

## The Human Resource Development Model Based on Improving Organizational Culture Approach

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### Abstract

This paper aims to specify the model of human resource development based on organizational culture in Ministry of Justice in Iran. The study was used mixed methods research. Also, there were two populations. One population included the experts for qualitative analysis and the other population was all people in the organization for quantitative analysis. The 13 selective codes and 59 open codes were classified after the interview with experts. Next, 13 hypotheses were defined based on the selective codes of the model. Finally, testing of hypotheses confirmed all of them and the variables of the model were determined.

**Keywords:** Human Resource Development, Organizational Culture, Mixed Methods Research

### Introduction

Due to increase competition and complexity of world environment, the importance of human resource has become more than the past. Human resource is a factor of production which has its specific features. Also, it is a factor key in each organization to reach goals. Because of this, there are many studies in economics and management that show the importance of it and its particular aspects. Human resource development (HRD) is one of important theory in this field. Many factors impact on the human resource and its performance in organization. One important factor is organizational culture that shows the beliefs and values in the organizations that can be different from an organization to other organizations (Barney, 1991 and Peters and Waterman, 1982). This paper seeks to design the model of human resource development based on organizational culture in Ministry of Justice in Iran.

### Litreature Review

The definition of Human resource development (HRD) has changed during the time by academics, researchers and practitioners. Nadler and Nadler (1987) suggested that there are three key activities for human resource development. The activities consist of education, training and development. Training is involved in learning with focusing on the learner's present job. Education is involved in learning with focusing on the learner's future job and development is indeed, learning that is not focused on the job (Nadler, L. & Nadler, Z., 1989). Haslinda stated that Harbison and Myers proposed the first definition of HRD in 1964. They defined HRD as the following:

HRD is the process of enhancing knowledge, skills, and the capacities of people in the society. It can be defined as the accumulation of human capital and its effective investment to develop of an economy from the view of economic term. HRD help to people to contribute in political process, especially as citizens in a democratic system from the stand point of

political term. From standpoint of social and cultural term, HRD helps to people to have good life with less bound to tradition. Some definitions can be regarded as the following:

It is organized activities that conduct within a specified time and designed to produce behavioral change (Nadler and Nadler, 1970). A series of systematic and planned activities to preaperornization's members to learn important skills to meet current and future job demands (Werner and DeSimone 2006). Metcalfe and Rees (2005) in their study asserted thatthere is no homogeneity in HRD as a newfield of academic study. Research suggests that we should start to find the many socio-cultural variations that shape HRD philosophies and practices.

Organizational culture is a concept as shared beliefs and values in the organization that helps to shape of the behavior patterns of employees (Kotter and Heskett, 1992). Also, Gordon and Cummins (1979) state that organizational culture is a drive that recognizes the efforts and cooperatives of the organizational members and provides comprehensive understanding of what and how is to be gained, how goals are interrelated, and how each employee could try to reach the goals. Hosftede (1980) defines organization culture as a collective process of the mind that distinguishes the members of one organization from the other one. So, it can sum up that organizational culture acts as a means of keeping employees in a line and stimulating them towards organizational objectives.

There are many factors that impact on the culture of an organization consists of national culture, previous events in the organization, the different traits and the socialization individual members experienced as a result of past training and work settings (Mahler, 1997).Organizations are different in terms of their cultural content and the relative ordering of beliefs, values, and assumptions. For instance, some organization procedures give a premium on their recruitment and selection, education and development programmers, compensation administration and even, performance management. Furthermore, some give a premium on career development, goal setting and pay-for-performance, all with the intent of increasing employee performance and customer service. These different kinds of procedures act in an organization to enhance the performance.

### **Methodology**

Methodology of the study was descriptive and basic-exploratory. Mixed methods research was used to analyze data. This study used to interview and questionnaire to gathering data and seeks to systematic data and information about design a model of human resource development in the Ministry of Justice with focusing on the development of organizational culture.

### **Research Questions**

This research has three questions include one main question and two sub-questions as the following:

A) The main question :

How is the model of human resource development from a standpoint of improving organizational culture in Ministry of Justice in Iran ?

