



# Designing a human resource development model based on organizational values

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Article	Abstract
<p>Article history: Received: 20<sup>th</sup> August 2021 Received in revised form: 2<sup>nd</sup> September 2021 Accepted: 7<sup>th</sup> September 2021</p> <p>Keywords: Human Resources Development, Organizational Values, Health Insurance, Mazandaran Province</p>	<p>This study is to plan a human asset improvement show based on organizational values in wellbeing protections in the Mazandaran area. This inquire about has been carried out in three parts: Within the to begin with portion, we look at the foundation and hypothetical establishment related to the measurements and components of human asset improvement and organizational values; The moment part of the ponder encompasses a subjective premise and to implement it, the information hypothesis of the establishment has been utilized, and within the third portion, a quantitative approach and modelling based on the halfway slightest squares approach have been chosen. The testing strategy was intentional within the subjective part, and at last, 15 individuals were selected and met. To affirm and increment the legitimacy, the process of pluralism and control of meet notes were utilized. In a portion, basic condition modeling based on the fractional slightest squares approach has been used utilizing the Smart-PLS program. The factual populace in this segment was 150 supervisors and wellbeing protections pros of Mazandaran territory who were chosen as a measurable test utilizing the census strategy. An organized survey was created to gather information for this segment to evaluate and affirm the investigation instrument's unwavering quality and legitimacy, the markers of confronting legitimacy, substance legitimacy, merged legitimacy, discriminant legitimacy, and uncompromising inner quality utilized. Moreover, the strategy of corroborative figure examination based on the fractional slightest squares approach was used for evaluating the files. It appears that the components of human asset improvement incorporate capabilities, capacities, behavioural calculate, administrative calculate, muscular figure, and advancement of foundations and members of organizational values counting central equity, foundation estimates, administrative figure, and administrative figure.</p>

## Introduction

One of the main concerns of organizations is the issue of human resources. In today's world, the essential factor of development and progress is the human resources of each organization. The Global Development Report (1998) first reviews the level of development of societies regarding the role of human beings in creating new added value. Today, human resource development is the goal of organizations, and establishing such development is a

priority. Various factors can be involved in designing human resource development models, including organizational values. The concept of corporate value and values has long entered the realm of organization and management; In Iran, this issue has occurred gradually and in line with the promotion of strategic planning models and the opening of strategy consultants to the field of organizations, as well as the emergence of values along with the vision and mission of the organization [1-3].

Later, ideas such as value-based management, which try to help the organization achieve its goals by completing the goal-based management approach, were introduced. Organizational values determine what is essential to the organization and should be followed by the business. According to Astasutajis, Jensen believes that today's organizations must have unique values to succeed. Values are a fundamental determinant of employees' way of thinking and behaviour in the workplace; In fact, organizational values are any concept or idea highly respected in the organization among the members of the organization and form the philosophy, processes, and goals of the organization. The purpose of many organizations is to preserve and apply values in practice and expose them within and outside the organization. Organizational excellence models are essential based on the organization's core values [4-9]. Ahmad et al. 2021 believe that organizational excellence follows a set of corporate values such as honesty, honesty with stakeholders, trustworthiness, organizational commitment, selfless efforts to improve, and so on [10-15].

Staff development is an essential part of an organization's efforts to improve quality, retain key employees, and change job design to meet global competition and social change challenges. Today's organizations need people who can work intelligently in a complex and advanced world. Employees develop their knowledge, share it with other employees and other departments, and lay the foundation for the growth of the organization [12, 13, 16-19].

One of the challenges that organizations face today is the weakness in streamlining the values of the organization. About 70 per cent of top executives in the United States fail, not because they fail to formulate strategy, but because they fail to implement their leadership based on organizational values. However, there are bottlenecks to behaviours based on corporate values; These include: values being slogans, lack of shared understanding of values among managers, the problem of translating values into operational behaviours, and so on. These bottlenecks and many other issues have led today's organizations to seek less functional application of values in different parts [12, 14, 16].

