

Explaining the multi-level human resource development model in Iran's government organizations with a strategic flexibility approach

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Abstract

The purpose of the current research is to explain the multi-level human resource development model in Iran's government organizations with a strategic flexibility approach. This is an applied research, and in terms of method, it is a descriptive-correlation type. The statistical population of the research includes all managers and employees of government organizations, in the number of 2000000 people, of which 384 people were selected as a statistical sample based on Cochran's formula and selected by simple random. Data were collected through a researcher-made questionnaire. In order to ensure the existence or non-existence of a causal relationship between the research variables and to check the suitability of the observed data with the conceptual model of the research, the indicators and items of multi-level human resources development in Iran's government organizations were tested with the strategic flexibility approach using the structural equation model. According to the findings of the research, the validity of all indicators and items of multi-level human resources development in Iran's government organizations was confirmed with the strategic flexibility approach. The results indicated that the t value of multi-level human resource development indicators in Iran's government organizations with strategic flexibility approach is more than its critical value at the level of 5 percent (1.96). Therefore the validity of multi-level human resource development indicators and items in government organizations of Iran was approved with a strategic flexibility approach. Also, according to the results of the structural model tests, it can be said that the indicators and items of multi-level human resources development in Iran's government organizations with the strategic flexibility approach have a good explanatory power in the research model and the research model has a very good validity.

Keywords: human resource development, multi-level human resource development, flexibility, strategic flexibility
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1 Introduction

Today, human resources are the most important capital of any organizations and the main source of creating competitive advantage and basic capabilities of any organizations. Harbison believes that human resources form the main foundation of the wealth of nations. Capital and natural resources are also important factors in production,

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but it is humans who accumulate capital, exploit natural resources, build economic, social and political organization and generally cause development. A country that cannot develop and expand the knowledge and skills of its people and use it in the best way in the national economy, will not be able to solve its problems of underdevelopment. The concept of development is one of the basic and very important concepts in today's societies, because as we pass the 21st century, we witness the expansion and complexity of societies and organizations every day. Therefore, our need for human resources as developed human factors is considered essential. Human resource development is the process of facilitating organizational learning, performance and change through interventions and organized activities and management measures in order to improve performance, ability, competitive readiness and organizational renewal [25].

Historically, although the works on HRD are short and concise, they have examined the role of technology in the relationship between HRD activities and learning or performance outcomes. For example, Benson and Johnson [6] have edited *Advances in Human Resource Development* to highlight the role of technology in the digital workplace. In such places, individual and organizational learning is a priority. Due to the impact of technology on learning and performance improvement, organizational technologies are involved in the training and development aspect of HRD. Swanson [33] have identified three technology wheels: process-oriented technology that introduces job-specific tasks and skills to improve performance output; Workforce technology, application-oriented technology that targets HRD activities. In other words, technology in HRD and information technology (IT) and HRD, which aim to decentralize HRD activities in the workforce. Although the value of technology in HRD activities is promising for improving learning and performance outcomes and facilitating organizational change, the integration of technology and HRD affairs and research is still an organizational matter [24]. The concept of International Human Resource Development Ecosystem (IHRD) has recently been proposed in research; Nevertheless, this concept is important in understanding the multiplicity of factors that contribute to the formation of IHRD practices and gives value to individuals, organizations, countries, regions and society. We define IHRD using the definition proposed by Wang and McLean [37], which focuses on the following elements:

- a. A set of activities designed to promote the development of human potential at different levels of analysis
- b. Several factors that work together to ensure the performance of the individual, organization, country and region
- c. A collection of matters related to several individuals, organizations, countries and regions. A significant and important criticism of the ecosystem approach is that there is no theory to explain how ecosystems are replenished and changed [15].

In today's era, the injection of financial resources is no longer considered as the main factor of development, but the transformations and productivity of human resources, with their growth, lead to the promotion of organizations and, as a result, the development of economic systems in the world. So that human capital determines the amount of material capital. Industrialized and developed countries have realized that increasing productivity can be realized faster not by improving the quality of material capital but by improving the quality of labor force. The correct use of human power as the most valuable and greatest wealth of any society has been an important issue of concern to governments [31].