B) Sub-questions :

What are the elements of model of human resource development from a standpoint of improving organizational culture in Ministry of Justice in Iran ?

What does prioritizing the elements of the model of human resource development from a standpoint of improving organizational culture in Ministry of Justice in Iran?

### **The Statistical Population**

This study had two populations. The first population was experts in the development of human resources in governmental organizations who were experts on the topic of Islamic-Iranian model of progress. Sampling method was Snowball Method, because of the limitation in identifying experts. According to Principle of Saturation in the Sample, The number of samples was specified in the interview. The second population was all the deputies and the director generals and heads of departments in the Governmental Reprimand Organization in the county of Tehran who were working in the year ended 2015. Population size was 65 units. The questionnaires were distributed between all statistical units.

### ***Instruments of Gathering Data***

Interview and questionnaire were the instruments of gathering data. This study was used to structured and semi-structured interview. Also, the questionnaires were included 59 questions. The questionnaires before the main distribution were limitedly distributed between ten subjects (statistical unit) to reduce its ambiguities to a minimum and to increase its reliability and validity. Cronbach's alpha was used to investigate the reliability of each component. Alpha value for all of the questionnaire was 0/769.

### ***Mixed methods research***

This study used a mixed methodological approach that combines the qualitative and quantitative methods (Morgan, 2007). Johnson et al. (2007, p. 120) defined mixed methods as the group of research which in the researcher combines quantitative and qualitative research techniques, methods, approaches, concepts into a unified study or series of related studies. Greene et al (1989) presented five goals to use mixed methods 1) triangulation, 2) complementarity, 3) Initiation, 4) expansion and 5) development.

### ***Grounded Theory***

Glaser and Strauss (1967) presented grounded theory in their work. This method has been used in extensive scope of social science disciplines. A grounded theory is discovered, developed, and provisionally confirmed through systematic data collection and analysis of data pertaining to a particular phenomenon (Strauss and Corbin, 1990). The grounded theory is repetitive, requiring a constant movement between concept and data, as well as comparative, requiring a steady comparison across types of evidence to control the conceptual level and scope of the emerging theory.

The aim of grounded theory is to find a theory that is closely related the evidence, so that the obtained theory is probably to be match with empirical data (Orlikowski 1993; Eisenhardt 1989). collecting data, coding rationale, integration of classes, abstracting from the data and building of theory are thus guided by theory as it emerges.

### **Findings**

In this section, the result of qualitative analysis and quantitative analysis has been presented respectively.

#### ***Qualitative analysis***

As noted before, this study to collect data was used to structured and semi-structured interview. It was tried to cover both general questions and specialized question about participant management domain and human resource development problem. Corbin and Strauss analysis method was used to analyze data in the form of constant comparative method. This method does data collection and analysis at the same time. Data were coded after each interview and before starting the next interview. First, data were read line-by-line, and then open codes were extracted. Next, findings were compared with earlier codes, the codes that were conceptually similar classified into a same class. So, the classes were gradually shaped. After this, Classes were compared with each other; they were combined or in some cases a class was divided into two or more other classes or the code was changed from one class to another. Finally, axial class was formed. 59 open codes were extracted from interviews and classified in 13 selective codes. The selective codes included:

- Compensation and appraisal system
- National and extra-organizational
- Planning and directing of staff
- Training and knowledge management
- Employee empowerment
- Management factors
- Personal factors
- Employee engagement and career path
- Independence of staff in doing their duties
- The software condition of work environment

- Values and organizational behavior
- Faith-based, organizational justice, and perfectionism
- Content factors

**Normality Test**

Kolmogorov-Smirnov test was used to investigate the normality and equal distribution between the samples in the second population. The result of this test can be seen from Table 1, the estimated statics of all variables were not significant. The hypotheses in Kolmogorov-Smirnov test are as follow:

Ho: The sample data are not significantly different than a normal population.

Ha: The sample data are significantly different than a normal population

As shown in Table 1, the null hypothesis was not rejected i.e. the sample data were not significantly different than a normal population.