The development of Iran's health insurance system is one of the essential orders emphasized in the general policies of the system, the law of the Fifth Development Plan, and one of the main goals of the Iranian Health Insurance Organization. With the formation of this organization, one of the most significant reforms of the country's social welfare system has been entrusted to it and the ground for achieving lofty goals such as justice-oriented, improving the quality of health services, reducing out-of-pocket payments, eliminating insurance overlap, and expanding the program. Family physician and referral system provided throughout the country; Therefore, the Health Insurance Organization of Iran, as one of the most critical government approvals to implement paragraph (g) of Article 38 of the Fifth Development Plan Law, provides the same medical services to the insured throughout the country. According to this introduction, the primary purpose of this study is to answer

the question of the human resource development model based on organizational values in health insurance in Mazandaran province (Iran)?

### **Background of The Research**

Asghari Sarem et al. (2017), in a study called Human Resources Development Matrix: Understanding the duality of factor and structure in human resource development, have presented four predictable organizational situations in the human resource development matrix and the characteristics of each case [20]. Akbari, Hosseini and Ziaei (2018) Research entitled Human Resource Development: A model for the development of faculty members in Iran showed that contextual variables (i.e., personal, organizational, social, educational, and professional development) have direct effects on the faculty development process. In addition, the individual and corporate product, directly and indirectly, impact the outcome of faculty members [2, 5, 6, 18, 21-25]. Barimani and Niaz Azari (2016), in a study entitled "Presenting a management model based on value and its effect on organizational excellence of Islamic Azad University", showed that there is a significant relationship between management variables based on value and organizational excellence[26]. Mohammad Alizadeh (2016), in a study entitled The role of human resource development functions in the development of professional ethics of the staff of Islamic Azad University, Ardabil Branch, showed that human resource functions have a significant positive role in the development of professional ethics and among the dimensions of human resource functions. Creativity, behavioural, job, and intellectual dimensions predict changes in the development of professional ethics. The perceptual and attitude dimensions do not significantly affect the outcome of professional ethics [10, 13-15, 19, 27, 28].

### **RESEARCH METHOD**

The nature of this study was mixed in terms of performance. The research methodology of the present study is descriptive in terms of the objective and representations of data collection and synthesis methods, and the present study is a dependent and survey type. Finally, the modelling approach is based on partial least squares. Finally, the current research is chronological.

This study was carried out in three parts: in the first part, the background and theoretical background related to the aspects and components of human resource development and organizational values were studied; The second part of the study has a qualitative basis, and the data platform approach was used to carry it out; In the third part, the quantitative and modelling techniques are chosen based on obtaining a least-squares fraction. The sampling method was targeted in the quality section, and until the information reached the theoretical saturation limit, the sampling was continued, and finally, 15 people were selected and interviewed. In this regard, the data collection work started with a structured interview with managers and experts in the health insurance field in Mazandaran province. Available, centralized and selective encryption methods were used for data analysis. For validation and validity, multiplexing and control techniques were used to validate interview notes and interviewees. A small part of the structural equation modelling based on the partial least squares approach was employed using the SmartPLS software; The population enumerated in this section is made up of 150 health insurance executives and professionals from the province of Mazandaran, all of whom were selected as a statistical

sample by census method. A structured questionnaire was developed to collect data for this section. Empirical, content, convergent, discriminant, and internal reliability were used to estimate and confirm the reliability and validity of the finding aid. In addition, to evaluate the indices, a confirmatory factor analysis based on the partial least squares method was used.

### **Research findings**

Foundation data theory was used to examine the dimensions and indicators of human resource development and organizational values. After conducting interviews, relevant sentences and concepts were extracted, and 58 images were obtained. This stage of data analysis in fundamental theory is called open coding. After reviewing the concepts extracted and deleting similar items, 43 ideas were finally accepted. After reviewing the extracted images and removing the identical items, 24 pictures were finally obtained. In the next step, axial coding was done according to which the task of classifying the concepts was done. Six subclasses have been identified in the human resources development section, and in the organizational values section, four subclasses have been identified. By combining classes and subclasses and adding symbols to them, general and detailed diagrams of human resources and corporate values are given, which can be called selective coding in the data theory approach because they are a framework for developing human resources and organizational matters.

