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## EFFECTS OF HUMAN RESOURCES INDIVIDUAL DEVELOPMENT MODEL ON ORGANIZATIONAL PERFORMANCE, EMPLOYEE PERFORMANCE AND EFFICIENCY: CASE OF TEHRAN'S SOCIAL SECURITY ORGANIZATION

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### ABSTRACT

This study investigated the effect of Human resources individual development (HRID) model on organizational performance, employee performance, and efficiency. This study was an applied research with a quantitative approach that uses correlation method as the research method. 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, researcher-made questionnaire on human resources individual development, employee performance questionnaire, and efficiency of employee's questionnaire. To analyze the data, structural equation method, t-test and the Pearson correlation method, was used. The software used in this study was LISREL and SPSS. The results showed that human resources individual development has a positive impact on organizational performance ( $t=9.64$ ), employee performance ( $t=9.75$ ), and employee efficiency ( $t=9.64$ ). This study suggests the use of HRID model in organizations to improve the organizational development.

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## 1. INTRODUCTION

Considering the developmental requirements of the new age is one of the essential features for the survival of the organization, and organizations need to increase their competitive advantage so that they can succeed (Azizi et al., 2018). The competitive advantage of an organization depends on the extent of its development, and human resource development is considered to be the most important developmental factor (Jafari & Ghalmani, 2018; Rana & Malik, 2015). Armstrong (2006) states that one of the most important strategies of today's organizations is the development of human resources. The goal of human resource development is organization development and employee

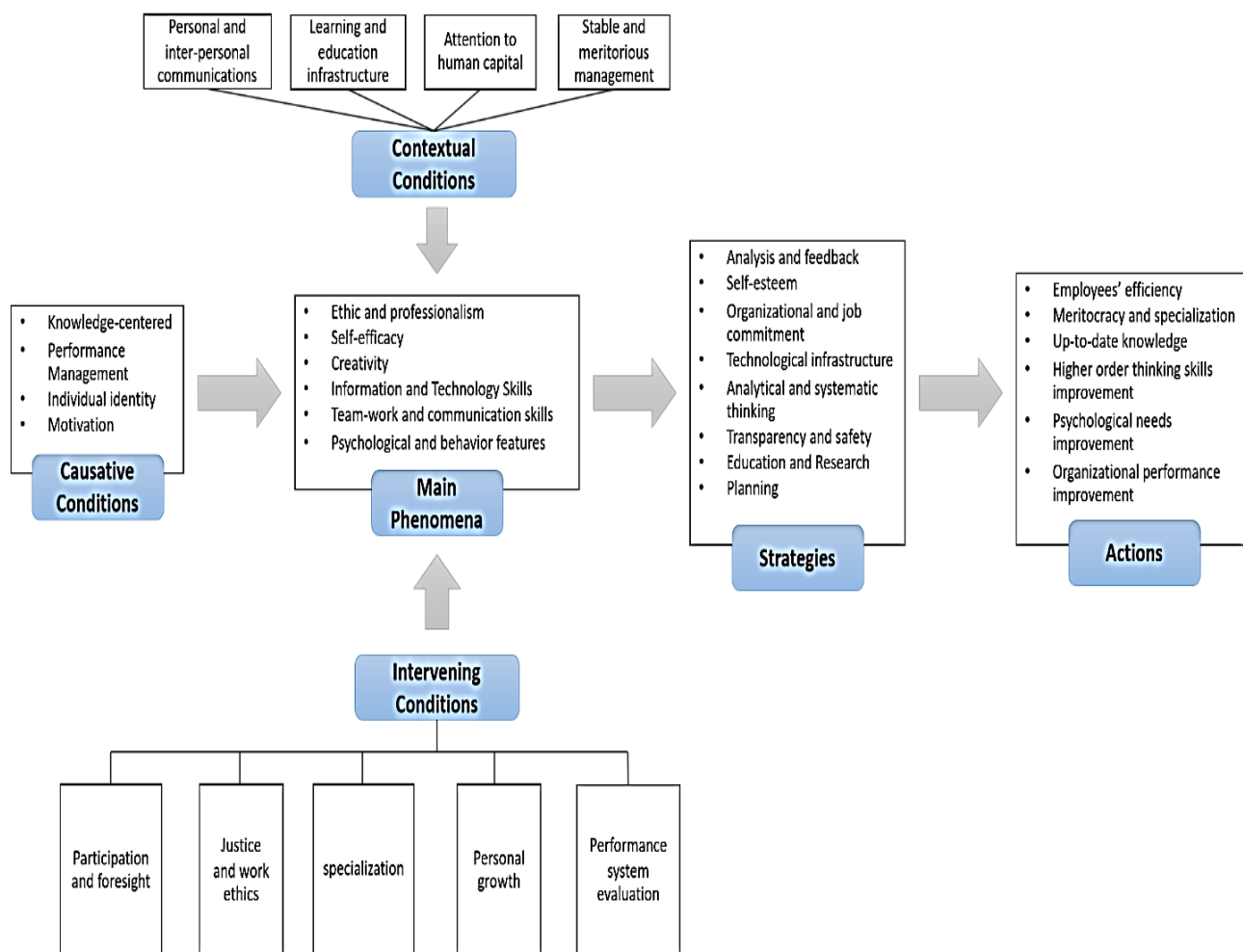
development. The development of human resources is aimed at creating scientific awareness and raising the level of employee knowledge, enhancing employee skills and developing skills and updating information (Baghdadchi, 2018). Human resource development is an organized learning experience that is developed to improve individual performance and development (Marchington et al, 2016). Human resource development is a framework for helping employees develop their individual skills and competencies, through the provision of training opportunities, career development, substitution programs, management and performance development, organizational coaching and organizational development for achieving organizational goals (Cascio, 2018; Kurmanali et al, 2018). Human resource development can be analyzed at three levels: Human resource development at the individual level, human resource development at the organizational level, and human resource development at the social level (Garavan et al, 2004). The social level of human resource development emphasizes community development, national competitiveness and networking. At the organizational level of analysis, human resource development should develop developmental activities or interventions that support the achievement of organizational goals. Individual level generally focuses on the human dimension of human resource development. This level focuses on the analysis of concepts such as self-efficacy, self-esteem, learning motivation and motivation through expectations (Tonkenejad, & Davari, 2009).

