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TÍTULO: Investigación del efecto del modelo de desarrollo individual de los recursos humanos en el desempeño organizacional. Estudio de caso: Organización de la Seguridad Social de Teherán.

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RESUMEN: Este estudio se realizó para investigar el efecto del modelo de desarrollo individual de recursos humanos (HRID) en el desempeño organizacional. Este estudio es una investigación aplicada con un enfoque cuantitativo que utiliza el método de correlación y encuesta para determinar la relación entre el desarrollo individual de los recursos humanos y el desempeño organizacional. Los resultados mostraron que el desarrollo individual de los recursos humanos tiene un impacto positivo en el desempeño organizacional ($t = 9.64$) y existe una relación significativa entre el desarrollo individual de los recursos humanos y el desempeño organizacional.

PALABRAS CLAVES: Desarrollo individual, desarrollo de recursos humanos, desempeño organizacional.

TITLE: Investigating the effect of Human Resources Individual Development Model on Organizational Performance. Case Study: Tehran's Social Security Organization.

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ABSTRACT: This study was conducted to investigate the effect of human resources individual development (HRID) model on organizational performance. This study is an applied research with a quantitative approach that uses correlation and survey method to determine the relationship between human resources individual development and organizational performance. The results showed that human resources individual development has a positive impact on organizational performance ($t=9.64$) and there is a significant relationship between human resources individual development and organizational performance.

KEY WORDS: individual development, human resources development, organizational performance

INTRODUCTION.

Due to the importance of organizational performance, it is considered as one of the most important indicators in determining the success or failure of organizations.

Organizational performance refers to how missions, tasks, and organizational activities and their results are accomplished (Abolfazli, Salar & Zenouzi, 2017). Organizational performance means achieving organizational goals (Shin & Konrad, 2017). One of the most famous definitions of organizational performance has been provided by Neely, Adams & Kennerley (2002) which is "The process of clarifying the quality of the effectiveness and efficiency of past actions" (p. 168).

In this competitive era, organizations are always working hard to create a sustainable competitive advantage by enhancing organizational performance (Abbasi, Sayyadi, Abdi & Sayyadi, 2015). What succeeds in organizational success is the availability of appropriate resources (Wright, 2018). Meanwhile, human resources are the only source that is more distinct from other sources and does not have the negative features of other sources such as mockery, imitation ability, etc (Khaef-Elahi, Rouhani & Niri, 2017).

Human resources are of great importance as the infrastructure, context, and basis for national and native development (Brown & Latham, 2018; Nasehi-Far, Asgari & Masuleh, 2017). McFadden (2015) states that in the age of globalization and rapid technological progress, human resources are considered to be the most important capital of organizations, which includes a set of skills, knowledge and general characteristics that can represent the capacity to do today's work and the potential of tomorrow's work. Of course, the meaning of human resources here is a powerful and knowledgeable human resource that is promoted through human resource development systems and processes (Gholipour et al, 2017; Millanei et al, 2016; Sanford, 2009).

In order to have strong human resources, it is necessary to improve organizational performance. Human resources development should be placed on the agenda of the organizations, and efforts should be made to achieve the necessary abilities and competencies by the employees at different levels of personal, organizational and social levels (Garavan et al, 2004).

Human resource development activities include designing and providing education, training, and development to improve organizational effectiveness (Snell et al, 2015; Kenan, 2018). According to Nadler and Nadler (1989), three key activities are the core of the human resource development process. These three core activities include training, education, and development. Training involves learning by focusing on the current learner's job. Education involves learning by focusing on the

learner's future career, and development involves learning that does not focus on the job (Albrecht et al, 2015; Iravani et al, 2015).

Human resource development is an organized learning experience that is developed to improve organizational performance and individual growth (Marchington, Wilkinson, Donnelly & Kynighou, 2016). Human resource development is a framework for helping employees develop their individual skills and competencies, through the provision of educational opportunities, career development, substitution programs, management and performance development, organizational coaching, and organizational development for the achievement of organizational goals (Cascio, 2018; Močinić & 2017). Therefore, according to this view, the development of human resources is aimed at achieving organizational goals.

