



Investigating the Dimensions and Indicators of Human Resource Development in Fars Health Insurance Organization

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Abstract

Since identifying the competencies of human resources development to improve efficiency and quality of health services seems to be necessary, using a systematic and orderly human resources development system can help the health system to cope with the challenges. Thus, the objective of this paper is to investigate the status of dimensions and indicators of human resources development in Fars health Insurance Organization. This research is applied in terms of objective, descriptive in terms of nature and survey in terms of method. The statistical population of the study consisted of senior, basic, and middle managers of Fars health Insurance organization (n=250). A researcher-made questionnaire including 40 questions was designed to collect data. The face and content validities of the questionnaire were modified and confirmed by experts. Cronbach's alpha coefficient of the variables was estimated at higher than 0.7, so its reliability was confirmed. Univariate t-test was used to analyze the data in SPSS software. According to the obtained mean that was higher than the baseline mean (3) and the significance level that was less than (0.05), the status of dimensions and indicators of resource development in Fars Health Insurance Organization is desirable. The obtained mean is not high enough to indicate that the dimensions and indicators of resource development are being implemented well in Fars Health Insurance Organization.

Keywords: Human Resource, Health Care Quality, Health Insurance, Fars Province

Introduction

The human resources development has many dimensions that should be considered as an interdisciplinary subject. In general, the dimensions of human development can be summarized as follows: (a) Intellectual dimension: Human development is achieved when an organization continually generates new ideas and injects them into the

organization. The intellectual dimension of human development means that rational thinking becomes pervasive in the organization and the whole organization becomes intellectual. In this case, the organizational processes are constantly improved and modified. B) Attitudinal dimension: Changing employees' attitudes leads to the formation of rational behaviors and practices. Human development in the

attitudinal dimension means that the individual and organization's attitudes towards change become flexible and as soon as they acquire new knowledge, they can transform it into organizational attitudes. Developed organizational human has principled, yet profound, attitudes that help to development of organizational knowledge (Ben-Roy et al., 2016). C) Job dimension: When people in the organization are trained in their jobs in terms of expertise and profession, they do their job well and this results in their success. Human development in the job dimension makes people show higher accuracy and interest in using advanced equipment and technology in the production and in their application (Ciabuschi & Martin, 2012). D) Perception dimension: One aspect of organizational human development is that employees should a comprehensive view of organizational issues and processes. Perception skills make employees to better link the processes together and identify gaps and duplications. In general, human society perception includes three categories, including comprehensiveness, penetration, and flexibility. E) Behavioral dimension: One of the aspects of human development is that the organization's employees have standard behavior in the organization. When employees have standard behavior, the employees' adaptation to organizational processes will be better C) Creative dimension: One of the important categories of organization is to transform the organization into a creative one through individual creativity (Damanpour & Marguerite, 2008).

Nowadays, human resource development and its relationship with productivity is one of the most important issues in human resource management. Human resource development focuses highly on education and development and it is based on the

following hypotheses: People are the most valuable resource of the organization and human resource development is a long-term activity and education plays a major role in this regard. Each manager's task is to develop human resources because managers are responsible for their own workplace. Managers are the center of the most meaningful and sustainable business with their partners (Hassanzadeh et al., 2014). Productivity is the best way of using all resources to get the highest value added of them. Thus, human resource development means storing skills, organizing and learning experiences for the aim of achieving the business goals. Therefore, through the promotion of skills, knowledge, competence, learning ability and interest at all levels, continuous organizational growth leads to people growth. Thus, from the systemic point of view, productivity through human resource development (as a strategy) means that managers need to be aware of all aspects of the organization and accordingly, set the effective and functional programs of human resource development for their organizations based on their effect on productivity. In addition to developing human resources, managers must make great efforts to create the appropriate mental space. The human factor as the most important factor in productivity will be optimal when it has sufficient motivation to work. To enhance the motivation of people, their work setting, individual needs, and economic problems must be addressed. Appropriate mental space or environment to do the job well, appropriate to the level of skill, interest, and training that satisfies people are achieved through many factors that affect productivity, the most important of which are employees' perception of their work and organization, nature of the work, specialized knowledge and information of the employees, work culture, psychological



and physical balance of employees, motivation to do work optimally, employees' morale and job satisfaction, level of cooperation of individuals in organization, discipline in work and time management practices, employees' participation in decision making, effective and efficient management practices, providing training facilities, innovation, creativity, and providing the environment for creativity development, good experience perform the job tasks. However, it is necessary to identify the competencies of human resource development to improve efficiency and quality of health services. Using a systematic and orderly human resources development system can help the health system to cope with the challenges. Thus, the objective of this paper is to investigate the status of dimensions and indicators of human resources development in Fars Health Insurance Organization.