The purpose of human resources development in organizations is to improve organizational performance, employee performance, employee efficiency, productivity, and such goals. Because these factors play a key role in the success of organizations. For example, organizational performance is considered as one of the most important indicators in determining the success or failure of organizations (Wright, 2018; Abolfazli et al, 2017). Organizational performance refers to how the missions, tasks, and organizational activities and the results of their accomplishments are performed, and when organizational goals are achieved it means that an acceptable organizational performance is achieved (Shin, & Konrad, 2017; Barreto & Alturas, 2018). One of the most well-known definitions of organizational performance has been provided by Neely, Adams, and Kennerley (2002), which is "The process of explaining the quality of the effectiveness and efficiency of past actions" (p. 168). In the competitive era, managers are always struggling to create a sustainable competitive advantage by enhancing organizational performance to boost their organization (Abbasi et al, 2015; Iravani et al, 2015).

In addition to organizational performance, employee performance and efficiency are also important indicators in determining the success of organizations (Kiruja, & Mukuru, 2018; Ahmadi et al, 2018). Given that employees are intangible and strategic assets of the organization, this would directly affect the performance and efficiency of organizations. (Kaviani, 2014). The understanding of employee behavior in organization and its optimization in accordance with the goals of the organization is of great importance to managers of various organizations (Tarazuyi Zar & Amini, 2018). Paying attention to the individual development of the staff makes the performance and efficiency of the people dramatically increase (Hasanpour & Mahdavi, 2018). The meaning of function is what the person performs as a job in a job. Generally speaking, because organizational success depends on employee performance, it is important for organizations to set performance improvements as one of the goals of human resource development, especially at the individual level (Mohamadi & Sharifzade, 2017). In terms of efficiency, also, because efficiency addresses the relationship between the results achieved with the resources used; therefore, it is expected that

improving employee performance through individual human resource development will also increase employees' efficiency (Jahani & Mir Magda, 2017).

