



ORIGINAL RESEARCH ARTICLE

Designing an Education-Oriented Human Resource Management
Model in Voluntary Organizations

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ABSTRACT

Purpose: Acquiring knowledge and using it effectively based on education is the only way to gain a competitive advantage and productivity in today's market. This research has focused on modeling training-oriented human resource management in voluntary organizations.

Method: The research method is quantitative. The community of experts was Imam Khomeini's committee, based on Cochran's formula, 148 people were identified as a sample. At first, the validity of the questionnaire was checked using CVR and CVI indices. The questionnaire was given to 10 experts. The CVR value was 0.88 and the CVI value was 0.81. Based on the acceptable limit, both content validity indices were confirmed. The reliability of the questionnaire was obtained based on Cronbach's alpha index of 0.92, which was approved. The questionnaire was distributed among the sample members and the analysis was done by the confirmatory factor analysis method in AMOS software.

Findings: The 8 dimensions identified in the theme analysis are supply, growth and training, motivation, maintenance, human resource infrastructure, consequences, internal environment, and external environment. The obtained results indicate that the creation of a suitable structure and organization of human resources causes the employees to move towards their main specialties and consequently increases the productivity of the organization.

Conclusion: The results of the quantitative section showed that all dimensions and components of the proposed research model were confirmed. ©authors

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Introduction

Acquiring knowledge and using it effectively based on education is the only way to gain competitive advantage and productivity in the current market (Ngo et al, 2023). Therefore, organizational resources, both tangible and intangible, should always be considered and developed (Kokkaew et al, 2022). Employees at every level of the organization, be it simple jobs or complex jobs, need training, learning, acquiring new knowledge and skills, and must always acquire new methods and information to better perform their duties, so whenever the organizational position of people changes to do this, they require acquiring new information and skills to perform assigned tasks (Damavandian and Akbari, 2022).

Training and empowerment of human resources (managers, academic staff members and non-academic staff members) in order to increase and improve the level of competence and capability of human resources leading to the improvement of the level of knowledge, awareness and professional job skills, improving the productivity and efficiency of human resources and preparing them for Job responsibilities in the future (Muir et al., 2023). The renewal of the organization's valuable resources is necessary for the continuation of the organization's life, and the new growth theory has also been taken into consideration by emphasizing human resources as an important factor affecting economic growth. The main concern of many NGOs and voluntary organizations today is how to attract and maintain suitable and optimal human resources (Begdeli et al., 2017). According to Zarei Metin et al. (2014), human resources in voluntary organizations are considered the social capital of the organization and they are somehow different from human resources in for-profit organizations.

Therefore, for their optimal management, paying attention to topics such as emotional intelligence, emotional intelligence and spiritual intelligence is of great importance and necessity (Nguyen et al., 2021). Because in a way it can lead to strengthening the function of social capital in the organization and realizing goals such as providing assistance, eliminating shortcomings, or even eliminating existing gaps (Timori et al., 2017; Suksod et al., 2020).

Human resource management actions affect the intellectual capital and activities of the organization, and this indicates the valuable characteristics of the organization, including recruitment, skill and motivation of employees, external relations and knowledge available in the information system, documents and databases (Sekiguchi et al., 2016; Minbaeva et al., 2012; Rashid et al., 2018).

In service and voluntary companies that do not have high technology, there is a stronger relationship between education and company performance, as well as the relationship between training and organizational learning (Boyer, 2016). By designing and implementing training activities and developing human resource capabilities, organizations can optimize the appropriateness of existing expertise and skills of employees and, as a result, improve human capital (Razzaghi et al., 2017; Farooq et al., 2017). According to the researcher, by designing a human resources management model for voluntary organizations, the aforementioned problems can be solved or minimized. An important question for the organization is how to develop human resources to be a knowledge and intellectual capital that plays a decisive role in supporting the organization's goal. Therefore, the ultimate goal of the researcher in conducting the present research is to answer the question, what is education-oriented human resource management in voluntary organizations?

