Presenting and Explaining a Model for the Development of Human Resources Policies in Education

Mohammad Barzoui [1*]

1. PhD Student, Department of Educational Management, Sari Branch, Islamic Azad University, Sari, Iran.

Human resource policies, by promoting the values of creativity, cooperation, independence and ambition among employees, create and sustain a suitable infrastructure for the development of new products, technologies, and organizational procedures. The research components in the second phase of the case were investigated. The process of conducting research in the way of data theory processing of the foundation consists of: research questions, note taking and data collection, analysis, theoretical sampling and theoretical saturation, writing and compiling theory and comparing texts. The analysis process starts with open coding and ideally it will end with selective coding. In order to collect the primary components, 50 domestic and foreign articles and book titles were studied with this number of samples. Received a comment After coding and categorizing the components (by 20 experts) using the Kendall coefficient, the reliability of the components was estimated at 88%. In the quantitative phase, the research environment included the teachers of Chaharmahal and Bakhtiari provinces and there were 1400 people in the year 2017-2017. Using simple random sampling method, 296 people were estimated as the sample size. In quantitative data analysis including frequency distribution tables and graphs, factor analysis method and covariance based structural equation modeling approach were used in the inferential part. The results showed that the dimensions and components can be classified into 5 main dimensions and 50 components. According to the main loads, the research model has good validity.

* **Corresponding Author Email: barzoui@mailsac.com**

Introduction

Innovation is a prerequisite for survival, growth, and business success, and therefore, understanding what makes some companies more creative than others is one of the key areas of research in various fields (Schumpeter, 1934; Cohen & Levinthal, 1990). Among the numerous explanations and investigations presented, organizational behavior researchers have paid special attention to employee creativity as one of the channels through which innovation flourishes in organizations (Sears & Baba, 2011). Since creative individuals are hired through a selective hiring process and appropriate training and appointment, organizations can benefit from "exploratory learning" (Shipton et al., 2005) where ideas and thoughts flow freely and risk-taking is part of cultural norms (Barros & Lazzarini, 2002; Engel et al., 2015). However, finding, selecting, and hiring quality and creative employees is not enough to encourage innovation. As management researchers remind us, company policies must also be "adjusted" to align the work environment with the company's strategic focus on innovation. Therefore, a desirable mix of policies (such as independence, flexibility, training, leadership style, or information sharing patterns) should be considered for organizations to fully benefit from the inherent creativity of their employees (Shalley et al., 2004). Hence, one of the main organizational challenges for innovative companies is "creating a space for individuality within a culture of bureaucratic control, in order to unleash the creative potential of employees" (Evans et al., 1989). In this regard, the proper integration of human resource policies can provide avenues for encouraging creativity, risk-taking, and overall innovation by employees for organizations. In addition to harnessing employee creativity, a company's ability to innovate also has important levers at the organizational level (Bloom et al., 2014), one of which is the use of proprietary human resource practices (Bloom & Van Reenen, 2011). Human resource practices and systems, referred to as "work and people management," have been linked to the innovation performance of organizations in various fields .

Sorin (2022) examines the effects of human resource policies on company innovation. In particular, I argue that companies that implement policies to promote job autonomy and pay based on performance are more likely to invest in research and development through innovation. Additionally, I believe that institutional (i.e., labor laws) and competitive (i.e., import pressure) contexts in which a company operates will affect the relationship between human resource policies and innovation in different ways. These hypotheses are tested using a dataset of over 900 companies from a heterogeneous sample of 12 countries, mostly emerging markets.

Wisanut et al. (2021) stated that innovation and technology are challenging factors that create uncertain conditions in businesses. Currently, many businesses have focused on improving production processes and other related operations to enhance competitiveness. The aim of this research was to investigate the role of knowledge-based leadership and human resource development in the sustainable competitive advantage of an organization using employee data in high-tech organizations in Thailand. The results showed that knowledge-based leadership directly affects sustainable competitive advantage, while human resource development does not have a significant direct impact. Additionally, knowledge-based leadership and human resource development indirectly influenced sustainable competitive advantage through organizational innovation factors.

Hitka et al. (2019) and Malik (2019) suggested that when an organization wants to remain competitive in the industry, human capital is crucial. Human resource development emerged as another key factor that showed a positive relationship between human resource performance and innovation in the literature. Higher levels of education increase employees' skills and learning potential, leading to the creation of an innovative environment, inducing creativity, and ultimately innovation.