A study on the research background in relation to the mentioned components, namely, human resources development at the individual level, organizational performance, employee performance and employee efficiency, shows that there is not a research that investigates the effect of individual human resources development on organizational performance, employee performance and efficiency. Therefore, in this research, the researchers intend to focus on the organizational performance, employee performance and efficiency, and Human Resources Individual Development (HRID) model developed by Tazakori et al. (2019a; 2019b) is used as the theoretical framework. This research responds to three main questions that are: 1) Does the HRID model affect organizational performance? 2) Does the HRID model affect employees' performance? 3) Does the HRID model affect the employees' efficiency? HRID model is shown in (Figure 1).



**Figure 1:** the HRID model

## 2. METHODOLOGY

This study was conducted to investigate the effect of HRID model on organizational performance, employee performance and efficiency. This study is an applied research with a quantitative approach that uses correlation method as the research method. Data collection was performed by Hersey and Goldsmith organizational performance questionnaire, researcher-made questionnaire on human resources individual development, employee performance questionnaire, and efficiency of employee's questionnaire. The organizational performance questionnaire of Hersey

and Goldsmith (1980; cited by Yousef Saber, Tabataba'i, and Afrazeh, 2015) 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 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. Employee performance questionnaire (Lozumi, 2014) consisted of 9 question as five-point Likert scale as follows: 1 (very low), 2 (low), 3 (average), 4 (high) and 5 (very high). If the score is between 9 to 18 which means employee performance is low in the organization. If the score is between 18 to 36 which means employee performance is average in the organization. If the score is higher than 36 it means that employee performance is high in the organization. Validity and reliability of the questionnaire has been confirmed by Lozumi (2014) and in this research reliability is reported 91.9 which is an acceptable reliability. Efficiency of employee's questionnaire has 17 questions and measure four dimensions as follows: questions 1 to 4 for equity dimension, questions 5 to 8 for alignment dimension, questions 9 to 12 for speed at work, and questions 13 to 17 for the use of equipment and facilities dimension. This questionnaire is designed as five-point Likert scale as follows: 1 (very low), 2 (low), 3 (average), 4 (high) and 5 (very high). If the score is between 17 to 34 which means employee efficiency is low. If the score is between 34 to 51 which means employee efficiency is an average level. If the score is higher than 51 which means employee efficiency is high. Validity and reliability of this questionnaire is confirmed by Hajizade (2005). In this research reliability is reported 0.87 which is acceptable. In this study, the reliability was reported 0.87. Structural equation, Pearson correlation coefficient and t-test were used to analyze the data. The software used in this study was LISREL and SPSS.

### 3. FINDINGS

The descriptive information of the participants in this research is given in Table 1. 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%).

**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

To answer the research questions, firstly, a correlation matrix was drawn, then the impact factor of HRID model on organizational performance, meritocracy and professionalism was determined. Information on the correlation between HRID with organizational performance, employee performance and efficiency is presented in (Table 2).

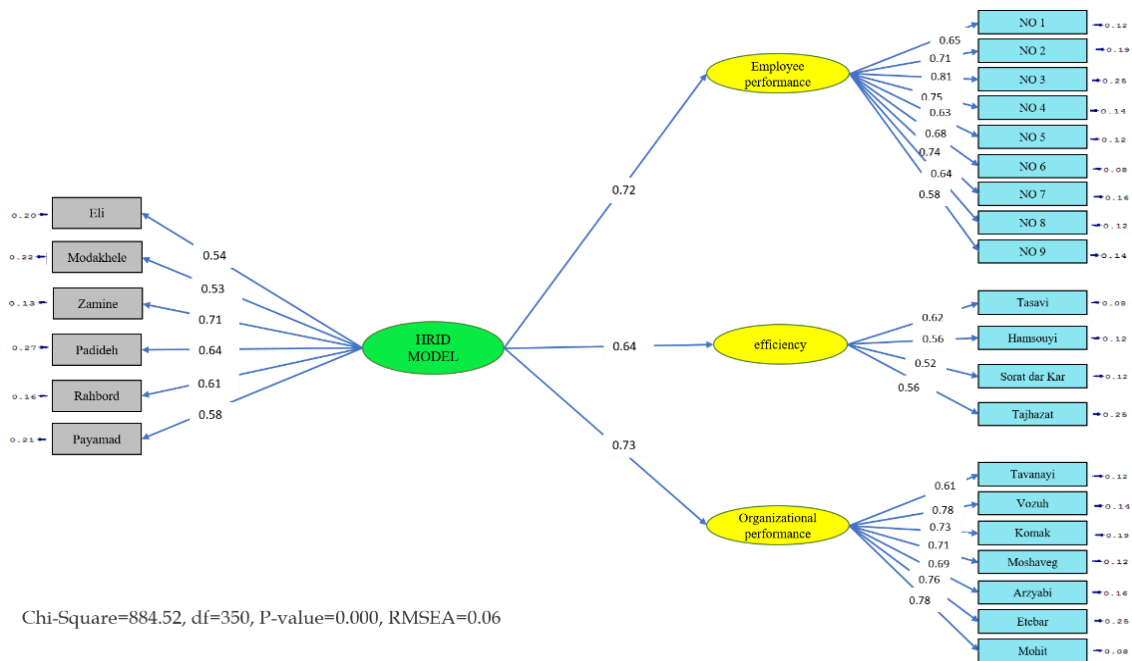
**Table 2:** Correlation matrix between variables and HRID.