Other currents in the HRD literature recognize the importance of a macro-level focus on long-term workforce development [21]. This focuses on National Human Resource Development (NHRD) as a dominant driver in national and global contexts, where the macro-economic, technological, socio-cultural and political impact of human resource development to achieve economic growth, modernization and in time the latter forms towards improvement. Using individual comparisons, NHRD researchers identified macro-level contextual factors in the development of unique strategies [20].

In today's global economic environment, it is necessary for HRD to focus not only on workforce development, skills development and employee training in the private sector, but also on skills development at the regional and national levels, taking into account the under-employed, unemployed and emphasizing newcomers to the workforce. Therefore, the NHRD perspective provides an opportunity to adopt a broader multi-level perspective to design, evaluate and review the national development priorities of countries in general [4]. The development of national human resources is the responsibility and commitment of the government at high decision-making levels and includes the entire society in order to coordinate all activities related to human development. This coordination increases the efficiency, effectiveness, competitiveness, satisfaction, productivity, knowledge, spirituality and the improvement of human beings. Human resources development includes education, health, security, organizational training, economic, cultural development, science and technology, and other factors affecting human development. Undoubtedly, the development of national human resources, provides the field of achieving productivity improvement, local and global competition,

improving education and organizational training, increasing employment, development and social stability, national health, national and international development, racial equality, local and global cooperation for countries [25].

Broadly speaking, NHRD is seen as an important and underutilized framework for examining human and economic development in several countries, in relation to empowerment for individuals. Furthermore, most NHRD scholars recognize the need for an intellectual understanding of stronger theoretical foundations that support research, policy and practice towards NHRD and at the same time they claim that a universal theory or understanding of NHRD is probably not only impossible but also short sighted [8].

It has been divided into several research streams such as HRD, public policy and labor economics. Although researchers have reached a consensus regarding the analysis of macro-level factors such as economic, political and cultural systems at the national level, by identifying macro-level factors at the organizational and individual levels, one can gain insight into the selection of NHRD strategies. Even if several scholars realize NHRD country analogies, they fail to provide a systematic framework through which NHRD strategies can be organized, analyzed, and understood [2]. By proposing a multi-level conceptual framework, these limitations can be explored as they relate to upgrading resource capacities and capability building efforts. On the other hand, strategic flexibility is the ability to respond to a dynamic environment through continuous changes and systematic actions. They define strategic flexibility as: "the conditions of having strategic options that are created through the combined effects of the flexibility of a company's cooperation in acquiring and using flexible resources". Strategic flexibility is presented as a new management method for organizations, which is against the goal of old strategic management in choosing the best plan of action. Realizing that choosing the best plan of action is an unrealistic goal in an unknown environment, strategic flexibility is considered as a core management concept. In several researches, the efficiency of strategic flexibility has been emphasized in the field of environmental dynamics and uncertainties, such as the ones we are facing regarding Covid-19. Through strategic flexibility, companies can increase their competitiveness in dynamic environments to create alternative platforms for action or strategic options [39].

Human resource development (HRD) scholars grapple with questions surrounding the development of theoretical and conceptual frameworks that understand the complexities of building human capital capacity and capability at the national level. Based on the works on national HRD (NHRD) and international development, we present a multi-level framework for understanding capacity building and efficiency in assessing national development priorities in countries. We propose the theory that the simultaneous development of financial, industrial and workforce capabilities at the national, organizational and individual levels should be considered in NHRD's priorities. In the perceptual framework, the positive and negative synergies of NHRD are examined, which have come from the connection of financial, industrial and labor capacities with efforts to create capabilities at the national, organizational and individual levels. In fact, we will look for the design of a multi-level model of HRD that this model can respond to the needs of employees and organizations according to the new environmental conditions and requirements and can be a path-breaking and usable model. In this study, we are looking for the development of science and as mentioned, this study is in the frontiers of knowledge, because according to the conditions that have prevailed in the world, organizations need models that can develop their human resources in these conditions. Therefore, conducting this research will be very important both from the theoretical aspect and from the practical aspect. Also, it will be useful for organizations.

