

## Determining Variables of Implementing Human Resource Development in Iranian Social Security Organization's Hospitals

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**Abstract:** The strategic use of human resource development (HRD) is likely to be one of the most important determinants of organizational performance. The present study aimed to identify the main factors of implementing human resource development in the Iranian Social Security Organization's Hospitals. This study was descriptive and applicable. Sixty five Iranian Social Security Organization Hospitals (the major governmental health institutions in Iran) were chosen as a sample among all Iranian healthcare centers. The members of research community were educational managements and educational experts of these hospitals (n=130). To achieve this objective, a questionnaire was designed for reviewing the current state of human resource development. Content validity and construct validity were assured with expert judgment and the reliability of the questionnaire was determined using Cronbach's alpha and Pearson correlation (first and second times). After the sample size was shown to be sufficient, the exploratory and confirmatory of factors were analysed. The findings of the present study showed that one factor with seven variables was extracted, respectively the calculated fitness indices emphasised the desirable fitness. Then this factor was named "action of HRD". It can be concluded that this factor and its variables has a main role in implementing human resource development and are considered to be the main factor while implementing human resource development in these organizations.

**Key words:** Implementing Human Resource Development • Iranian Healthcare • Social Security Organisation

### INTRODUCTION

Globalization and technological advances, today's organisations are continuously changing. Thus, organizational change impacts not only the business but also its employees. In order to maximize organizational effectiveness, human potentials, individuals' capabilities, time and talents must be managed and developed [1]. Human resource development (HRD) is one of the most frequently discussed topics in these field [2-12].

Swanson argued that HRD is a process of developing and/or unleashing human expertise through organization development and personnel training and development for the purpose of improving performance [13]. Human resources are an organization's greatest assets because without them, everyday business functions such as managing cash flow, making business transactions, communicating through all forms of media and dealing with customers could not be completed [1].

HRD serves a strategic role by assuring the competence of employees to meet the organization's present performance demands. Along with meeting present organizational needs, HRD also serves a vital role in shaping strategy and enabling organizations to take full advantage of emergent business strategies [14].

HRD scholars need to become aware of as many tools as possible to further explore processes in which organizations become more effective. Because HRD is relatively young as a scholarly discipline, it is imperative that its foundation be built on strong theoretical underpinnings [15]. The major sections of HDR are (1) "Views of Human Resource Development," (2) "Definitions," (3) "Performance With or Without Instruction," (4) "Performance-A Closer Look," and (5) "Conclusions" [15].

For HRD to become a core human process, performance is the key. The performance perspectives of levels, variables and measures help to clarify the concept

of performance [13]. Human resource development (HRD) has served the needs of organizations to provide employees with up-to-date expertise [14]. Human resources and implement of its variables are key drivers for an organization's success. With globalization and technological advances, today's organizations are continuously changing. Thus, organizational change impacts not only the business but also its employees [1].

HRD is a very important for effective health care delivery, especially in the public sector. Bureaucratic barriers, discontinuity, ineffective leadership and lack of systematic approaches are major reasons for failures [16-20].

In recent years, Iranian healthcare centres have paid some attention to Human Resource Development. For instance, studies on the proprietary hospitals of Social Security Organisation showed that some of these hospitals were moving towards Human Resource Development with the implementation of the pattern of ISO 9001 and ISO10015 the patterns of EFQM and BSC were also used at some health care centres.

Despite the undoubted importance of human resources to the functions of health systems, there is little consistency between countries in how HRH strategies are implemented. Khamedad's study showed that in Iran's social security organization the implementing human resource development is in improper levels [21]. Mesbahi mentioned that neglecting human resource development planning, resources allocation, training and educating staff resource as systematic and system oriented method causes to waste huge expenses for organizations, prolong of working processes, dissatisfaction of operational core due to manner of delivering services by staff resources and eventually decreasing efficiency of these resources and organization [22]. It means that implementing human resource development has important results in Iranian organization.

Even though some of healthcare centers are applying process orientation, but it can be said, the factors that affect implementing of human resource development in Iranian hospitals are not fully recognized. So, the present study was performed with objectives as the identification of variables having an effect on implementing human resource development in Iranian social security organization's hospitals and the research question was "what were the main factors that affect implementing human resource development in these hospitals?"