Variable	HRID
HRID	1
Employee performance	0.333**
Organizational Performance	0.297**
Ability	0.221**
Clarity	0.246**
Help	0.243**
Incentive	0.514**
Evaluation	0.314**
Validity	0.276**
Environment	0.278**
Employees efficiency	0.298**
Equity	0.287**
Alignment	0.321**
Speed at work	0.312**
Equipment and facilities usage	0.304**

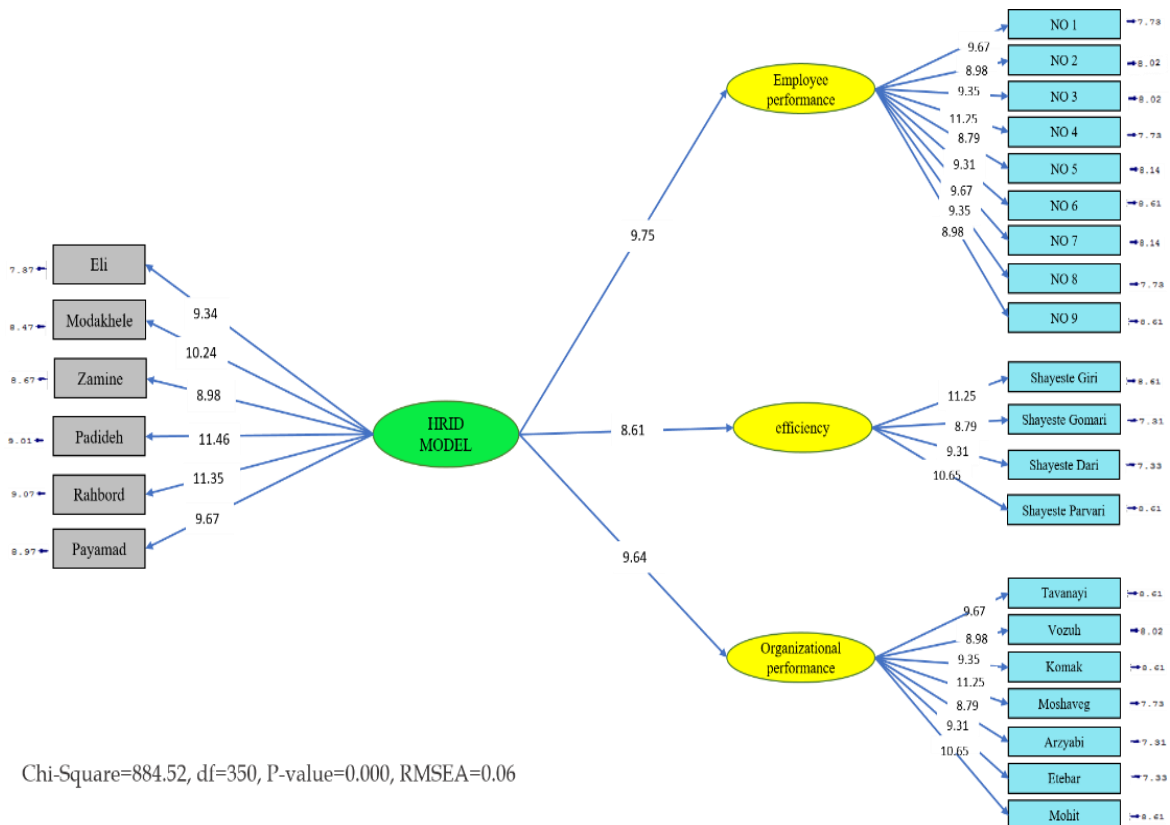
\*\* Significant at a level of 0.01

According to the results of the correlation matrix between variables in (Table 2), we conclude that HRID is significantly correlated with the variables of organizational performance and its dimensions, employee performance and employees' efficiency and its dimensions at the level of 0.01. Considering the significant relationship between variables, in the next section, we will determine the impact factor of the individual development of human resources on the variables of the research.

1) Does the HRID model affect organizational performance?



**Figure 2:** Factor load for variables organizational performance.



**Figure 3.** t-value for variables on organizational performance

The results of data analysis for the impact of the HRID model on organizational performance in (Figure 2) are equivalent to 73% of the factor load, and the obtained t value is 9.64 (Figure 3). With regard to the significance