**Table 1: The Results of Kolmogorov-Smirnov Test**

Variables	Statistic	Sig.	Df
Compensation and appraisal system	1.751	0.624	4
National and extra-organizational	2.138	0.624	4
Planning and directing of staff	1.751	0.565	5
Training and knowledge management	1.795	0.486	7
Employee empowerment	1.647	0.565	5
Management Factors	1.785	0.521	6
Personal Factors	1.879	0.708	3
Employees Engagement and Career Path	2.066	0.624	4
Independence of staff	1.613	0.975	1
The software condition of work environment	1.607	0.521	6
Values and Organizational Behavior	1.799	0.486	7
Faith-Based, organizational justice and perfectionism	1.987	0.486	7
Content factors	1.927	0.486	7

**Sampling adequacy test KMO and Bartlett's Test**

The Kaiser-Meyer-Olkin (KMO) is the measure of sampling adequacy. The value of test varies between 0 and 1. Kaiser (1974) suggested that values greater than 0.5 are acceptable, the values between 0.5 and 0.7 are mediocre and the values between 0.7 and 0.8 are good. Also, the values between 0.8 and 0.9 are great and values higher than 0.9 are superb (Hutcheson and Sofroniou, 1999: 224).

Bartlett's Test of Sphericity is the test that its nullhypothesis checks if the observed correlation matrix is significantlydifferent from the identity matrix. The correlation of two variables isequal to 0 if and only if they are orthogonal (and thus completely uncorrelated).For a factor model to be useful and meaningful variables need to be correlated.

**Table 2: the output of the software for sampling adequacy test**

<b>KMO and Bartlett's Test: Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		0.897
<b>Bartlett's Test of Sphericity</b>	<b>Approx. Chi-Square</b>	818.208
	<b>Df</b>	58
	<b>Sig.</b>	0.000

According to Table 2, the result of two tests was appropriate to investigate the factor model. The value of KMO test was 0.897 that is great value as noted above. The value of Bartlett's Test was 818.208 that was significant. So, the obtained result confirmed that the data of second population and the sample size is suitable for factor analysis.

### Hypothesis Test

When all variables were confirmed to factor analysis by the KMO test and Bartlett's test, the 13 hypotheses were presented based on the variables or codes as follows:

- Compensation and appraisal system affect the model of human resources development from a standpoint of improving organizational culture in Ministry of Justice in Iran.
- National and extra-organizational factors affect the model of human resources development from a standpoint of improving organizational culture in Ministry of Justice in Iran.
- Planning and directing of staff affect the model of human resources development from a standpoint of improving organizational culture in Ministry of Justice in Iran.
- Training and knowledge management affect the model of human resources development from a standpoint of improving organizational culture in Ministry of Justice in Iran.
- Employee empowerment affects the model of human resources development from a standpoint of improving organizational culture in Ministry of Justice in Iran.
- Management factors affect the model of human resources development from a standpoint of improving organizational culture in Ministry of Justice in Iran.
- Personal factors affect the model of human resources development from a standpoint of improving organizational culture in Ministry Justice in Iran.
- Employee engagement and career path affect the model of human resources development from a standpoint of improving organizational culture in Ministry Justice in Iran.
- Independence of staff in doing their duties affects the model of human resources development from a standpoint of improving organizational culture in Ministry of Justice in Iran.
- The software condition of work environment affects the model of human resources development from a standpoint of improving organizational culture in Ministry of Justice in Iran.
- Values and organizational behavior affect the model of human resources development from a standpoint of improving organizational culture in Ministry of Justice in Iran.
- Faith-based, organizational justice, and perfectionism affect the model of human resources development from a standpoint of improving organizational culture in Ministry of Justice in Iran.
- Content factors affect the model of human resources development from a standpoint of improving organizational culture in Ministry Justice in Iran.

13 hypotheses were tested by t-test to investigate the effect of them on the model of human resources development from a standpoint of improving organizational culture in Ministry Justice in Iran. As can be seen from Table 3, all hypotheses were confirmed and all variables affected on the model.