Suoniemi et al. (2021) developed the activities of the company and project levels to impact organizational performance. Empirical findings from a survey of 148 IT managers and 474 end-users support the conceptualization of CRMSC as a project-level capacity and indicate that CRMSC and system quality play a mediating role in the impact of information technology capabilities at the company level on organizational productivity and mismatched productivity outcomes.

Gharib Navaz (2021) aimed to measure the impact of the fit or misfit between business and marketing strategies on human resource policies on marketing performance in Tehran chain stores. The present research method was descriptive-survey and, in terms of purpose, practical in solving a real problem in the studied organization. This research will be conducted using a survey method and a questionnaire tool. The data were analyzed using SPSS and PLS software. The findings also showed that the fit between marketing strategies on human resource policies has a significant effect on marketing performance, and human resource policies on marketing

performance have a significant effect on overall company performance.

Dehghan (2022) aimed to investigate the impact of human resource management policies on marketing strategies and organizational performance in small and medium-sized companies. The research methodology was descriptive in terms of purpose and data collection. The statistical population of this research consisted of active small and medium-sized service and production companies in Shiraz industrial town (368 companies). The data collection tool was a Likert five-degree questionnaire. The validity of the questionnaire was examined in terms of content and structure, and reliability was calculated by Cronbach's alpha coefficient (85.2%). In this research, data were tested using structural equation modeling using SPSS 25 and LISREL 8.80 statistical software. The findings of this research not only expand the theoretical knowledge in this field but can also be effective for managers of small and medium-sized companies. Additionally, conducting new research in the field of small and medium-sized companies can lead to more attention and development for these companies.

Shojaat Sogh (2022) conducted a study with the aim of investigating the effect of positive perception of organizational policy on knowledge hiding by explaining the mediating role of competitive work climate. This research is applied in terms of purpose, descriptive in terms of data collection method, correlational in nature, and specifically based on structural modeling. The statistical population of this study includes all administrative employees of Vali-e-Asr University (AJ) which is 196 people, and the Morgan table was used to select 130 people. The results showed that positive perception of organizational policy has a negative effect on knowledge hiding through competitive work climate. Positive human resource management actions through competitive work climate have a negative effect on knowledge hiding and positive effect on competitive work climate. Additionally, positive human resource management actions have a negative effect on knowledge hiding and a positive effect on competitive work climate. Finally, competitive work climate has a negative effect on knowledge hiding.

Mir Ali (2022) aims to design a model for human resource development in government organizations with a new public service approach. The statistical population of the qualitative study includes managers, heads of departments, and senior experts of the Ministry of Energy in Tehran, as well as professors and experts in human resource management in universities. The necessary sample for structured interviews was collected through purposive judgmental sampling until theoretical saturation was reached. In total, data were collected from 16 individuals. Data analysis was performed using grounded theory. It was found that human resource development with a new public service approach consists of four key components: participation of human resources in organizational decisions, development of human resource competencies, human resource training, and human resource empowerment.

Kashaninejad and Haghshenas Kashani (2016) investigated the effect of information technology capabilities on organizational performance with the mediating role of organizational agility in the Bank of Commerce branches in the southwest region of Tehran. The statistical population of the study was 400 employees working in the Bank of Commerce branches in the southwest region of Tehran, and the sample of this research was announced as 196 people using the Kargar and Morgan tables. Simple random sampling method was selected. SPSS and Laserl software were used for data analysis. By enhancing information technology capabilities, it is possible to improve organizational performance while increasing organizational agility.

Ebrahimi and Sobhanalahi (2015) investigated the relationship between quality management and employee productivity using correlation analysis and multiple linear regression. The data was collected through questionnaires and direct interviews from a sample of 162 employees of the fire department and safety services of Karaj municipality. The data collection tools consisted of two standard questionnaires on quality management and human resource productivity, both of which were prepared and arranged by the researcher in a Likert scale. The results of their correlation analysis showed a significant relationship between employee productivity and its dimensions (including variables such as commitment, top management leadership, customer orientation, employee identification and training, employee empowerment, and teamwork). On the other hand, the results of multiple linear regression analysis showed that the variables of commitment, senior management, and employee identification and training had the most significant effect on employee productivity with coefficients of 0.286+ and 0.248+, respectively.