and positivity of these coefficients, it can be said that with the probability of 99% the HRID model has a positive effect on organizational performance. Table3 reports the model fitness on organizational performance including Chi-square test, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit (GFI), Adjusted Goodness of Fit (AGFI), Comparative Fit Index (CFI), Normed Fit Index (NFI), and Non-Normed Fit Index (NNFI). NNFI is also called Tucker Lewis Index (TLI).

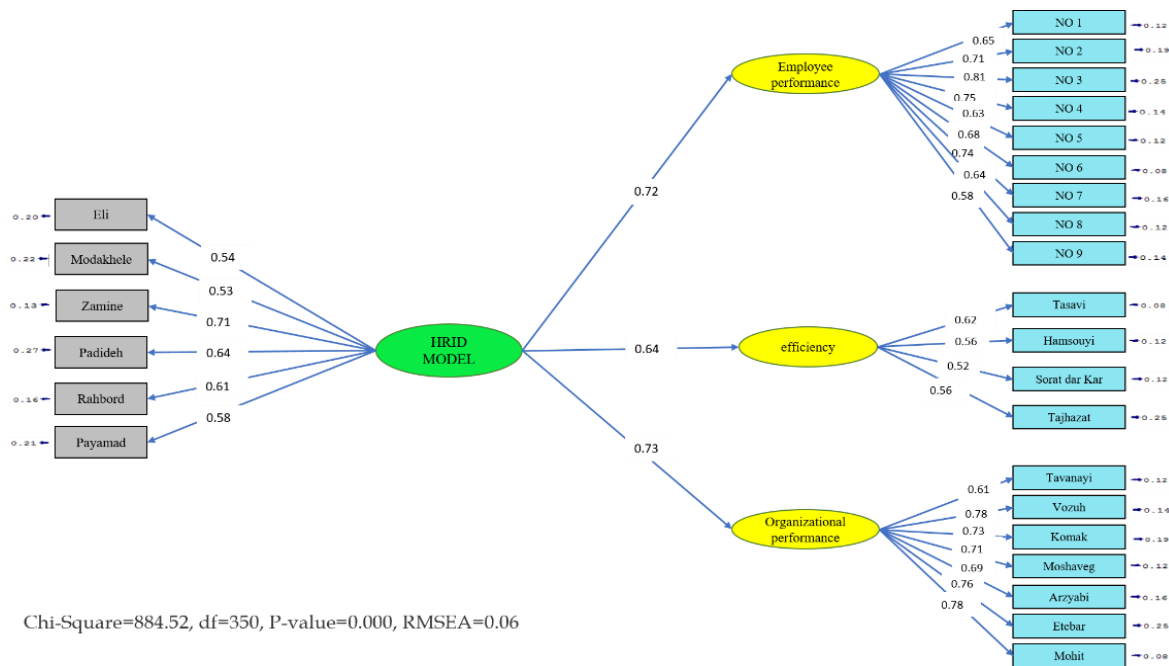
**Table 3: Model fit result on organizational performance**

Fitness Indices	Values measured	Acceptable fit	Goodness of fit measure
Chi Square/df	$\chi^2/df < 3$	1.28	Good fit
RMSEA	RMSEA < 0.09	0.05	Good fit
GFI	GFI > 0.9	0.92	Good fit
AGFI	AGFI > 0.9	0.93	Good fit
CFI	CFI > 0.9	0.94	Good fit
NFI	NFI > 0.9	0.96	Good fit
NNFI	NNFI > 0.9	0.96	Good fit

Regarding the results of fitness indices in the models of verification of the confirmatory factor analysis of the research tools, it can be said that the value of each method in all measurement models is significant at 5% error level. Also, Fitness Indices in all measuring models is a good fit. Therefore, according to the results of the measurement models, it can be said that all the research instruments are suitable fit and acceptable.

