participation</td>
<td>Self-efficacy</td>
<td>0.24</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Regarding to the results of the Pearson correlation coefficient in Table 6, and a calculated significant level, there is a positive and significant and the average downward relationship between the two variables of the Staff participation and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port in amount of 0.24, \( p \leq 0.05 \). Citing to Table 6, the results from Pearson correlation test of the research show a positive and significant and the average downward relationship between the two variables of the Staff participation and staff self-efficacy of general directorate of ports and Maritime of Khuzestan-special economic zone of the imam Khomeini (RA) port in amount of 0.24. It can be acknowledged that there is a significant correlation Staff participation and self-efficacy of the staff, therefore the hypothesis of the research is accepted and we can say in explaining this hypothesis that managers can provide feedback for their staff about their abilities and merits.
They can gain social support for them from others by creating opportunities that staff can be members of part of a group or social unit. Regularly hold ceremonies to acknowledge the success of the staff and listen to the views of the staff and try to understand their feelings and opinions.

Therefore, managers can empower the staff by creating the sense of that they are acceptable, and they are valuable property, and inseparable part of the organization. And the result of research is consistent with the research results of Niu (2010), Nelia (2008), Adjebula (2007), Smith (2011) and Lutans et al. (2006).

**Fifth sub-hypothesis:** there is a significant relationship between the human resource supply and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port

<table>
<thead>
<tr>
<th>Test type</th>
<th>Predictor variable</th>
<th>Criterion variable</th>
<th>Correlation coefficient</th>
<th>Significant level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson</td>
<td>human resource supply</td>
<td>self-efficacy</td>
<td>0.19</td>
<td>0.000</td>
</tr>
</tbody>
</table>

According to results obtained from Pearson correlation coefficient in Table 7, and the calculated significant level, there is a significant and positive and Lower middle relationship between two variables of human resource supply and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA) port to amount of 0.19) ($p \leq 0.05$).

According to Table 7, results obtained of the correlation test showed that there is a significant and positive and Lower middle relationship between two variables of human resource supply and staff self-efficacy of general directorate of ports and Maritime of Khuzestan- special economic zone of the imam Khomeini (RA).

Having positive beliefs about themselves could move forward person and his belief will be successful in completing assignments. Many researchers believe that one reason for the lack of commitment of staffs to the organization and ultimately turnover, inability to complete tasks successfully. On the contrary, having a positive spirit towards their abilities can also be individual's motivation and more effort.

Organizations should hire people who have high self-efficacy. Such people have great motivation to engage in behaviors that will help them better implementation of performance. Measuring self-efficacy can be made during the selection and promotion processes. So the research hypothesis is accepted and result of this research is consistent with research results of Niuv (2010), Nlia (2008), Adjivla (2007), Smith (2011) and Lutans et al (2006).

**Regression testing**

Aspects of strategic human resource management functions can be predictive of self-efficacy.

In this hypothesis by using univariate linear regression (Enter method) were obtained the following results.

Based on the results of table above variable data distribution is normal. And can be reported regression tests as follows. According to the results in Table 8, a significant level observed showed that there is linear relationship between variables of (aspects of strategic functions of human resource management and self-efficacy) at a significance level of 0.9.
Table 8: The results of the regression test simultaneously impact of strategic human resource management functions on the self-efficacy

<table>
<thead>
<tr>
<th>Criterion variable</th>
<th>Statistical Index Predictive variables</th>
<th>Multiple correlation coefficient</th>
<th>Determinant factor</th>
<th>F statistic</th>
<th>Significance level</th>
<th>B</th>
<th>Beta</th>
<th>T test</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>self-efficacy</td>
<td>training</td>
<td>0.677</td>
<td>0.45</td>
<td>36.458</td>
<td>0.001</td>
<td>0.633</td>
<td>0.660</td>
<td>11.255</td>
<td>0.001</td>
</tr>
<tr>
<td></td>
<td>performance evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.079</td>
<td>0.103</td>
<td>1.247</td>
<td>0.214</td>
</tr>
<tr>
<td></td>
<td>Partnership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-0.045</td>
<td>-0.059</td>
<td>-0.701</td>
<td>0.4840</td>
</tr>
<tr>
<td></td>
<td>Supply Human Resources compensation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-0.072</td>
<td>-0.099</td>
<td>-1.632</td>
<td>0.104</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.0670</td>
<td>0.0730</td>
<td>1.390</td>
<td>0.166</td>
</tr>
</tbody>
</table>