Lussier and Hendon (2017) also argue that human resource development is to develop knowledge, expertise, productivity, and work satisfaction at different levels of individual, team, organizational or national level. Human resource development at the individual level can be divided into two categories: the development of the individual as a person and the development of capabilities and abilities as a value for human resources (Garavan, McGuire & O'Donnell, 2004; Sailaukyzy et al, 2018). Russ-Eft (2000) makes an important and delicate point about the importance of human resources individual development. He says in the development of human resources, the development of resources that increases human capabilities and capabilities should be addressed not the number of human resources.

The study of theoretical foundations shows that human resource development plays an important role in organizational performance, and, along with theoretical foundations, the research background also points to this issue. For example, Hosseini, Tabassomi, and Dadfar (2017) reviewed the functions of human resource development and its impact on organizational performance and reported that human resource development has a positive and significant effect on organizational performance.

Rasouli, Olfatpour, and Ghorbani (2016) also investigated the impact of knowledge management and human resource development on organizational performance and reported that knowledge management and human resource development have a positive effect on organizational performance. In another study, No-Pasand & Malek-Akhlag (2014) examined the relationship between talent management and organizational performance and stated that attracting top talent to the organization had the most positive effect on organizational performance and organizational innovation capability. In another research, Rana & Malik (2017) have investigated the impact of human resource development on organizational performance. The results of this study indicate the positive effect of this variable on organizational effectiveness.

In another study, de Brito and de Oliveira (2016) investigated the relationship between human resource development and organizational performance and reported that there is a positive and significant relationship between these two variables. Seidu (2011) also explores the relationship between organizational performance and human resource development and points to the positive role of human resource development in organizational performance.

What seems to be neglected in these studies is the study of the impact of different levels of human resource development, especially individual human resources development on organizational performance. Therefore, in view of the importance of organizational performance in the success of organizations in one hand and the importance of human resource development, in particular, the individual development of human resource in organizational performance, this research attempts to address the impact of individual level of human resource development on organizational performance. Therefore, the research question is Does individual development of human resource affects organizational performance in Tehran's social security organization? In order to answer this research question, the individual development model of human resources (HRID) developed by Tazakori, et al. (2019) has been used. This model is as follows (Figure 1):