**Table 3: The Result of Hypothesis Test**

Hypothesis number	t-test	Significance level	Result
1	4.238	0.000	Confirmed
2	3.966	0.000	Confirmed
3	3.888	0.000	Confirmed
4	4.885	0.000	Confirmed
5	3.716	0.000	Confirmed
6	4.002	0.000	Confirmed
7	4.634	0.000	Confirmed
8	8.588	0.000	Confirmed
9	2.873	0.004	Confirmed
10	3.834	0.000	Confirmed
11	4.528	0.000	Confirmed
12	5.869	0.000	Confirmed
13	4.204	0.000	Confirmed

***Friedman Rank Test***

After confirming the hypothesis, the priority of each factor or variable should be determined. One test that ranks the variables is Friedman rank test. The Friedman rank test is used to test whether 8 factors have been selected from populations having equal medians. The hypotheses in this test as follow:

H<sub>0</sub>: M.<sub>1</sub> = M.<sub>2</sub> = ... = M.<sub>13</sub>

H<sub>a</sub>: Not all M.<sub>j</sub> are equal (where j = 1, 2, . . . ,13)

The mean of codes or factors can be seen from Table 4. Also, the result of Friedman rank test has illustrated in Table 5.

**Table 4: the mean codes**

Selective factors	Mean
Compensation and appraisal system	6.49
National and extra-organizational factors	6.99
Planning and directing of staff	6.73
Training and knowledge management	7.21
Employee empowerment	6.56
Management factors	6.57
personal factors	7.07
Employee engagement and career path	8.03
Independence of staff in doing their duties	6.56
Software factors of working environment	6.68
Values and organizational behavior	7.20
Being faith-based, organizational justice and perfectionism	7.83
Content factors	7.07

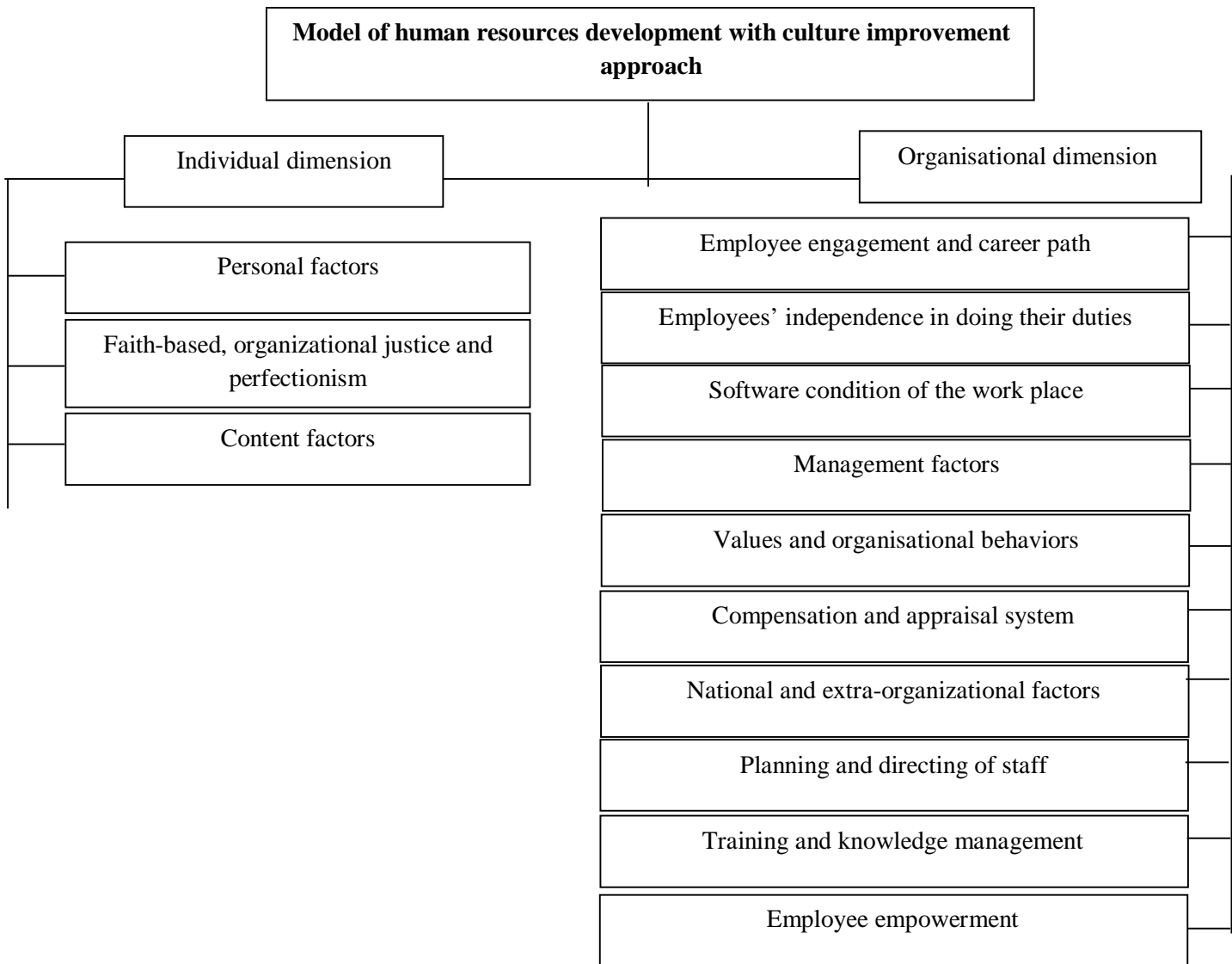
**Table 5: The Result of Friedman Rank Test**

