

# The role of skill and expertise and organizational resources along with the relevant components in the competitive environment of the organization (case study: Tehran Province Municipality)

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## Abstract

The purpose of this research is to investigate the presentation of the organizational team performance model with the approach of non-economic motives of organizational citizenship behavior in the municipalities of Tehran province. The current research is applicable in terms of purpose, and descriptive-analytical in terms of nature and method. The statistical population of the present study includes 100,000 employees of the municipality of Tehran province, which was determined 384 people due to the large sample size using the Morgan Karjesi table. Sampling was done by simple random sampling. The collection tool in this research includes a researcher-made questionnaire derived from the qualitative method. The reliability of the research was checked and confirmed using Cronbach's alpha criterion in SPSS software. PLS software was used to fit the conceptual model of the research. The findings of the research showed that the skills, expertise and resources of the organization along with the relevant components have an impact on the competitive environment of the organization. The findings also showed that the role of skill and expertise with a coefficient of 0.462 in the competitive environment of the organization is stronger than the role of organizational resources with a coefficient of 0.390, and the model has a good fit.

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## Extended Abstract

### Introduction

Employee performance has always been considered as one of the main organizational resources by organizations due to the importance of human resources. A work team will be formed by putting the employees together. Work teams act based on the opinions of team's members; as a result, work teams will perform differently in different situations (Eskandar et al, 2020).

Teamwork role in advancing the organization's goals of team building and work of the team helps to clearly outline the vision and common goals, and by creating a spirit of trust among human resources, the organization evokes a sense of commitment and responsibility. By emphasizing teamwork, the organization not only provides the spirit of cooperation and accountability, but also educates people who continuously seek to participate in decision-making, problem solving, and applying acquired knowledge and skills. Teamwork is the best method to provide high performance and team performance is evaluated through various criteria such as reducing errors, continuous quality improvement, increasing efficiency, and customer satisfaction (Abediyan et al, 2018). Based on the research, it is possible to examine the indicators of trust between team members, members' trust in the leader, participation and cooperation as effective factors on team performance. One of the issues raised regarding human resources is organizational citizenship behavior (Akbarimehr et al, 2020).

Organizational citizenship behavior is a trans-role performance that includes more than the official roles of employees, i.e. voluntary and often unrewarded behaviors. A good citizen of the organization has a variety of behaviors such as accepting and assuming additional duties, following the regulations and procedures of the organization, maintaining and developing a positive attitude, and tolerating dissatisfaction and problems of the organization (Shamsi, 2020).

Therefore, the researcher tries to answer the question: what is the model of organizational team performance with the approach of non-economic motives of organizational citizenship behavior in the municipalities of Tehran province?

### Theoretical Framework

Team performance of the organization

One of the most important characteristics of successful organizations is the tendency to team work and to revive the spirit of participation and constructive cooperation. Meanwhile, what helps organizations to increase their ability and face challenges is the formation of appropriate and effective teams. Team work is one of the most important facilitators in achieving positive and cost-effective results in the field of organization. Also, teams and working groups are a pleasant and acceptable mechanism for everyone to perform and complete tasks with more speed and efficiency in organizations (Makandi et al, 2021). By emphasizing on team building, the organizations can not only create and exploit multiple skills and spread the spirit of cooperation and responsibility, but also cultivate people who continuously seek to participate in decision-making and problem solving, and applying the acquired knowledge and skills (Nadi et al, 2017).

Organizational citizenship behavior

The study of people's behavior in work environments has been of interest to management science thinkers for a long time, and many studies have tried to classify behaviors and their causes. But a topic that has been raised in the last two decades and has attracted the attention of psychologists and sociologists in addition to behaviorists is organizational citizenship behavior (Ho& Li, 2020). Organizational citizenship behavior is a kind of valuable and useful behavior (Sadeghi ajeh, 2014) which includes diverse behaviors of employees such as

accepting and assuming additional responsibilities, following the rules and procedures of the organization, maintaining and developing a positive attitude, patience and tolerating dissatisfaction and problems in the workplace (Qiu et al, 2019).

Ghanbari & Ahmadi (2022) investigated the role of individual citizenship behavior in the organizational innovation of schools with the mediating role of knowledge sharing in primary school teachers. The results showed that individual citizenship behavior and knowledge sharing of teachers have a significant effect on the organizational innovation of schools at the level of 0.05. Individual citizenship behavior through knowledge sharing has a significant effect on the organizational innovation of schools at the level of 0.05. Also, individual citizenship behavior and knowledge sharing can explain 47% of the variance of schools' organizational innovation.

Jafari & Jafari (2022) analyzed the effect of human capital on competitiveness in an article titled "Analysis of the effect of human capital on competitiveness in the insurance industry" (case study: Dana Insurance Company, Khorram Abad branch) with the structural equation modeling method. The results showed that human capital has a positive and significant effect on the competitiveness of Dana Insurance Company. On the other hand, by testing the hypotheses of the research, it was found that among the dimensions of human capital, the ability dimension of employees has a more positive and significant impact on competitiveness; therefore, human capital can be considered as a fundamental factor affecting the competitiveness of Dana Insurance Company, which increases its competitiveness.

### Research methodology

The current research is applicable in terms of purpose, and descriptive-survey in terms of nature and method. The statistical population of the present study includes all the employees of the municipality of Tehran province, which has more than 100,000 employees. In order to estimate the appropriate sample size, the Morgan table was used, based on which, since the number of the statistical population is 100 thousand, the sample size was considered to be 384 people using the Morgan Karjesi table, and simple random sampling method was used. The research data collection tool includes a researcher-made questionnaire derived from the qualitative method

### Research findings

SPSS and PLS software were used for data analysis. The findings of the research showed that the skills, expertise and resources of the organization along with the relevant components have an impact on the competitive environment of the organization. The findings also showed that the role of skill and expertise with a coefficient of 0.462 in the competitive environment of the organization is stronger than the role of organizational resources with a coefficient of 0.390, and the model has a good fit.

### Conclusion

The current research was conducted with the aim of presenting the model of organizational team performance with the approach of non-economic motivations of organizational citizenship behavior in the municipalities of Tehran province. The results of this research corresponds with the results of SUKRESNA et al, (2021), Azila-Gbette et al, (2021), Aghighi et al, (2020), Alfawaire & Atan (2021), Motiei et al, (2021), and Emeagwal & Ogbonmwan (2018). SUKRESNA et al, (2021) showed in a research that organizational citizenship behavior can mediate the relationship between the mental structures of organizational performance and employees' perceptions of their leaders, as well as their motivation to serve in the public sector.

According to the present research, the following suggestions are presented:

- Training employees to communicate well with others;
- Skill training in using modern technologies and acquiring job skills and expertise;
- The skill of employees in changing their role and giving energy to others and improving individual ability to influence decision-making;
- Employees are employed as productive tools with motivation and talent in the organization;
- Give importance to the team resources of employees in the organization;