Literature Review

In a world full of ever-increasing changes in the field of science and information, both theoretically and practically, the role of a training and knowledgeable person; It is a very vital factor for the continuity of the organization's life as well as adapting to the various changes in the internal and external environment of the organization (Wright et al., 2017). What causes the superiority of a community over other human communities is only due to the cultivation,

maintenance, development and evolution of humans and individuals available to each community; Because the material, financial and facility resources are all man-made (Sidjavadin and Farahi, 2013). But in some human societies, the place of man is still not well understood, and even acknowledging this fact, it is still observed that the role of this basic element has been downplayed by the planners, and in some areas, the necessary has been prioritized over the necessary. (Chen et al., 2012). Moreover, dealing with the management of other resources is more important than the management of human resources, and the need to carefully examine the position and importance of this organizational pillar has been overshadowed (Naz et al., 2016). As a result, training and educating can be a key factor of human resource management practices when establishing goals for organizational levels (Donate et al., 2016). When a company has a correct human resource management strategy, human resource management moves towards a high efficiency system (Norwan et al., 2022)

For this research, human resource management in voluntary organizations can be considered a set of activities, initiatives and strategies that companies use to improve their performance (Gupta et al., 2020). By relying on innovation, organizations seek to increase productivity and improve their economic situation, and innovation is a complex activity that uses new knowledge, and part of this new knowledge comes from external factors and part of it is through human resource activity within the organization. It is achieved (Della Torre, 2019). In some researches, they have come to the conclusion that applying human resource management is a necessary factor for innovation and sustainable competition (Chen et al., 2020)

Researchers argue that organizations that align their human resource management practices with their specific strategy (Garcia-Morales et al., 2007) will be more successful in creating sustainable competitive advantage (Otoo, 2019). All employees have weaknesses in some of their job skills. The training program allows the employees to strengthen the skills in which they are weak. Development programs raise the level of all employees so that all employees acquire the same level of skill. This problem strengthens the skills of people who need others to do their basic work (Zack et al., 2009; Singh et al., 2021). An employee who has received the necessary training performs much better in his job. He is more aware of safe practices and proper procedures for performing basic tasks. Training also helps to increase the self-confidence of employees because they get a better understanding of the industry they work in and their job responsibilities. This self-confidence even doubles their performance and they can think of new ideas to improve their performance (Li et al., 2019). Ongoing training can make your employees a leader in the development and improvement of performance in your industry. Competent employees who are aware of the ever-changing standards of their respective industries can help your company maintain its leadership position in its respective industry and remain a fierce competitor (Zhu & Warner, 2019)

There are organizations that are not excellent in developing new and fundamental methods and are also not that strong in exploiting existing resources, but they benefit from the advantages and functions of human resources that promote stability and rapid socialization of new members. (Su et al., 2018). Examples of these practices include internal recruitment, formal training, behavior assessment, limited job definition, and clear career paths (Zhang et al., 2022). Considering the nature of human resources and innovation, human resource management practices can have a significant effect on increasing the company's intellectual capital and innovation ability (Al-Hakin et al., 2013). Also, in line with the studies that have been conducted, to improve the state of innovation, managers should use traditional human resource management practices to advance the organization's goals and create a competitive advantage in voluntary organizations. Secco et al. (2022) showed the importance of the capability program for human resource development. Malik et al. (2022) introduced empowerment as one of the important dimensions of human resource management

Training provides a basic opportunity for the development of knowledge of all employees, but training and development positions seem expensive for many employers. Also, the presence of employees in training courses leads to spending the employees' work time and it may seem that it will delay the completion of projects. But despite the apparent potential disadvantages, training and development provides benefits to both the organization and the

employees that make the investment of time and money a worthwhile investment. The studies conducted show that human resource training has not been done in voluntary organizations and this research aims to fill this research gap.