Hosseinpour and Karimi (2012) investigated the effect of ICT indicators on workforce productivity in the industries of the central province of Iran. The results showed that information and communication technology is one of the effective factors on workforce productivity in the economy. By considering the theoretical foundations of production and productivity functions, industries with a four-digit code were estimated to have

a productivity model using panel data, and the coefficients of the variables used in the productivity model confirmed the model used.

Research Objectives:

Main objective: To provide and explain a model for developing human resource policies in education.

Sub-objectives:

1 –Identifying the main factor affecting the human resource policy development model in education.

2 –Identifying the necessary conditions for presenting and explaining a model for developing human resource policies in education.

3 –Identifying the background conditions affecting the human resource policy development model in education.

4 –Identifying the intervening conditions affecting the development of human resource policies in education.

5 –Identifying the strategy used in developing human resource policies in education.

6 –Identifying the consequences of the model for developing human resource policies in education.

Subject Scope: The subject scope of this research is the design and presentation of a model for developing human resource policies in education.

Geographical Scope: The geographical scope of this research includes all elementary school teachers in Chaharmahal and Bakhtiari province.

Time Scope: The interviews and data collection were conducted from March 2022 to October 2023.

Methodology

The present study is an applied study in terms of its objective, as its findings provide practical solutions to real-world problems. The data for this research was collected between 2019 and 2022. The sequential exploratory design (Figure 1) is a design in which the discovery of a phenomenon begins with the collection and analysis of qualitative data, followed by the collection and analysis of quantitative data to explain the relationships found in the qualitative data. This study, based on the foundational theory, aims to identify the factors affecting the development of human resource policies in education from the perspective of different groups, and uses a qualitative approach in terms of the process (or type of data), as information is collected through interviews to identify the factors affecting the development of a model for human resource policies in education. The model of this research is presented based on the grounded theory as follows:
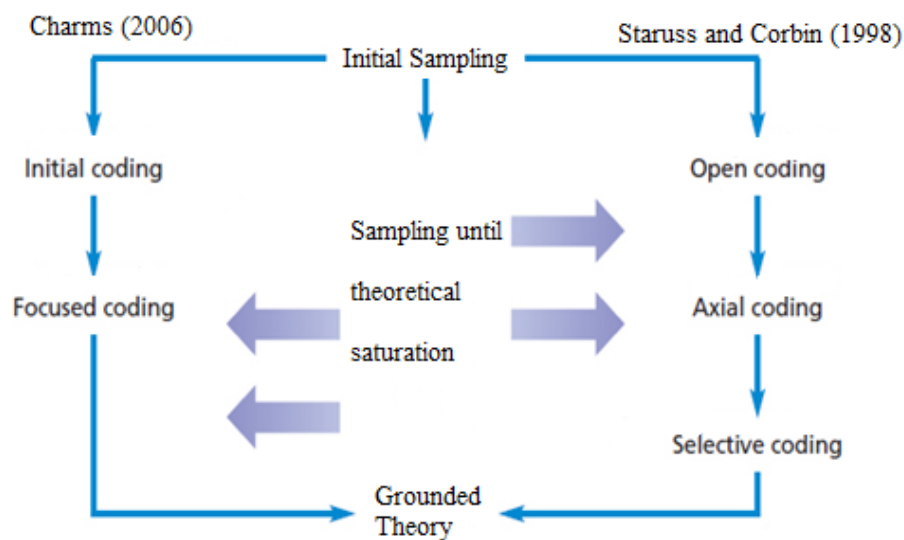

Figure 1. Grounded theory model

From the perspective of the outcome, it is fundamental, as it is conducted with the aim of discovering the nature of phenomena, testing theories, and expanding existing knowledge. It creates a conceptual framework to comprehensively identify the factors affecting the development of a model for human resource policies in education through categorization. From the perspective of logical reasoning (or type of argument), it is inductive, as in this research, interviewees raise the factors affecting the development of a model for human resource policies in education based on their experiences with the results of the phenomena, and the researcher formulates a model by examining the relationships between these factors. From a temporal perspective, it is cross-sectional, as the interviews were conducted in 2022. In terms of its objective, it is exploratory for three reasons:

first, fewer studies have been conducted on the subject of this research; second, this research has led to the development of a theory (grounded theory); and third, it contributes to the expansion of concepts in management texts. To design and explain the model, various models presented in this field were reviewed by referring to the literature, and the dimensions, components, and indicators mentioned were identified. The results were then subjected to the Delphi method to obtain the opinions of experts and stakeholders, and the final model was extracted based on their opinions. The qualitative sample size of this study will be 10 to 20 individuals, including professors and elites with more than 4 years of experience in the field of management. The quantitative sample of this research includes teachers in 2022.