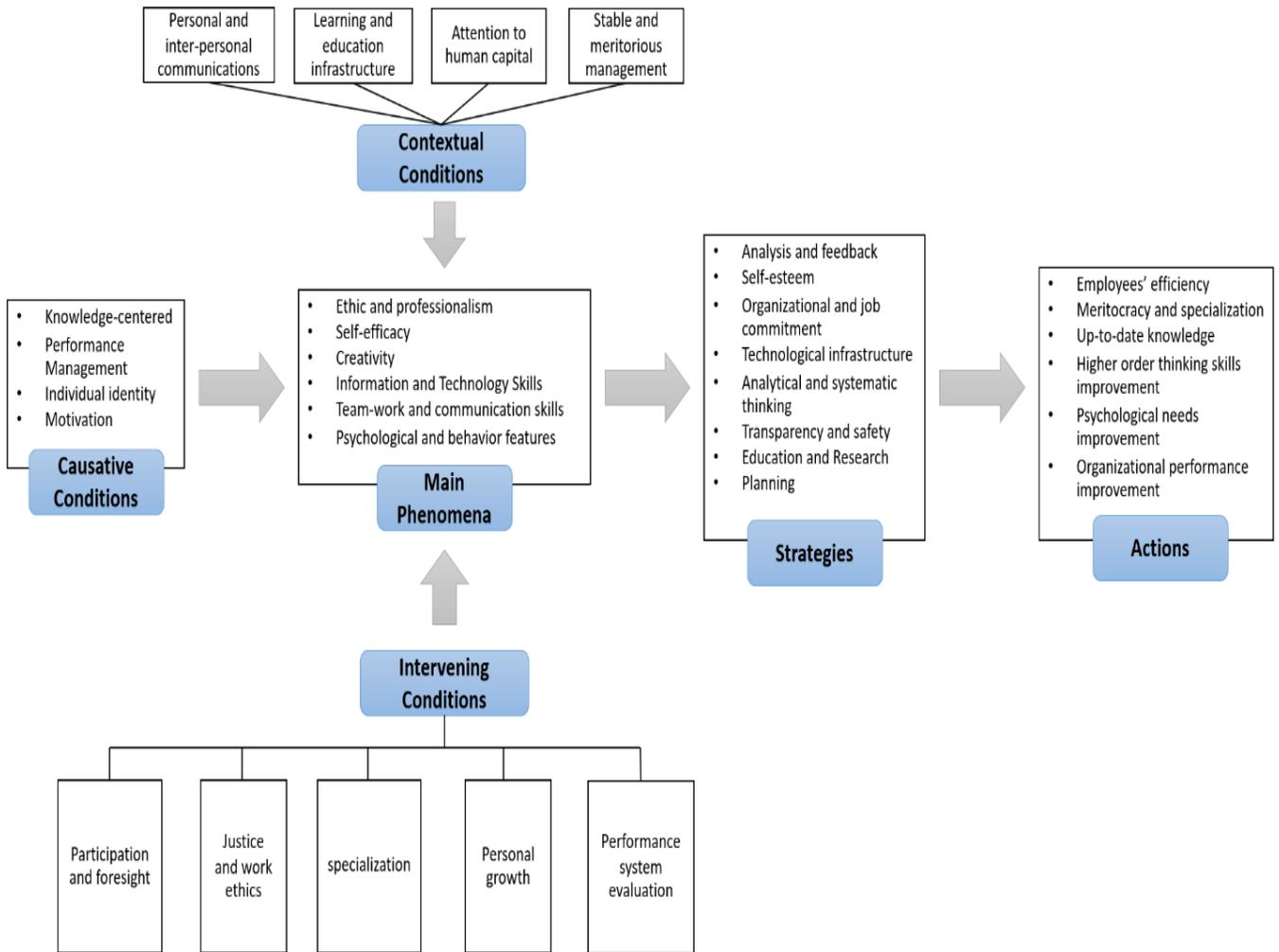


Figure 1. the HRID model.

DEVELOPMENT.

Methodology.

This study is applied research with a quantitative approach that uses correlation method to determine the relationship between individual development of human resource and organizational performance.

The statistical population of this study was Tehran's social security organization managers and employees.

Using Cochran's formula, 351 participants were selected randomly as the participants of the study.

Data collection was performed by Hersey and Goldsmith organizational performance questionnaire and a researcher-made questionnaire on human resources individual development. The organizational

performance questionnaire of Hersey and Goldsmith (2003; cited by Saber, Tabataba'i, and Afrazeh, 2015; Ngirwa & Ally, 2018) has 42 items that measure seven components of ability, clarity, help, incentive, evaluation, validity and environment. Scoring in this questionnaire is a five-point Likert scale, in such a way that 1 (very low), 2 (low), 3 (average), 4 (high) and 5 (very high). The score range is 42 (the lowest score), average score (126), and the maximum score (210). The interpretation of the score is as follows: if the score is between 42 and 84, which means the level of organizational performance is low. If the score is between 84 to 126, that is, the organizational performance is moderate, and if the score is between 126 and 210, that is, the level of organizational performance is good. The validity of this questionnaire has been reported 0.89 by Asadi (2009) which is acceptable and the reliability of this questionnaire has been reported as 0.89 which means the questionnaire is reliable.

The researcher-made questionnaire has 46 items that measure six components of causative conditions, intervening conditions, contextual conditions, phenomena, strategies, and actions. Scoring in this questionnaire is a five-point Likert scale, in such a way that 1 (very low), 2 (low), 3 (average), 4 (high) and 5 (very high). The score range is as follows: 46 is the lowest score, the average score (115), and the maximum score is 230. The interpretation of the score is as follows: if the score is between 46 and 78, that is, the amount of personal development resources human is too low. If the score is between 79 and 108, that is, the level of human resources individual development is low and if the score is between 109 and 125, that is, the level of human resources individual development is moderate. If the score is between 126 and 170, that is, human resources individual development is high and if the score is between 171 and 230, that is, the human resources individual development is very high. Dimensions of this questionnaire were determined by exploratory factor analysis and then confirmed by confirmatory factor analysis.

The reliability of this questionnaire was also reported 0.89 by the researcher. To analyze the data, the Pearson correlation method and the simultaneous regression analysis method was used. The statistical software used for this purpose was SPSS 19 software, which is a well-known software in statistical analysis.