2) Does the HRID model affect employees' performance?

The results of data analysis for the impact of the HRID model on employees' performance in (Figure 4) are equivalent to %72 of the factor load, and the obtained t value is 9.75 (Figure 5). With regard to the significance and positivity of these coefficients, it can be said that with the probability of %99 the HRID model has a positive effect on employees' performance. Model fitness is reported in (Table 4).



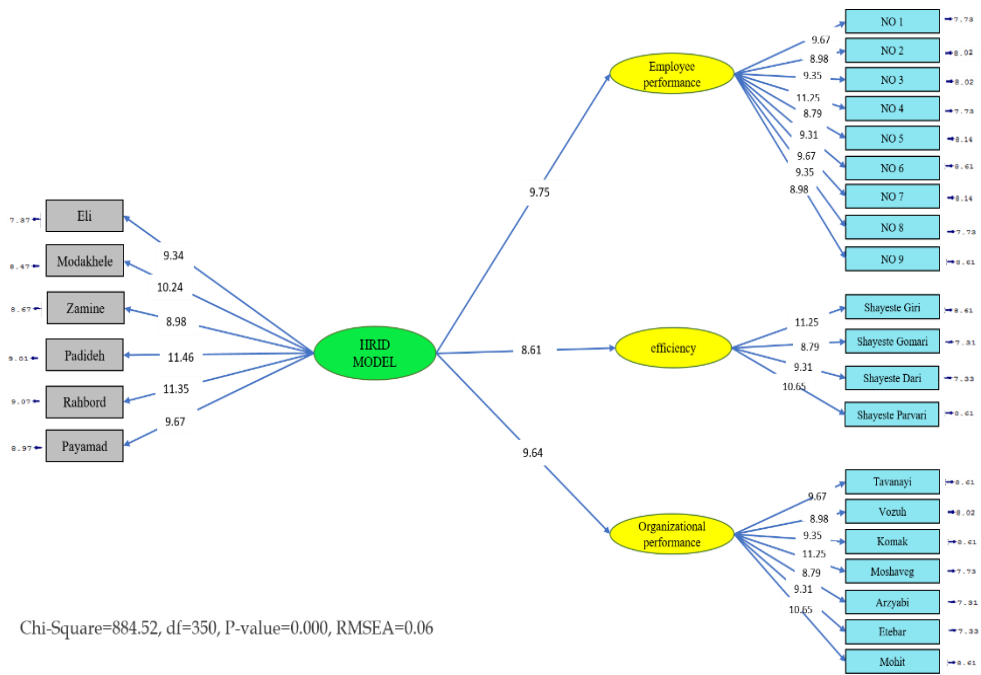
**Figure 4: Factor load for variables on employees' performance.**

**Table 4: Model fit results on employees' performance**

Fitness Indices	Values measured	Acceptable fit	Goodness of fit measure
Chi Square/df	$k^2/df > 3$	1.28	Good fit
RMSEA	RMSEA < 0.09	0.04	Good fit
GFI	GFI < 0.9	0.96	Good fit
AGFI	AGFI < 0.9	0.94	Good fit
CFI	CFI < 0.9	0.97	Good fit
NFI	NFI < 0.9	0.93	Good fit
NNFI	NNFI < 0.9	0.92	Good fit

Regarding the results of fitness indices in the models of verification of the confirmatory factor analysis of the research tools, it can be said that the value of each method in all measurement models