The research method in this study is investigable in two qualitative and quantitative phases. In the first phase, the Delphi technique was used to analyze the content qualitatively. The main index and sub-branches were obtained from this part, which were used in constructing the main research tool (questionnaire), and also the main questionnaire questions were derived from the important results of this section. The research environment in the qualitative part of this study includes all foreign articles listed in international databases such as Elsevier, Emerald, ScienceDirect, Springer, and websites and portals between 2006 and 2022, as well as domestic articles between 2008 and 2022 in the field of developing a model for human resource policies in education. Based on this, the research environment consisted of 50 articles, including 80 foreign articles, 32 domestic articles, and 4 books. According to the given explanations, the method used is a mixed method of quantitative and qualitative research. This stage includes the following: 1- Library data collection. 2- First interview data collection. 3- Second interview data collection.

Table 1. Examination of the research environment in the qualitative section

Domestic books and articles		Foreign books and articles		The research environment in the qualitative section
Frequency	Year	Frequency	Year	
32	2008-2022	80	2006-2022	
Source		Source		
Iranian databases and websites		International databases of Elsevier, Emerald, ScienceDirect, Springer		

After reviewing the library data and explaining the subject for the results group, the following items are investigable:

- Examination of the obtained items in the grounded theory method: The definition and explanation of concepts and key points of their subsets in the grounded theory method are carried out. In other words, since the main reliance of this method is on primary data, and in the process of induction, key points of coding are opened, "concepts" are abstracted, and then "items" are made more abstract. Therefore, the definition of each concept and item is based on the path taken to form and emerge them. It is possible that the title of the concept or item has a theoretical background in the literature, but what is obtained in the grounded theory method (although the title may be similar to a similar example in the literature) has a different definition because the primary origin of existing written theories and experiences (secondary data) and another origin is the data obtained during the research (primary data). Therefore, to fully understand the meaning of "concepts" and "items," it is essential to refer to the research data, especially in the open coding stage. Each item is composed of one or more concepts, which in fact represent the "features," "conditions," or "desired situations" of the desired item in the country. Another important point is the simultaneity of "description" and "prescription" in sub-items and the main research item. This means that the formed items not only have a descriptive burden related to describing the current situation or describing the desired situation but also have a prescriptive burden. In other words, each of them has dos and don'ts in the path of achieving the desired situation. Paying attention to the prescriptive aspect of items, which itself leads to the prescriptive aspect of the "theory" resulting from the grounded theory method, will be very helpful in fully understanding the outputs of this method.