Results and discussion.

The descriptive information of the participants in this research is as follows in (Table 2).

Table 1. Descriptive information of research participants.

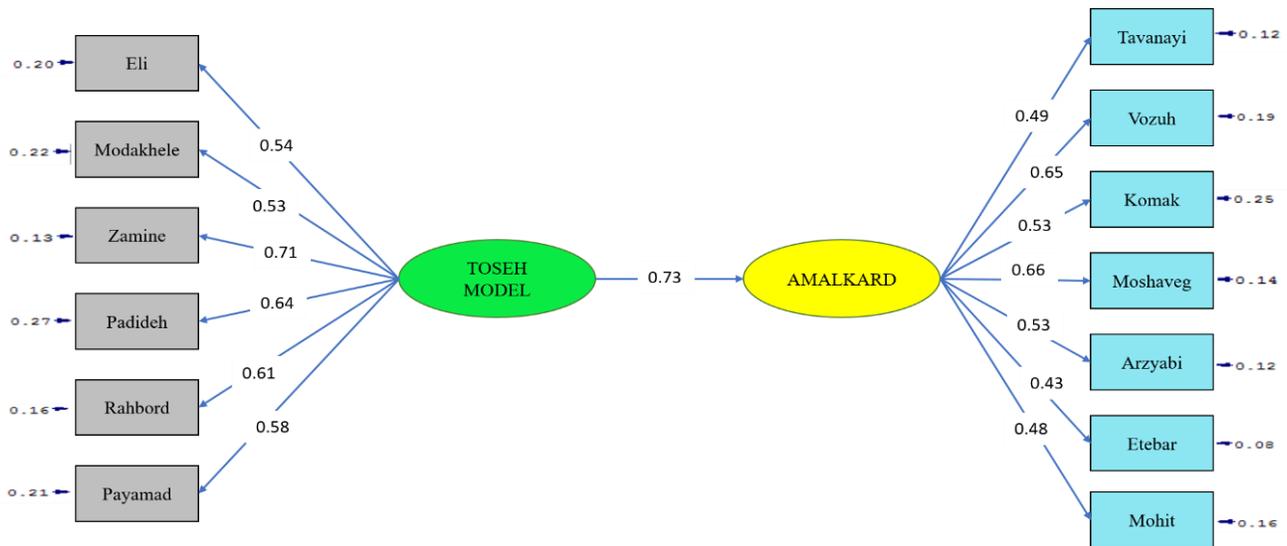
Variable	Level	Frequency	Percentage
Gender	Female	121	%35
	Man	230	%65
	Total	351	%100
Age	20 to 30	56	%16
	31 to 40	125	%35
	41 to 50	87	%25
	More than 51	83	%24
	Total	351	%100
Degree	Undergraduate	54	%16
	Bachelor	1157	%44
	Master	123	%35
	Ph.D.	17	%5
	Total	351	%100

The results of the descriptive findings show that most of the participants in this study are men (%65).

The largest age range is between the ages of 31 and 40 (%35), and the highest academic grade is for undergraduates (%44).

RQ: Does the human resources individual development (HRID) model affect organizational performance?