Review of literature

Javadin et al (2010) conducted a research on the role of human resource development in achieving the 1404 oil industry outlook. The results of this study revealed that the strategy of human resource development should be adopted to achieve sustainable economic, social, cultural and political development. This study identified the strengths and weaknesses of human resources in the oil industry through content analysis method and presented a human resource development model according to the 1404 outlook.

- Dehghanian and Yazdani (2016) conducted a study on strategic development of human resources in Shipping Company of Iran. Based on the results, contextual factors and mechanisms and outcomes are effective in strategic development of human resources. Akbari et al (2016) conducted a study

entitled "Human resource development: A model for development of faculty of members in Iran. The results revealed that contextual variables (including individual, organizational, social, educational, and professional development) had direct effects on development of faculty members. Also, individual and organizational development had direct and indirect effects on development of faculty members.

- Abadi (1979) carried out a study to investigate the effect of human resource development on achieving organizational agility in Rural and Tribal Social Insurance Fund of Kermanshah province. The results revealed a positive and significant relationship between human resource development components (success, coordinating, adapting, identifying, intellectual, attitudinal and job dimensions) and organizational agility of Rural and Tribal Social Insurance Fund of Kermanshah.

-Holden and Griggs (2010) conducted a research entitled "specific topics in new teaching-learning and human resource development methods. The results of the research identified competitiveness as the most important factor in the current status of human resource development and to achieve success in competitiveness and human resource development, new learning and teaching methods and a shift from traditional management to new management methods, such as utilizing IT have been proposed. They reported that the factors contributing to the new human resource development practices include 1) Analyzing the environmental conditions, 2) Developing the infrastructure required for new technologies, 3) developing strategies, 4) learning in the virtual environment, 5) thinking, 6) planning practices, and 7) management of change.

-Chen et al (2017) carried out a research entitled “Human resource development competency in Taiwan using the American Society of Training and Development and Workplace Learning and Performance (ASTD WLP) in Taiwan. The results of these valuations can be used in designing of jobs, recruiting of employees, training and development, and performance assessment.

- In a study entitled “Human resource development and job development: Where we are and where we are going”, Shack et al (2018) showed that professional development has been lost as a result of changes in the nature of work, organizations and jobs. They provided a framework for re-integrating job development through human resources development and provision of learning activities to avoid individuals and organizations’ disturbances.

The results of data analysis in three stages of open coding, axial coding and selective coding revealed eleven general categories in the paradigm model, including causal conditions (extrinsic and intrinsic motivations), focal categories (participation in professional learning), professional development strategies (individual, participatory and training), contextual conditions (duration and focus on content), intervening conditions (organizational and psychological factors) and outcomes (non-fulfillment of expectations, change in knowledge, attitude and learning transfer), explain the professional development process. One can achieve the job development through the skills of need assessment, design, development and evaluation of human resource development programs (including individual development plans), human resource development programs, cost-benefit analysis, and facilitating learning.

-Yatim and Ruiz (2019) carried out a study entitled “Optimization and development of human resources for sustainable development of the organization. Focus on in-service training, professional development, institutionalization of change and innovation, application of information technology, and focus on establishing performance management systems were discussed as five important factors in achieving the objectives of this paper.

Methodology

The present research is applied in terms of objective, descriptive in terms of nature, and survey in terms of method. The statistical population of the research included senior, basic, and middle managers of health insurance organization of Fars province (n=250). All members of the statistical population were selected as sample due to limited statistical population. In this research, by reviewing the research literature, human resource development questionnaire including 6 components was designed. Its components included capabilities (Questions 1-6), potentials (Questions 7-10), behavioral factor (Questions 11-18), strategic factor and change (Questions 19-23), supportive factor (Questions 24-33), and infrastructure development (Questions 34- 40). They were adjusted on a 5-point Likert scale from completely appropriate to completely inappropriate. The face and content validities of the questionnaire were modified and confirmed by experts. Cronbach's alpha coefficient of the variables was reported at higher than 0.7, indicating internal consistency of the items and confirmation of reliability. Univariate t-test was used to analyze the data in SPSS software.



Results

Main hypothesis: The change in human resources development is in a desirable status.

According to (Table 1), since the p-value of test (0.002) is smaller than the significance level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be stated that the human resource development variable is in a desirable status.