## MATERIALS AND METHODS

**Design of the Study:** This study was descriptive and applicable. Iranian Social Security Organization's Hospitals (the major governmental health institutions in Iran) were chosen as a sample among all Iranian Healthcare Centers (N=65). The educational managers and educational experts were the members of research community (n= 130). There was no sampling and all of the research communities were asked.

**Design a Questionnaire and Data Collection:** The researchers developed a questionnaire based on variables of implementing human resource development in health care centers. To assess the validity of the questionnaire, expert judgment method was applied. So the developed questionnaire, along with explanations regarding terms and concepts were presented to five university professors, five managers in the ministry of health and four persons in educational managers unit in hospitals and they were asked to express their views on its construct, content, formal appearance and writing mode. Then the necessary amendments were made and the validity of its content and construct were assured. To determine the reliability of the questionnaire, it was sent to all Social Security Organization's hospitals. The questionnaire was filled out by the research community two times within an interval of 20 days. The members of research community were in education manager of the Social Security Organization's hospitals. After the mentioned questionnaires had been filled out, the reliability of the questionnaire was determined using Cronbach's alpha and Pearson correlation (first and second times). Cronbach's alpha coefficient of the component "implementing human resource development" was respectively as 0.859 and Pearson correlation was ( $p<0.001$ ) 0.961. It showed that the questionnaire was reliable.

**Sufficiency of Sample Size and Meaningfulness of Correlation Matrix:** Kaiser-Meyer-Olkin was used to determine the sufficiency of sample size and Bartlett Test of Sphericity was applied to calculate the meaningfulness of correlation matrix.

**Data Analysis:** The exploratory factor analysis was performed with maximum probability approach to identify the rate of loading of variables identified in the component and Varimax orthogonal approach was used to

interpret the variables. Then the confirmatory factor analysis was used, with application of Lisrel 8.7, to verify the fitness of factors achieved during the explanatory factor analysis. The fitness indexes were as follows:

Chi square index, goodness of fit index (GFI), comparative fit index (CFI), normed fit index (NFI), non-normed fit index (NNFI), incremental fit index (IFI), related fit index (RFI), adjusted goodness of fit index (AGFI), root mean square error of approximation (RMSEA) and root mean square residual (RMR).

If CFI, GFI, NFI, NNFI, IFI, RFI and AGFI are higher than 0.90 and RMSEA and RMR are less than 0.050, it proves a desirable and appropriate fitness [23].

## RESULTS AND DISCUSSION

Table 1 shows some of demographic characteristics of the research community. As indicated in the table, a majority of the members of the research community are very familiar with human resource development topics and more than half of them have participated in training courses on Human Resource Development for more than 30 hours (Table 1).

In the first step, correlation of each variables and internal consistency of all variables were calculated in the component “implementing human resource development”. The correlation and internal consistency was suitable.

The Kaiser-Meyer-Olkin approach was used to determine the sufficiency of sample size for the component “implementing human resource development” and Bartlett test of sphericity was used to calculate the meaningfulness of correlation matrix.

The sufficiency of sampling and meaningfulness of the correlation matrix for the component “implementing human resource development” was respectively: 0.820 and 273.15 ( $p < 0.001$ ). It showed that the explanatory factor analysis was permissible.

The exploratory factor analysis was performed with maximum probability approach and the variables were interpreted with Varimax rotation approach. The results showed that one factor was extracted for the component “implementing human resource development” with a special value of greater than one. The factor showed 54.564 percent of the total variances of variables. All of the corresponding variables of the component “implementing human resource development” were formed on the factor. The following variables formed the factor:

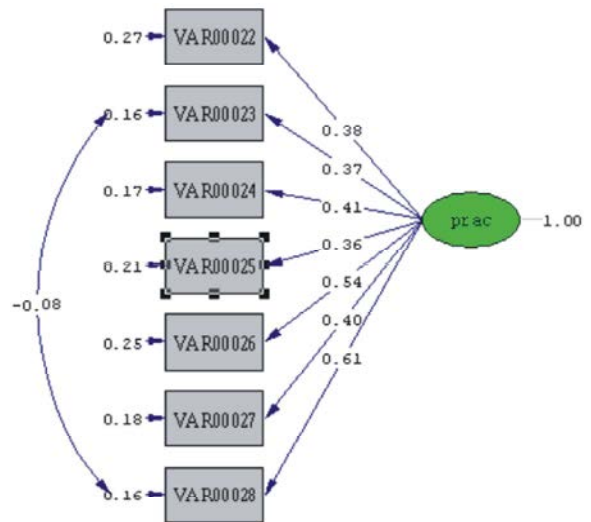


Fig. 1: Path diagram of implementing human resource development

- Job analysis
- Staff training needs analysis
- Justify a new job training
- Determined entrepreneur team
- Use job experiences
- Self development
- Identification and development of individual capabilities (Table 2).