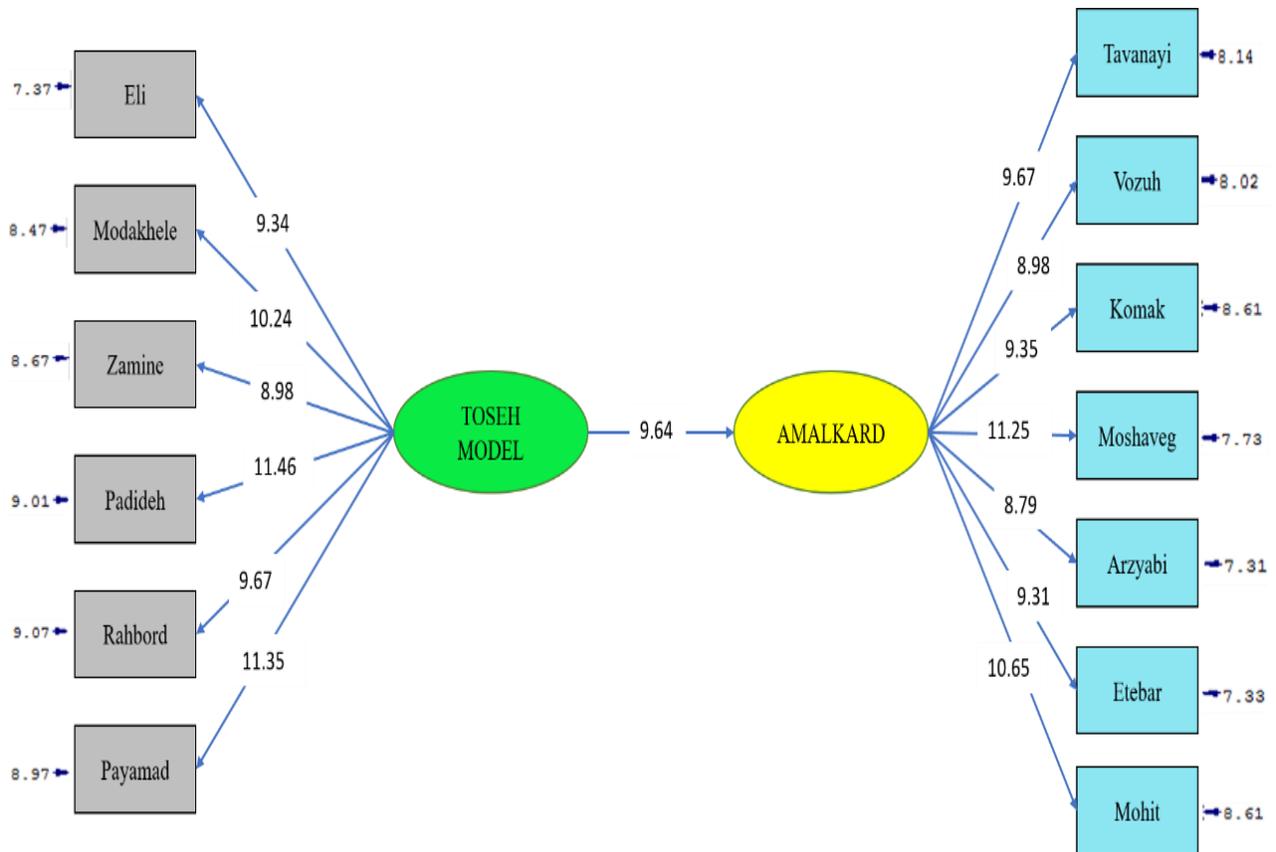
In this section, in order to answer the research question, first, the results of the data analysis for the amount of factor load and the value of t in (Figure 1 and 2) have been calculated.



Chi-Square=884.52, df=350, P-value=0.000, RMSEA=0.05

Figure 2. The amount of factor load associated with the variables of the research question.

As shown in (Figure 2), the results indicate that all relationships between research structures exist.



Chi-Square=884.52, df=350, P-value=0.000, RMSEA=0.06

Figure 3. The t-value for meaningful coefficients.

The results of data analysis for the impact of the HRID model on organizational performance in (Figure 1) are equivalent to 73% of the factor load, and the obtained t value is 4.94 (Figure 3). With regard to the significance and positivity of these coefficients, it can be said that with the probability of 99% of the variable, the HRID model has a positive effect on organizational performance. The results of the model are reported in (Table 2).

Information on the correlation between human resource development with organizational performance and its dimensions is presented in (Table 2).

Table 2. Pearson correlation matrix between HRID with organizational performance.

Variable	HRID
HRID	1
Organizational Performance	0.297**
Ability	0.221**
Clarity	0.033
Help	0.243**
Incentive	0.514**
Evaluation	0.314**
Validity	0.276**
Environment	0.014

*Sig at the level of 0.05 **Sig at the level of 0.01

According to (Table 2), the results show that the correlation between HRID with organizational performance is positively significant ($P < 0.01$). The results also show that the correlation between HRID with the ability is equal to 0.221 and is significant ($P < 0.01$). The correlation between HRID with organizational performance help dimension is significant ($P < 0.01$). The correlation between HRID with incentive dimension is significant at an alpha level of 0.01 ($P < 0.01$). The correlation between HRID with evaluation is significant ($P < 0.01$). The correlation between HRID with validity is equal to 0.276 and is significant at the alpha level of 0.01 ($P < 0.01$). But Pearson correlation analysis did not show a meaningful relationship between HRID with clarity and environment dimensions of organizational performance.