As well the determinant factor observed indicate that the strategic functions aspects of human resource management explain 0.45 of variations in self-efficacy and according to the amount of beta in the table above, training is more suitable predictor for self-efficacy (Beta = 0.66).

**Conclusion**

In the present tumultuous world, the only way to prosperity organizations is relying on its qualified staff. The self-efficacy of the staff is one of the main factors of creating competency in the staff. One of the key tasks of managers in organizations is to provide the necessary conditions for the establishment and strengthening of self-efficacy in staff. For making self-efficient of staff, managers should make the work environment lively and active and be sure from the clarity of purpose. And increase sense of empowerment in staff.

They can also in providing feedback or describing the success makes the staff aware of their performance feedback. They can be sure that staff is clearly aware of how their works effect on organizational outcomes. Any organization to succeed and achieve the goals, their mission and vision requires the staff with the appropriate skills and competencies to communicate with each other in organization to be able to carry out assigned duties in good shape. For empowering staff, managers should make work environment as attractive and lively. To achieve the goals and mission of the organization would not be certainly out of reach if such a link would be created in each organization.

Committed individuals are less likely leave their jobs and also need little to have direct supervision and oversight of managers. Staff with suitable self-efficacy and through appropriate communication skills with organization managers can have good and appropriate relations, and this can also plays a positive and constructive role in their loyalty and commitment in the organizations.

As a result, having organizational commitment and loyalty among the staff can have a positive effect on the delivery of services to customers of organization and finally achieve customers' satisfaction.

Managers help empowerment of their staff through emotional motivation, and encouraging the staff, attractive and cheerful lectures, and holding organizational atmosphere cheerful, and investment on some principles such as: having clear goals and objectives, self-management, give points and feedback, which cause excitation.
Recommendations of the study

- Regarding to high correlation between training and staff self-efficacy, it is suggested that organizations provide the field of more self-efficacy of the staff and their successful performance due to increase budget and credit of annual training and design effective training courses.

- It is suggested that in this organization acts with the staff participation in decision-making compensation the creating communication and mutual confidence between staff and managers, and by emphasize on practical ideas and recommendations of the staff, and to consider appropriate compensation for them create an interactive space and based on cooperation in the organization. And provide the field of training of creative and self-efficient staff.

- It is suggested that regarding to human resources which are a valuable asset and important capital of this organization and to access a competitive advantage compared to other internal and external ports directly depends on the efficacy and effectiveness of the human elements, therefore human resource managers by providing work attractive, vivacious environment, verbal encouragement and appropriate compensation (Considering that staff have different needs and perceptions, should recognize which compensation have high value for the staff) provide the field of successful performance of staff.

Regarding to the evaluation of the staff performance that is one of the strategic means of human resources development in organizations through which the strengths and weaknesses of the organization and individual is determined. It is suggested that in the organization by designing performance evaluation system fits (organization activities, cultural conditions, technology, human resources, etc.) to the field of recognition the competencies of individuals in incumbency of key positions provided.

- It is suggested that in this organization by designing efficient system in staffing, selection and recruitment of specialist and empowered human resources, such as structured interviews and the psychometric tests and by holding training courses in the beginning of tenure and in-service provide the field of attraction and presence of self-efficient committed and empowered staff in the organization.

References


Openly accessible at http://www.european-science.com