Method

Since the current research is trying to design a human resource management model in voluntary organizations, it is an applied research, because the researcher is trying to answer a practical problem and in this regard, the researcher is trying to develop practical knowledge and discover new knowledge in voluntary organizations.

In order to fit the pattern obtained from qualitative analysis, confirmatory factor analysis method was used in AMOS software. In order to collect data, a questionnaire extracted from qualitative analysis was used. In order to check the validity of the questionnaire, the content validity method of CVR and CVI was used based on the opinion of 10 people and the reliability of the questionnaire was confirmed based on Cronbach's alpha. A person was considered as a sample. Simple random sampling method was used to select the sample members.

Findings

In the quantitative part, demographic characteristics were first investigated. 122 people (84.1 percent) were men and 23 people (15.9 percent) were women. Most people (91 people) from the statistical sample (62.8) were between 40 and 50 years old and the least (6.2) were 50 years and older (9 people).

At first, the validity of the questionnaire was checked using CVR and CVI indices. The questionnaire was given to 10 experts. The CVR value was 0.88 and the CVI value was 0.81. Based on the acceptable limit, both content validity indices were confirmed. The reliability of the questionnaire was obtained based on Cronbach's alpha index of 0.92, which was confirmed. Table 1 shows the components of the human resources training model:

Table 1. Identified components

Component	Object	cvi	cvr	Object
supply	strategic planning	0.9	0.8	strategic planning
	HRP	0.9	0.9	HRP
	Job analysis and design	0.9	0.9	Job analysis and design
	Selection	0.9	0.8	Selection
	Recruitment	0.9	0.9	Recruitment
Growth and education	Sociability	0.9	0.9	Sociability
	Training and internship	0.8	0.8	Training and internship
	Succession and talent management	0.8	0.9	Succession and talent management
	Performance evaluation	0.8	0.9	Performance evaluation
	Management of knowledge and intellectual capital	0.8	0.8	Management of knowledge and intellectual capital
Effective recruitment and motivation	reward	0.8	0.9	reward
	salary	0.9	0.9	salary
	Career path and promotion	0.9	1	Career path and promotion
	Employee relations	0.8	1	Employee relations

Alimardani et al. / Designing an Education-Oriented Human Resource Management Model in Voluntary Organizations

Care and maintenance	Health and safety work environment	0.9	1	Health and safety work environment
	Separation and departure	0.9	0.9	Separation and departure
	Welfare and insurance services	0.8	0.9	Welfare and insurance services
Human resources organization and infrastructure	Human resources organization	0.9	0.9	Human resources organization
	Human resource information systems	0.9	0.9	Human resource information systems
Perceptual and functional results and consequences of human resources	Organizational Commitment	0.9	1	Organizational Commitment
	Cost effectiveness	0.9	1	Cost effectiveness
	Individual well-being	0.9	1	Individual well-being
	Individual satisfaction	0.9	1	Individual satisfaction
	Individual performance	0.9	1	Individual performance
internal environment	Culture	0.9	1	Culture
	Structure	0.9	1	Structure
	Technology	0.9	1	Technology
	Strategy	0.9	1	Strategy
The external environment	Unions	0.9	1	Unions
	Legal and social values	0.9	1	Legal and social values
	politics	0.9	1	politics
	Economy	0.9	0.8	Economy
	Labor market	1	0.9	Labor market
	Customers and service recipients	1	0.9	Customers and service recipients

Based on this, the mentioned model includes 8 components and 29 indicators.

The questionnaire was distributed among 148 sample members. The collected data were entered into AMOS software and analyzed using the confirmatory factor analysis method. Following the descriptive findings of the research, statistical indicators such as mean, median, mode, standard deviation, dispersion coefficient, skewness, and kurtosis are presented for all research variables. Table 2 shows the descriptive findings of the research variables.