### **Evaluation of convergent validity and discriminant validity**

A mirror model was designed in SmartPLS software to evaluate the measurement model and verify its reliability and reliability. In this model, the effect of central factors of justice, infrastructure, management and policy formulation on organizational values is also evaluated in the model.

To estimate the indices of this step, the partial least squares algorithm was performed.

After implementing the model, the combined validity of efficiency, AVE and convergence containing operating load were examined and compared. Intersection includes structure validation and separate structure validation. The reality of the differences was assessed by evaluating the proposed correlation matrix after model implementation. The value of the matrix represents the square root of the AVE, and the other value represents the correlation between the structures. (Table 1), since the correlation value is less than the square root of the AVE, the validity of the component separation is verified.

Table 1 Separation validity of organizational value instruments

	Variable	Justice-Oriented	Infrastructure	Managerial	Policymaking	Organizational Values
<b>Justice-Oriented</b>	0.857					
<b>Infrastructure</b>	0.674	0.841				
<b>Managerial</b>	0.387	0.463	0.758			
<b>Policymaking</b>	0.423	0.471	0.731	0.821		
<b>Organizational Values</b>	0.521	0.614	0.542	0.758	0.791	

### Evaluating the effects between the structures of organizational values

The bootstrap technique was used to study the significance of path coefficients, the results of which are given in the template (Table 2).

Table 2. Path coefficients and t values for organizational health

Hypothesis	St Error	T Value	Sig
<b>Justice-Oriented&amp; Infrastructure</b>	0.157	2.815	0.005
<b>Organizational Values&amp; Infrastructure</b>	0.265	0.579	0.55
<b>Infrastructure&amp; Managerial</b>	0.118	5.583	0
<b>Organizational Values&amp; Managerial</b>	0.278	0.045	0.962
<b>Organizational Values&amp; Justice-Oriented</b>	0.241	1.761	0.051
<b>Organizational Values&amp; Policymaking</b>	0.231	1.625	0.042

As shown in Table 2, there is a significant effect on organizational value (level of 10%) among the four indicators. On the other hand, infrastructure elements substantially impact the judicial factor that can directly impact the organizational value. In addition, management factors also had a considerable effect on the fundamental aspects.

Used. It was an approach to investigate the importance and effectiveness of organizational value indices on human resource development indicators to investigate the efficacy and effectiveness of human resource development indicators. This approach, measuring the model and importance of the relationship and significance of endogenous and exogenous structures to measure the reliability and validity of the search model and search variables.

### Evaluation of convergent validity and discriminant validity

To estimate the indices of this step, a partial least squares algorithm was implemented. After model execution, the results for convergent validity, including the combined value, AVE and load factor of the structure, were checked and compared.

Based on the results, the model structure shows acceptable values of the parameters.

For an operational cost that is greater than 5.0, an AVE value greater than 5.0, and a combined validity value greater than 7.0. Because all correlation values were less than the square root of AVE, the validity of the structural decomposition was confirmed.

### Evaluating the effects between the structures of the human resource development model

Bootstrapping technique was used to study the significance of path coefficients, the results of which are given in the template (Table 3).

Table 3. Path coefficients and t values for the human resource development model

Hypothesis	St Error	T Value	Sig
<b>Human Resource Development - Potentials</b>	0.243	0.657	0.471
<b>Human Resource Development - Capabilities</b>	0.228	0.024	0.952
<b>Human Resource Development - Infrastructure Development</b>	0.164	2.314	0.017
<b>Supporting Factor - Human Resource Development</b>	0.231	2.665	0.008
<b>Managerial Factor - Human Resource Development</b>	0.169	3.546	0.004
<b>Behavioral Factor - Human Resource Development</b>	0.241	3.424	0.001

Codification of human resource development model according to the dimensions and components of organizational values

### Evaluation of convergent validity and discriminant validity

To reflect the measurement model and check the reliability and reliability, a reflective model in Smart-PLS software. In this model, the direct and indirect effects of indicators were evaluated in a model. To estimate the indices of this step, the partial least squares algorithm was implemented. After model implementation, the results converge invalidity, including hybrid viscosity, AVE and subsurface operating loads. Based on the results, the structures in the model showed acceptable parameter values. Since the correlation values of all were less than the square root of the AVE, the validity of the separation of the structures was confirmed.