To integrate and present a final model, after identifying the central issue and connecting other issues in a systematic theoretical paradigm using grounded theory, the pattern of the designed model was refined and the main factors were nurtured, resulting in the final research model as shown in Figure 1.
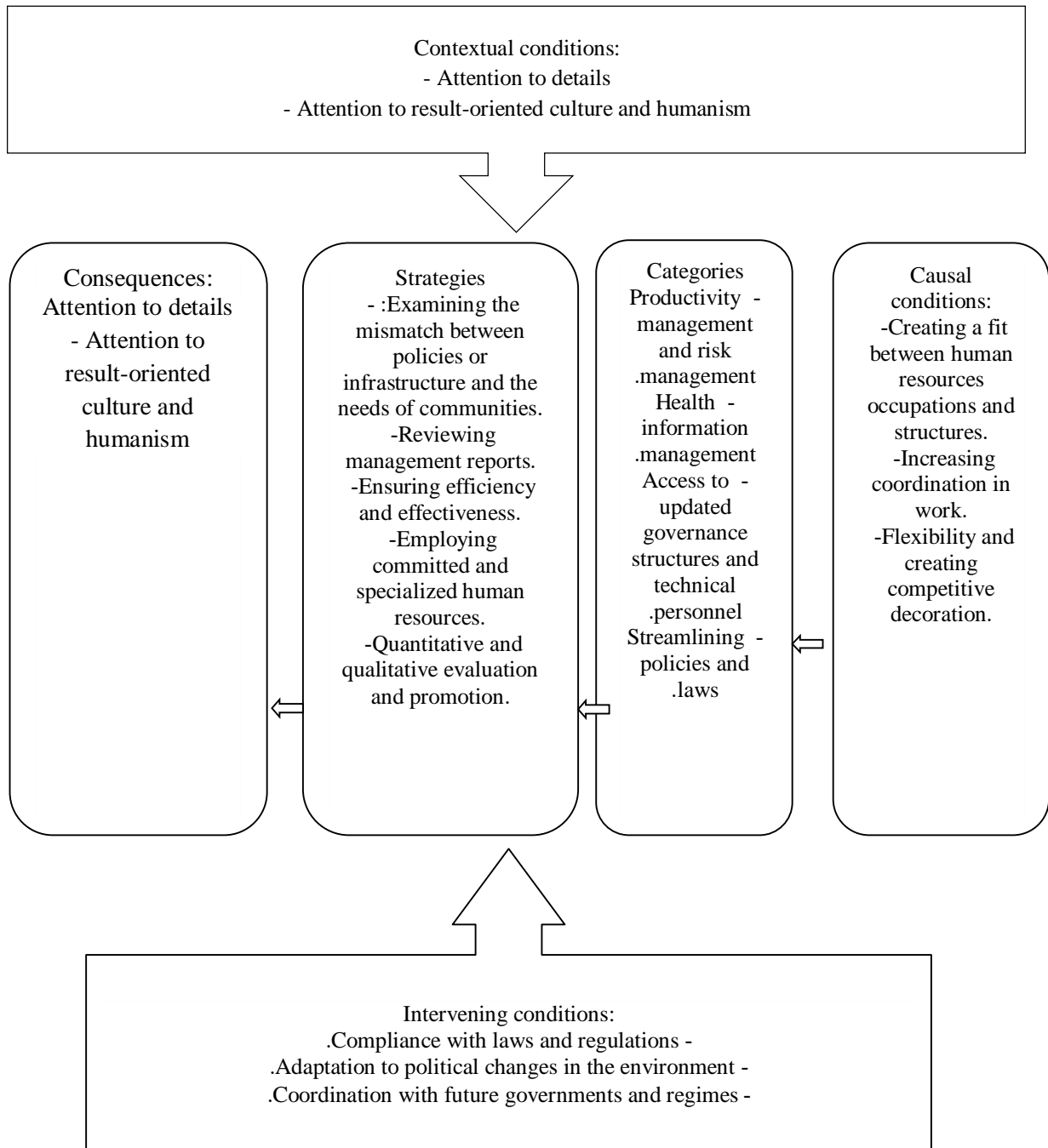
Contextual conditions:
- Attention to details
- Attention to result-oriented culture and humanism

| Consequences: Attention to details - Attention to result-oriented culture and humanism | Strategies - :Examining the mismatch between policies or infrastructure and the needs of communities. -Reviewing management reports. -Ensuring efficiency and effectiveness. -Employing committed and specialized human resources. -Quantitative and qualitative evaluation and promotion. | Categories Productivity - management and risk management. Health - information management. Access to - updated governance structures and technical personnel. Streamlining - policies and laws. | Causal conditions: -Creating a fit between human resources occupations and structures. -Increasing coordination in work. -Flexibility and creating competitive decoration. |

Intervening conditions:
- Compliance with laws and regulations.
- Adaptation to political changes in the environment.
- Coordination with future governments and regimes.

Figure 2. Paradigm model of design and explanation of the model

Conclusion

Innovation is a vital and important factor for organizations to create value and sustainable competitive advantage in today's complex and variable environment. Organizations will be more successful in responding to changing environments and creating and developing new capabilities that allow them to perform better with more innovation. Initiatives and actions for innovation are heavily dependent on employees' knowledge, expertise, and commitment as internal inputs to the value creation process. Over time, the focus is not only on individuals' employment in organizations and their intellectual assets, but also on their values, responsibilities, and social attitudes. Therefore, if human resource management is essential in managing employees, and if knowledge is the most valuable resource of employees, then human resource management and knowledge application are closely related.