The confirmatory factor analysis was made with the use of the software “Lisrel 8.7” to verify the fitness of the factors achieved by the exploratory factor analysis (Figure 1).

The fitness indexes of RMSEA, GFI, CFI, NNFI, IFI, NFI, RFI and RMR were respectively 0.031, 0.93, 0.97, 0.94, 0.97, 0.94, 0.90 and 0.021 for the component “implementing human resource development”. The findings of the confirmatory factor analysis showed that these fitness indexes calculated for the component “implementing human resource development” were desirable. AGFI was respectively 0.85 and Pvalue was less than 0.05 in this component. Nevertheless other fitness is evidences of desirable and appropriate fitness (Table 3).

Then, in the component “implementing of human resource development” the factor was named respectively “action of HRD”. Findings of this research identified one factor regarding implementing HRD.

Swanson’s model, assumed human resources development at the top of pyramid and recognizes the bottom side of Pyramid for leadership, strategy, quality

Table 1: Frequency distribution of research community in accordance with demographic characteristics

Demographic factors		Abundance percentage
Sex	Female	58%
	Male	42%
Age groups	Less than 30 years old	8%
	30-39	38%
	40-49	31%
	50 years and older	3%
Educational degree	Associate's degree	5%
	Bachelor's degree	59%
	Higher	36%
Acquaintance with of Human Resource Development topics	Very high	13%
	High	45%
	Medium	36%
	Low	3%
	Very low	3%

Table 2: Recycled matrix of component

Action				
Code	Variables	Factor	t	R <sup>2</sup>
VAR00022	Job analysis	0.693	4.39*	0.58
VAR00023	Staff training needs analysis	0.545	3.40*	0.72
VAR00024	Justify a new job training	0.651	4.54*	0.48
VAR00025	Determined entrepreneur team	0.615	4.29*	0.38
VAR00026	Use job experiences	0.873	4.80*	0.50
VAR00027	Self development	0.656	4.51*	0.67
VAR00028	Identification and development of individual capabilities	0.820	4.72*	0.42

\*  $t > 1.96$

Table 3: Fitness indices calculated

Component/index	Root mean square error of approximation	Goodness of fit index (GFI)	Comparative fit index (CFI)	Normed fit index (NFI)	Non- normed fit index (NNFI)	Incremental fit index (IFI)	Related fit index (RFI)	Adjusted goodness of Fit Index (AGFI)	Root mean square residual index (RMR)	$\chi^2$	Pvalue
	(RMSEA)										
Action	0.031	0.93	0.97	0.94	0.94	0.97	0.90	0.85	0.021	24.36	P=0.031

improvement, developing processes, designing work system, job extension and organizational effectiveness and developing and education and organizational development are located at the middle of pyramid [17]. It can be said that job extension, education and organizational development variables of Swanson's model are the same with job analysis and job training variables of this study, Thus it can be said that the findings of this research, somewhat correspond with Swanson's in some respects.

In Otto's study, the main keys of human resource development were education, budget and planning [18]. So it can be concluded that the findings of the present study in education variable, in conformity with the findings of Otto's study.

In the suggestive model of Pahlevan, for human resources development in health care sector of Iran the most effect belongs to human resources, use job experience and self development which in fact are the variables of implementing human resources [19].

Arif Hassan., in his research, have recognized HRD practices like potential appraisal and promotion, learning/training, performance guidance, creativity and etc. However, performance appraisal system, career planning and contextual analysis variables were negatively associated with values such as trust and creativity [20].

Thus, the results of this correspond with our Pahlevan's and Arif Hassan's research in some respects.

## CONCLUSION

Finding of this research identified one factor regarding implementing human resource development. The factor has been called "action of HRM". The confirmatory factor analysis, too, indicated that the structural model of this factor was proper.

Based on the results achieved through the present study, It can be concluded that this factor have important role in implementing human resource development and are

considered as effective factor to improve human resources. Since that there are similarities in staff performance of Iranian social security organization's hospitals, the results of this research can be extended to other health centers of Iran.

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