Number	Square k	Df	Sig.
60	12.082	7	0.77

As shown in Table 5, the p-value of the test was 0.77 that was higher than 0.05 (sig=0/000). So, it can be concluded that there was not a significant difference between 8 selective codes and the means of 8 selective codes were the same.

**The model**

After identifying the affected variables based on organizational culture and the priority of them, the model can be designed. The model has been showed in Diagram 1. According to Diagram 1, the effective variables divided into two dimensions included organizational and individual. Individual dimension consisted of personal factors, organizational justice, faith-based, perfectionism, and content factors and the organizational factors included management factors, employee engagement and career path, the independence of staff in doing of duties, software condition of working environment, and values and organizational behavior.



**Diagram 1: The Model**

**Conclusion**

The most important component of each organization is human resource and many factors affect human resource in the organizations. Also, the success of each organization depends on this resource, so identifying of the effective factors on it is very important to reach goals and succeed in the organization. Organizational culture is one of the most important

factors in this field. This paper tried to explain the human resource development based on organizational culture in Ministry of Justice in Iran.

In order to, the study was used mixed methods research. First, the effective factors were specified by the qualitative method (grounded theory). 59 open codes were extracted and classified in 8 selective codes by qualitative analysis. 13 selective codes included: 1) compensation and appraisal system, 2) National and extra-organizational factors, 3) Planning and directing of staff, 4) Training and knowledge management 5) Employee Empowerment, 6) management factors, 7) personal factors, 8) employee engagement and career path, 9) the independence of staff in doing of duties, 10) software condition of working environment, 11) values and organizational behavior, 12) organizational justice, faith-based, perfectionism and 13) content factors. After that, the hypotheses were tested by t-test that all hypotheses were confirmed. Then, Friedman rank test was used to rank the impact of factors on the human resource development model. The Friedman rank test showed there was not a difference between the factors. In other words, they had the same important in the model. Finally, based on findings the model was presented. Its factors divided into two dimensions included individual dimension and organizational dimension. Individual dimension consisted of personal factors, organizational justice, faith-based, perfectionism, and content factors and the organizational factors included management factors, employee engagement and career path, the independence of staff in doing of duties, software condition of working environment, and values and organizational behavior. The number of organizational factors was higher than individual factors that showed more consideration to this aspect.

Finally, it is recommended that the model of human resource development in public organizations compared with private organizations. Comparing the models can show the useful and interesting points and extend the knowledge in this field.

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