Knowledge-based human resource managers in organizations can take actions to design and develop organizational structuring. Actions such as expanding work groups and teams, networks and social work, designing appropriate jobs, and management. Today, human resources are the main asset and capital of

organizations and the main factor in their competitive advantage. This resource is not replicable and has unique characteristics. In addition, this resource is one of the assets that can grow and develop, and this development only comes through learning and knowledge. The development of human resources emphasizes leadership's perspective on employees to gain knowledge, expertise, experience, and effective decision-making and problem-solving skills in the organization.

References

Ahearne, M., Rapp, A., Mariadoss, B. J., & Ganesan, S. (2012). Challenges of CRM implementation in business-to-business markets: A contingency perspective. Journal of Personal Selling & Sales Management, 32(1), 117–129.

Ali, M., & Miller, L. (2017). ERP system implementation in large enterprises–a systematic literature review. Journal of Enterprise Information Management, 30(4), 666–692.

Ashrafi, R., & Mueller, J. (2015). Delineating IT resources and capabilities to obtain competitive advantage and improve firm performance. Information Systems Management, 32(1), 15–38.

Barki, H., Rivard, S., & Talbot, J. (2001). An integrative contingency model of software project risk management. Journal of Management Information Systems, 17(4), 37–69.

Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99–120.

Barros, H.M., Lazzarini, S.G., 2012. Do Organizational Incentives Spur Innovation? BAR, Rio de Janeiro, vol. 9, pp. 308–328. No. 3, Art. 4.

Bharadwaj, A. S. (2000). A resource-based perspective on information technology capability and firm performance: An empirical investigation. MIS Quarterly, 24(1), 169–196.

Bhatt, G. D., & Grover, V. (2005). Types of information technology capabilities and their role in competitive advantage: An empirical study. Journal of Management Information Systems, 22(2), 253–277.

Bloom, N., Lemos, R., Sadun, R., Scur, D., Van Reenen, J., 2014. The New Empirical Economics of Management. NBER Working Paper Series, No, p. 2014, 20102.

Bloom, N., Sadun, R., Van Reenen, J., 2010. Does product market competition lead firms to decentralize? Am. Econ. Rev.: Papers & Proceedings 100 (May 2010), 434–438.

Bloom, N., Van Reenen, J., 2011. Human resource management and productivity. In: Handbook of Labour Economics, vol. 4. Part B, pp. 1697–1767, 2011.

Chatterjee, S., Ghosh, S. K., & Chaudhuri, R. (2020). Knowledge management in improving business process: An interpretative framework for successful implementation of AI–CRM–KM system in organizations. Business Process Management Journal, 26(6), 1261–1281

Chen, I. J., & Popovich, K. (2003). Understanding customer relationship management (CRM). Business Process Management Journal, 9(5), 672–688.

Cohen, W.M., Levinthal, D.A., 1990. Absorptive capacity: a new perspective on learning and innovation. Adm. Sci. Q. 35 (1), 128–152. Special Issue: Technology, Organizations, and Innovation (Mar., 1990).

Cohen, W.M., Levinthal, D.A., 1990. Absorptive capacity: a new perspective on learning and innovation. Adm. Sci. Q. 35 (1), 128–152. Special Issue: Technology, Organizations, and Innovation (Mar., 1990).

Ebrahimi, Khairullah and Sobhan Allahi, Mohammad Ali, (2014), investigation of the relationship between quality management system and employee productivity (case study of Karaj Municipal Fire Department and Safety Services), 2nd International Conference on Management and Industrial Engineering,

Engel, K., Dirlea, V., Dyer, S., Graff, J., 2015. How to build the permanently innovative company: five tested sets of management practices. Strat. Leader. 43 (1), 3–10.

Gharib Nawaz, Maryam (1400) The effect of using human resource management policies on the implementation of marketing strategy (case study: chain stores in Tehran). Andishmand Institute of Higher Education - Lahijan, Department of Human Sciences

Hitka, M., Kuchar_cíkov_a, A., _Starcho_n, P., Bal_a_zov_a, _Z., Luk_a_c, M., & Stacho, Z. (2019). Knowledge and human capital as sustainable competitive advantage in human resource management. Sustainability, 11(18), 4985

Hosseinpour, Davoud, Karimi, Fatemeh, (2012) Investigating the effect of information and communication technology (ICT) on labor productivity in the factories of Central Province. Financial Economics, 6(19), 111-134.