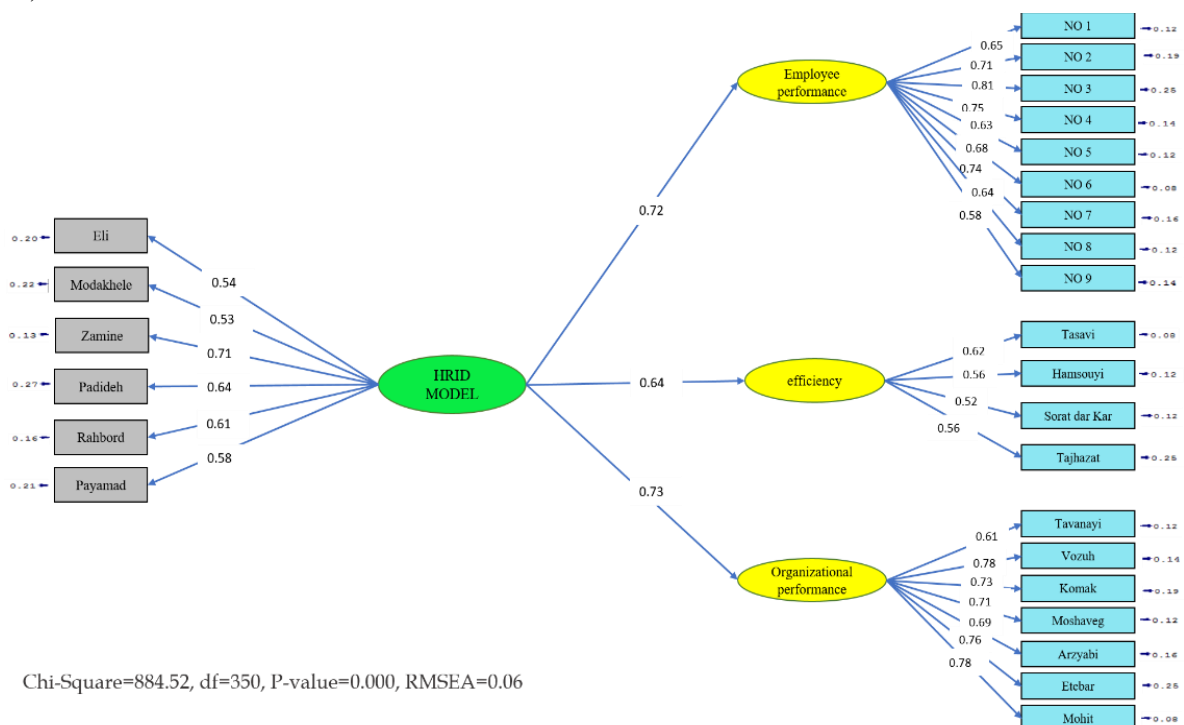
is significant at 5% error level. Also, Fitness Indices in all measuring models is a good fit. Therefore, according to the results of the measurement models, it can be said that all the research instruments are suitable fit and acceptable.



**Figure 5:** t-value for variables on employees' performance

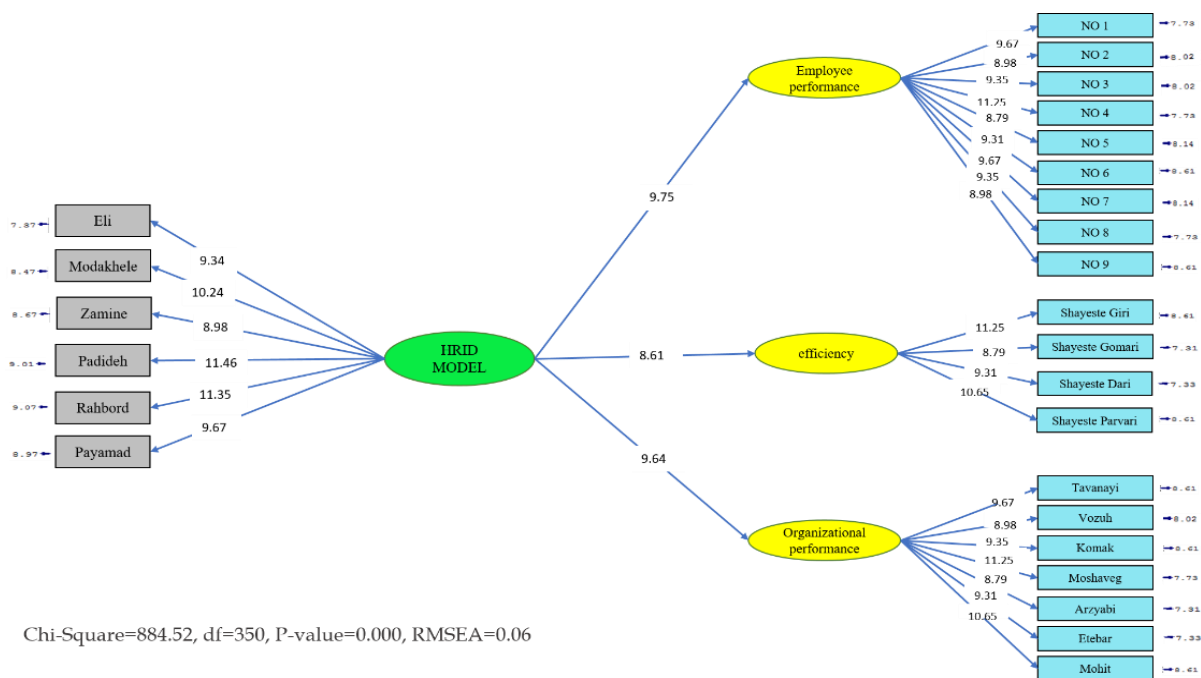
### 3) Does the HRID model affect employees' efficiency?