Table 1. Human resource development variable status

Variable	Mean	Statistic f	Significance level
Human resource development	3.594	18.172	0.002

Sub-hypothesis 1: The variable of capabilities is in a desirable status.

According to (Table 2), since the p-value of test (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected.

In other words, given the mean obtained for this variable, it can be stated that the variable of capabilities is in a desirable status.

Table 2. The variable of capabilities status

Variable	Mean	Statistic f	Significance level
capabilities	3.628	15.742	0.000

Sub-hypothesis 2: The variable of potentials is in a desirable status.

According to (Table 3), since the p-value of test (0.000) is smaller than the significance

level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be stated that the variable of potentials is in a desirable status.

Table 3. The variable of potentials status

Variable	Mean	Statistic f	Significance level
Potentials	3.513	11.826	0.000

Sub-hypothesis 3: The variable of behavioral factor is in a desirable status.

According to (Table 4), since the p-value of test (0.002) is smaller than the significance level (0.05), the null hypothesis is rejected.

In other words, given the mean obtained for this variable, it can be stated that the variable of behavioral factor is in a desirable status.

Table 4. The variable of behavioral factor status

Variable	Mean	Statistic f	Significance level
behavioral factor	3.536	11.886	0.002

Sub-hypothesis 4: The variable of strategic factor and change is in a desirable status.

According to (Table 5), since the p-value of test (0.000) is smaller than the significance level (0.05), the null hypothesis is rejected.

In other words, given the mean obtained for this variable, it can be stated that the variable of strategic factor and change is in a desirable status.

Table 5. The variable of strategic factor and change status

Variable	Mean	Statistic f	Significance level
strategic factor and change	3.552	11.992	0.000

Sub-hypothesis 5: The variable of supportive factor is in a desirable status.

According to (Table 6), since the p-value of test (0.001) is smaller than the significance level (0.05), the null hypothesis is rejected.

In other words, given the mean obtained for this variable, it can be stated that the variable of supportive factor is in a desirable status.

Table 6. The variable of supportive factor status

Variable	Mean	Statistic f	Significance level
supportive factor	3.736	18.120	0.001

Sub-hypothesis 6: The variable of infrastructure development is in a desirable status.

According to (Table 7), since the p-value of test (0.000) is smaller than the significance

level (0.05), the null hypothesis is rejected. In other words, given the mean obtained for this variable, it can be stated that the variable of infrastructure development is in a desirable status.

Table 7. The variable of infrastructure development status

Variable	Mean	Statistic f	Significance level
infrastructure development	3.536	13.394	0.000

Discussion and Conclusion

According to the obtained mean that was higher than the baseline mean (3) and the

significance level of less than 0.05, it can be stated that the status of variable of dimensions and indicators of resource development in Fars Health Insurance



Organization is desirable, but it not high enough to state that dimensions and indicators of resource development in Fars Health Insurance Organization are implemented well in this organization. These results are consistent with the results of reference [6], which showed that human resource development affects organizational effectiveness, mutual trust and job satisfaction. Also, analysis of Sobel test showed that about 36% of the on changes in human resource development organizational effectiveness are explained by the mediator variable of mutual trust. Also, about 28% of human resource development changes on organizational effectiveness are explained by the mediator variable of employees' job satisfaction. The results of the data analysis indicated that human resource development processes including employee training, development of competencies, information sharing, and empowerment lead to achievement of organizational goals in the Sport and Youth Organization through affecting the organizational effectiveness, mutual trust and job satisfaction.

It is also consistent with the results of the reference [15] that showed human resource development standardization framework has four dimensions, including evaluating the training and development results at the individual, group and organizational levels, and the awareness of senior management about the costs and benefits of individual development. Human resource development and empowerment of employees are one of the effective tools for increasing productivity and optimal utilization of their individual and group capacities in line with organizational goals. Thus, it can be stated that human resource development is vital for organizations that pay attention to their development. Unlike other resources in the organization, human resources have

potential capabilities than can be helpful in an individual or an organization survival, if they are developed.

Recommendations

It is recommended for health insurance managers to pay attention for behavioral states of the employees in the organization to develop organizational capabilities, leading to development of human resources. They are also recommended to change their employees' attitudes and views toward the organization in a positive way, strengthen intellectual structures of the employees in the organization, and pay special attention to development of employees' job, perception and creativity to promote and improve the organization, and finally, motivate the people to do their job effectively. Health insurance managers are recommended to enhance the existing potentials of the organization, including: promoting knowledge and creativity, developing new ideas and thoughts, and improving the current status for strengthening the organization's human resources development, and pay attention to the discipline at workplace and time management practices to develop and enhance human resources.

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