Hosseinpour, Davoud, Karimi, Fatemeh, (2012) Investigating the effect of information and communication technology (ICT) on labor

productivity in the factories of Central Province. Financial Economics, 6(19), 111-134.

Kafouros, M., Aliyev, M., Krammer, S.M., 2021. Do firms profit from patent litigation?The contingent roles of diversification and intangible assets. Res. Pol. 50 (6),

Karim, J., Somers, T. M., & Bhattacherjee, A. (2007). The impact of ERP implementation on business process outcomes: A factor-based study. Journal of Management Information Systems, 24(1), 101–134.

Kashani Nejad, Parisa, Haqsheesh Kashani, Farideh. (2015). Investigating the impact of information technology capabilities on organizational performance with the mediating role of organizational agility in Tejarat Bank branches in the southwest region of Tehran. Modern Management Engineering Quarterly, 5(1, 2), 1-16.

Khorraminia, M., Lesani, Z., Ghasvari, M., Rajabion, L., Darbandi, M., & Hassani, A. (2019). A model for assessing the impact of cloud computing on the success of customer relationship management systems (case study: Agricultural companies). Digital Policy, Regulation and Governance., 21(5), 461–475

Makadok, R. (2001). Toward a synthesis of the resource-based and dynamic-capability views of rent creation. Strategic Management Journal, 22(5), 387–401.

Malik, A. (2019). Creating competitive advantage through source basic capital strategic humanity in the industrial age 4.0. International Research Journal ofAdvanced Engineering and Science, 4(1), 209e215.

Mikalef, P., Krogstie, J., Pappas, I. O., & Pavlou, P. (2020). Exploring the relationship between big data analytics capability and competitive performance: The mediating roles of dynamic and operational capabilities. Information & Management, 57(2), Article 103169.

Mir Ali, S. T. (2022) The model of human resources development in Iran's government organizations with the approach of modern public services (Study case: Ministry of Energy) Publication: Farda Management

Sears, G.J., Baba, V.V., 2011. Toward a multistage, multilevel theory of innovation. Can.J. Admin. Sci. 28 (4), 357–372.

Shalley, C.E., Zhou, J., Oldham, G.R., 2004. The effects of personal and contextualcharacteristics on creativity: where should we go from here? J. Manag. 30 (6),

Sharifi Rad, Hossein Ali (1401) The aim of the study is to investigate the impact of knowledge-based leadership and human resource development on sustainable competitive advantage with the mediation of

organizational innovation. Payam Noor University of Yazd Province, Payam Noor Yazd Center

Shipton, H., Fay, D., West, M., Patterson, M., Birdi, K., 2005. Managing people to promote innovation. Creativ. Innovat. Manag. 14 (2), 118–128.

Shipton, H., West, M.A., Dawson, J., Birdi, K., Patterson, M., 2006. HRM as a predictor of innovation. Hum. Resour. Manag. J. 16 (1), 3–27.

Shujaat Souq, Sahar (1401) Investigating the impact of perception of organizational policy and human resource management measures on knowledge concealment by explaining the mediator role of competitive work environment (Study: Wali Asr University). Valiasr University (AJ) Rafsanjan, Faculty of Administrative Sciences and Economics

Suoniemi, S., Terho, H., Zablah, A., Olkkonen, R., & Straub, D. W. (2021). The impact of firm-level and project-level it capabilities on CRM system quality and organizational productivity. Journal of Business Research, 127, 108-122.

Trainor, K. J., Andzulis, J. M., Rapp, A., & Agnihotri, R. (2014). Social media technology usage and customer relationship performance: A capabilities-based examination of social CRM. Journal of Business Research, 67(6), 1201–1208.

Wisanut Banmairuroy*, Taweesak Kritjaroen, Winai Homsombat (2021). The effect of knowledge-oriented leadership and human resource development on sustainable competitive advantage through organizational innovation's component factors: Evidence from Thailand 's new S- curve industries. Graduate School of Management and Innovation, King Mongkut's University of Technology Thonburi, Thailand