The results of data analysis for the impact of the HRID model on employees' efficiency in (Figure 6) are equivalent to 64% of the factor load, and the obtained t-value is 8.61 (Figure 7). With regard to the significance and positivity of these coefficients, it can be said that with the probability of 99% the HRID model has a positive effect on employees' efficiency. Model fitness is reported in (Table 5).



**Figure 6:** factor load for variables on employees' efficiency.





**Figure 7.** t-value for variables on employees' efficiency

**Table 5.** model fit results on employees' efficiency

Fitness Indices	Values measured	Acceptable fit	Goodness of fit measure
Chi Square/df	$k^2/df > 3$	1.28	Good fit
RMSEA	RMSEA < 0.09	0.06	Good fit
GFI	GFI < 0.9	0.91	Good fit
AGFI	AGFI < 0.9	0.95	Good fit
CFI	CFI < 0.9	0.93	Good fit
NFI	NFI < 0.9	0.97	Good fit
NNFI	NNFI < 0.9	0.96	Good fit

Regarding the results of fitness indices in the models of verification of the confirmatory factor analysis of the research tools, it can be said that the value of each method in all measurement models is significant at 5% error level. Also, Fitness Indices in all measuring models is a good fit. Therefore, according to the results of the measurement models, it can be said that all the research instruments are suitable fit and acceptable.

#### 4. DISCUSSION

This study was conducted to investigate the impact of HRID model on organizational performance, employees' performance, and employees' efficiency. Result for the first question showed that HRID model has a positive impact on organizational performance with %73 factor load. This finding is 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 (1980) 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 relation to the second question, result showed that HRID model has a positive impact on employees' performance. This finding is in line with Ahmadi et al (2018), Tarazuyi Zar & Amini (2018), Hasanpour & Mahdavi (2018), Kiruja & Mukuru (2018), Mohamadi & Sharifzade (2017), Jahani & Mir Magdam (2016), Kaviani (2014) research findings. In explaining the convergence of research findings, it can be said that the development of human resources at the individual level increases the abilities of employees. According to Tazakori et al (2019) The human resources individual development (HRID) model promotes personal growth of employees, improves the psychological needs of employees, and provides staff with updated knowledge and communication. Such features generally enhance their capabilities and thus improve their performance and efficiency. Mohamadi and Sharifzade's research (2017) also show this meaningful relationship between human resource development and performance.

## 5. CONCLUSION

From this study, it can be said that human resources individual development (HRID) as one of the neglected areas can play a key role in the development of organizations and the prosperity of employees. As the findings of this research also support the positive impact of human resources individual development (HRID) on organizational performance, employees' performance and employees' efficiency. Therefore, it is suggested to organizations, especially to Tehran Social Security Organization, to take HRID seriously to provide the basis for improving organizational performance, employees' performance and employees' efficiency.

## 6. DATA AND MATERIAL AVAILABILITY

Data involved in this study can be requested to the corresponding author.

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