Table 2 explains the relationship between HRID and organizational performance and its dimensions but does not provide information about predictive power and how much HRID can affect organizational performance and its dimensions. Therefore, in this section, we use the simultaneous regression analysis method to obtain information in this case.

Table 3. The results of simultaneous regression analysis.

Criterion	Predictor	β	R^2	T	Sig
HRID	Organizational Performance	0.46	0.21	3.62	0.001
	Ability	0.42	0.23	3.92	0.001
	Clarity	0.14	0.08	1.08	0.053
	Help	0.57	0.29	5.48	0.001
	Incentive	0.38	0.19	3.04	0.001
	Evaluation	0.51	0.27	4.47	0.001
	Validity	0.56	0.29	4.87	0.001
	Environment	0.11	0.09	0.97	0.054

The results of the simultaneous regression analysis in (Table 3) show that HRID can account for 21 percent of the variance associated with organizational performance. In other words, the coefficient of HRID impact ($\beta = 0.46$) with the value ($t = 3/62$) showed that this variable predicts organizational performance changes with a %99 confidence level.

Regarding organizational performance dimensions, the results of simultaneous regression analysis show that HRID can explain and predict the variance related to the dimensions of ability, help, incentive, evaluation, and validity of organizational performance with a %99 confidence level, but these results did not support the change in the dimensions of clarity and environment.

CONCLUSIONS.

The purpose of this study was to investigate the effect of human resources individual development (HRID) on organizational performance in Tehran Social Security Organization. Findings of the research showed that there is a significant relationship between HRID and organizational performance.

Regarding the effect of HRID on organizational performance dimensions, the results showed that HRID affects the dimensions of ability, help, incentive, evaluation, and validity of organizational performance, and HRID does not have a significant effect on clarity and environment dimensions of organizational performance. These results are in line with previous studies such as Hosseini, Tabassomi & Dadfar (2017); Rasouli, Olfatpour & Ghorbani(2016); No-Pasand Asil & Malek-Akhlag (2014); Rana & Malik (2017); de Brito & de Oliveira (2016) and Seidu (2011).

In explaining the convergence of the results of previous studies with this research, we can mention a number of reasons. First, the examination of theoretical foundations suggests that the theories and documents in this area support the close relationship between human resource development and organizational performance; for example, Neely, Adams, & Kennerley (2002) consider organizational performance as a process of explaining the quality of the effectiveness and efficiency of previous actions, and these actions are in fact reflected in the human resources of that organization, including managers and employees; because human resources play a key role in implementing organization actions and they are the key to achieve goals of organizations (Shin & Konrad, 2017).

Wright (2018) also mentions the close relationship between organizational performance and human resource development, and states that enhancing organizational performance as a competitive advantage of the organization through human resource development is possible. Therefore, the study of theoretical foundations suggests that the experts in this field point to the existence of a correlation between human resource development and organizational performance.

From the perspective of research, gender similarities can be a reason in explaining the alignment of findings of this research with previous studies. This means that, for example, both women and men participated as research participants in the current study and Hosseini, Tabassomi & Dadfar (2017), Rasouli, Olfatpour & Ghorbani(2016), and Rana & Malik (2017) research.

Another factor can be the use of the same research tool. In this study, the organizational performance questionnaire of Hersey and Goldsmith (2003) was used to measure organizational performance, as well as in Hosseini, Tabassomi & Dadfar (2017), and de Britu & de Oliveira (2016). Therefore, the alignment of the findings of this research with previous studies can be explained both from the perspective of theoretical foundations and from the perspective of research bases.

In conclusion, it can be stated that organizational performance plays a key role in the success of organizations, and if we are to promote organizational performance, we should focus on the development of human resources, but the important point in human resource development is the attention to the individual level of human resources, which includes components such as self-efficacy, self-esteem, needs and expectations, motivation and learning (Tonkenejad & Davari, 2009). By considering this important level of human resource development, organizational performance will be improved and the organization's outcomes will be achieved.

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