Evaluating the effects between the structures of the human resource development model concerning the dimensions and components of organizational values

The highest explanation percentage is related to the supportive factor (path coefficient = 0.432) and behavioural factor (path coefficient = 0.375); these two indicators have a higher impact. Bootstrapping technique was used to study the significance of path coefficients

Table (4) shows the path coefficients and t values for the HR development model.

Table 4. Path coefficients and t values for human resource development model according to the dimensions and components of organizational values

Hypothesis	St Error	T Value	Sig
<b>Human Resource Development - Potentials</b>	0.175	4	0.035
<b>Organizational Values - Supporting Factor</b>	0.259	0.679	0.001
<b>Human Resource Development - Capabilities</b>	0.169	2.075	0.026
<b>Human Resource Development - Infrastructure Development</b>	0.148	0.456	0.044
<b>Organizational Values - Managerial Factor</b>	0.206	0.023	0.003
<b>Organizational Values - Behavioral Factor</b>	0.154	2.357	0.025
<b>Organizational Values - Capabilities</b>	0.171	2.221	0.002
<b>Supporting Factor - Human Resource Development</b>	0.134	1.458	0.005
<b>Managerial Factor - Human Resource Development</b>	0.185	0.63	0.001
<b>Behavioral Factor - Human Resource Development</b>	0.126	0.274	0.001
<b>Organizational Values - Infrastructure Development</b>	0.131	0.431	0.004
<b>Organizational Values - Potentials</b>	0.136	0.341	0.005

Finally, the GoF index formula was used to calculate the model fit index. According to this formula, the fit index of the comprehensive model of effectiveness is 46.0, which is an excellent level according to Akter et al. (2011). Therefore, it can be concluded that the model has incredible power over his sons.

Formula right index calculation formula:

$$GoF = \sqrt{AVE \times R^2}$$

## Conclusion

Based on the identified reasons, the data theory approach of the foundation was used to identify and determine the dimensions and components of the development of human resources and organizational values. The results of this section about human resource development include capabilities, potentials, behavioural factor, managerial factor, supportive factor, and infrastructure development and about organizational values including justice axis, infrastructure factor, administrative factor, and policy factor.

To compile the questionnaire, organizational value variables include justice-oriented sub-sections (including five items), infrastructure (including eight items), management (including four things), and policy-making (including seven items), human resource development variables including sub-sections. Infrastructure development (consisting of 7 items), Supporting agent (composed of 10 items), Management agent (composed of 5 items), Behavioral factor (consisting of 8 items), Potential (composed of 4 items), and Capabilities (Including six items) was considered.

To estimate and confirm the reliability and validity of the research instrument, face validity, content validity, convergent validity, discriminant validity and internal reliability indices were used. The apparent fact and value of the finding aid content were confirmed by repeatedly taking the supervisor's advice and the consultant and making the necessary corrections. However, to estimate the other indicators mentioned, a preliminary test was carried out by completing 30 questionnaires. Then, the values associated with the indicators are calculated

separately for each part of the questionnaire question. After completing the pretest questionnaire to assess the indices, a confirmatory factor analysis based on the partial least squares method was used, and the items were approved. To study the importance and effects of central factors, infrastructure factors, management factors, policy-making factors on organizational values, on the other hand, learn the importance of and the influence of factors of capacity, potential, development factors, management factors, development factors, management factors Human resources have been used at least one part squared. Measurement models and structural models were evaluated according to this method, and the reliability and validity of the study variables were assessed. Convergent validity and clear relevance were used to determine external models. Internal models (structural models) are evaluated to measure the relationship between endogenous and extrinsic structures. Finally, activation and T-value methods were used to determine the significance of the effect. After implementing the model, differences in invalidity were assessed and confirmed by evaluating the proposed correlation matrix.

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