Table 2. Descriptive indices of research variables

Variable	Middle	Average
supply	3.8	3.73
Growth and education	4	3.73
Effective recruitment and motivation	3.73	3.57
Care and maintenance	3.67	3.62
Human resources organization and infrastructure	4	3.69
Results and consequences of human resources	3.8	3.72
indoor environment	4	3.82
external environment	3.67	3.54

In order to check the normality of research variables, Kolmogorov Smirnov test was used.

Table 3. Kolmogorov-Smirnov test results

Variable	Test result	The significance level	Kolmogorov statistics
supply	normal	0.41	1.154
Growth and education	normal	0.22	1.751
Effective recruitment and motivation	normal	0.29	1.453
Care and maintenance	normal	0.34	1.7771
Human resources organization and infrastructure	normal	0.18	1.263
Results and consequences of human resources	normal	0.45	1.770
indoor environment	normal	0.30	1.790
external environment	normal	0.48	1.365

According to the results of the Kolmogorov-Smirnov test, in all cases, a significant value greater than the error level (0.05) has been obtained. Therefore, there is no reason to reject the null hypothesis and the data distribution is normal.

Before using the factor analysis method, it must be ensured that the sample size is sufficient for factor analysis. One of the methods of checking sample adequacy for factor analysis is calculating the sample adequacy index, which is represented by the KMO symbol. The output for the KMO statistic is specified in Table 4.

Table 4. KMO index and Bartlett's test for sample adequacy

KMO index and Bartlett's test for sample adequacy		0.868
Bartlett's test	Chi score statistic	12.154
	Degrees of freedom	144
	Significance level	0.000

If the value of KMO index is more than 0.7, the sample size is suitable for factor analysis. The value of KMO was also 0.868 and within the acceptable range, so the second stage begins.

The fit indices of the modified model are given in Table 5, which according to the desirability of the majority of them, the fit of the modified model is suitable.

Table 5. Fit indices of human resources management model after modification

Index	Equivalent	Model fit	Result
NFI	Bentler-Bonnet normalized fit index	0.916	confirmation
RFI	Relative fit index	0.973	confirmation
IFI	Incremental fit index	0.976	confirmation
TLI	Tucker-Lewis fit index	0.969	confirmation
CFI	Comparative fit index	0.975	confirmation
GFI	goodness of fit index	0.927	confirmation
RMSEA	The root mean square of the estimation error	0.033	confirmation
SRMR	Standard square root mean square residual	0.068	confirmation
CMIN/DF	Chi-square ratio to degrees of freedom	1.122	confirmation

In the following, the confirmatory factor analysis model fitted in AMOS software is specified:

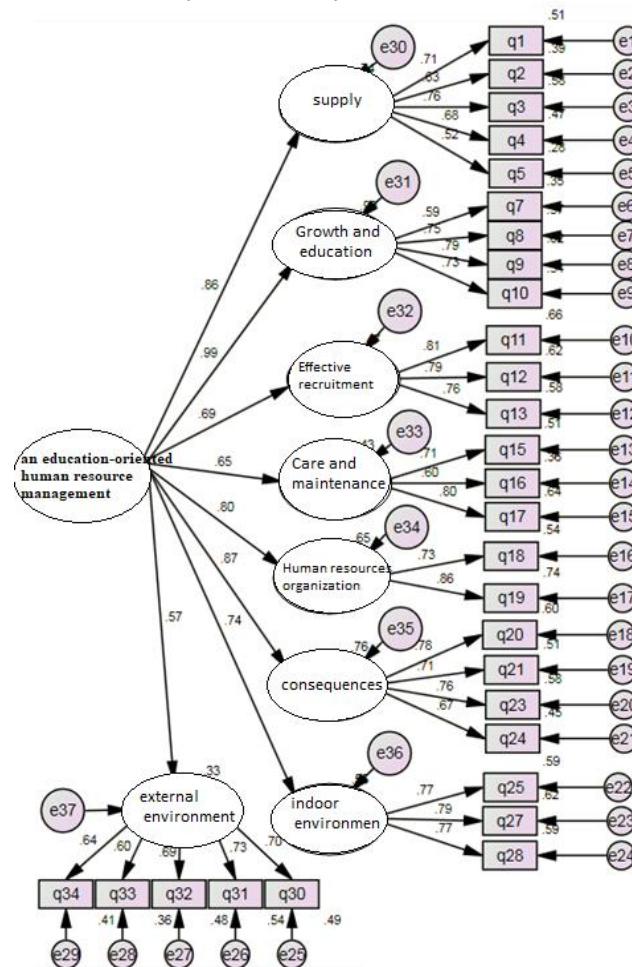


Figure 1. Confirmatory factor analysis of human resource management model with standard coefficient

As it is clear in the above figure, all relationships are statistically significant. The factor loading of all relationships is higher than 0.3. Also, the t-statistic of all routes is higher than 1.96.

Discussion

This research has addressed the modeling of educational human resource management with a quantitative approach in voluntary organizations. According to the theory of resource-based perspective, human resources can be considered as rare and non-repeatable assets that provide sustainable competitive advantage to the company. In this research, an 8-dimensional model with 29 indicators was identified. These 8 dimensions are: supply, growth and training, motivation, maintenance, human resource infrastructure, consequences, internal environment and external environment. These 8 criteria indicate that the creation of a suitable structure and organization of human resources causes employees to move towards their main specialties and consequently increases the productivity of the organization. Therefore, giving importance to human resources, developing and implementing new knowledge strategies, productivity of knowledge workers and using approaches based on information technology can improve the knowledge management of human resources. Human resource management methods suitable for work and knowledge workers include innovative job design and appropriate reward and motivation systems. Human and social factors are very basic elements in knowledge management, and many authors believe that human resource practices and policies play an important role in the attitude and behavior of employees. These methods can affect things like employee motivation and commitment, knowledge sharing behavior and organizational

culture, all of which are related to knowledge management. For example, an organization's reward system is usually considered as an important element to motivate employees, encouraging them to work towards expected results. Boyer (2016), showed that knowledge employees increase profitability and create sustainable competitive advantage in the organization. Chen et al. (2020) showed the need to create training programs in sync with organizational processes. Naz et al. (2016), has shown that with the increase of human resource training, organizational errors have decreased and as a result productivity has increased.

Conclusion

Employees with access to training and development programs have a clear advantage over employees who are left to train themselves. Employers' investment in employee training and development shows that the company values its people. Providing training and development programs creates a supportive work environment for employees. Employees can benefit from training that they themselves did not know about or did not even look for. Employees who have received a sense of appreciation or been challenged by benefiting from training and development programs feel more satisfied with their jobs. The preparation of training programs by human resources strengthens the strengths of employees, encourages them to grow and reduces conflicts between employees. Human resource specialists can improve the leadership skills of employees by planning and holding training courses, making them loyal to the organization and turning them into heroes of your business. The results of efforts to improve the skills of employees through training programs are a complete set of employees who consider the organization as their own business and the interests of the organization are their first priority. Based on the results obtained, the following suggestions have been made:

- Improving the quality level of human resources of the voluntary organization by increasing the level of ability, knowledge and skills;

- Increasing the level of belief and beliefs of human resources towards Islamic values and developing their general awareness in different cultural and social dimensions;

- empowering managers to effectively perform managerial roles and duties;

- Preparing the human resources of the university in terms of knowledge, skills and job competencies for promotion to a higher job rank in the job held, and for appointment to higher job levels or accepting new roles;

- Creating a strategic attitude and aligning employee empowerment and development programs with the strategic goals of the voluntary organization;

- Creating integration and interaction between the elements of the training process as a process-interactive approach and avoiding unnecessary training;

- creating motivation for self-improvement and spiritual, skill, knowledge and material growth of human resources;

- Improving the level of managers' belief in empowering and improving human resources through training

It is suggested to investigate human resources training with systematic methods in future researches, as well as to evaluate the proposed models with numerical techniques.

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