2 Theoretical foundations of research

2.1 Human recourse development

During the 1960s and 1970s, professional educators realized that their role extended beyond the classroom. The move towards employee involvement in many organizations required coaches to also guide and counsel employees. Therefore, training and development (T&D) competencies were expanded to include interpersonal skills such as coaching, group process facilitation, and problem solving. This additional emphasis on employee development led ASTD to change its name to the American Society for Training and Development (ASTD) [2, 10, 15]. stated that HRD researchers have long identified the critical role of HRD in implementing the strategic priorities of organizations [18]. Human resource management literature in recent years has increasingly emphasized the "strategic importance of HRD as a fundamental tool for increasing workforce capabilities, knowledge, efficiency, and adaptability" [22]. Currently, employees are perhaps the most important competitive advantage of organizations, and their knowledge, skills, and capabilities must always be improved. Therefore, the survival of organizations in the field of competition depends on maintaining, developing and exploiting the capabilities of employees. An organization that cannot develop its skills, knowledge and understanding and use it to increase productivity is not able to develop any of its resources optimally [36]. The most important goal of human resource development includes solving current performance problems, preventing future performance problems and challenges, and developing employees' knowledge. Human resource

development is one of the main and important processes and missions in human resource management [26]. Human resource development can be defined as the process of developing and stimulating human expertise through organizational development and employee training and development for performance. In another definition, human resources development can be called a short-term or long-term process or activity in order to develop knowledge, expertise, productivity and work satisfaction at different individual, team, organizational or national levels. The levels of analysis in the development of human resources can be divided into three levels: individual, organizational and social. At the individual level, the human aspect of human resources development is often emphasized. This level of analysis examines concepts such as self-efficacy, self-esteem, learning motivation and motivation through expectations. The second level of analysis in the development of human resources is the social level; At this level, human resources development emphasizes community development, national competitiveness and facilitation of networking [5]. In general, human resources development includes various aspects of empowering employees in the organization. Today, this field has undergone fundamental changes and developments and focuses on self-actualization and showing the potential talents of employees. Human resource development uses learning and development to identify, assess and help develop key competencies and enable a person to fulfill their current and future career by personal planning through training. It can be said that the development of human resources is related to the training provided by the organization for its employees as well as for people not working in the organization, which of course depends on the organizational goals. In today's changing world, increasing knowledge and improving individual and organizational skills of employees is inevitable and organizations that don't plan on raising the knowledge and skills of their employees will face difficulties [16].

2.2 Strategic flexibility

The marketing and strategy literature increasingly suggests strategic flexibility as a critical organizational competency to achieve and maintain competitive advantage and superior performance. In a stable environment, the concept of traditional management helps organizations achieve success. However, this management approach faces limitations in preparing organizations to face environmental uncertainty. For this reason, new management theories have focused on the development of organizational strategic flexibility as a substitute approach for traditional management. Flexibility can be considered as an organizational feature that reduces the organization's vulnerability to unpredictable external changes or puts the organization in a better position to successfully respond to changes [34]. Strategic flexibility is mainly conceptualized as a reactive capability. Its sensitivity and responsiveness to changes in the business environment have been discussed in the research of Das [9], and Sanchez [29]. For example, strategic flexibility is defined as the firm's ability to rapidly reconfigure resources and activities in response to environmental demands [38] and it is defined as the company's abilities to quickly respond to problems, revise activities and strategies, and better meet the needs of the environment [12]. A reactive understanding of strategic flexibility appears to be consistent. For example, strategic flexibility has been proposed as the ability to enable key responses to environmental changes; especially when faced with intense competition [13].

The benefits of strategic flexibility include increased innovation capabilities. The potential absorptive capacity for exploratory innovation development is greater in a strategically flexible organizational culture, which enhances innovation capabilities. Researchers have pointed out the increase in innovation capabilities and a positive effect on entrepreneurial orientation. Strategic flexibility has been criticized perceptually and practically due to the lack of specific steps in application and organized design. Nevertheless, a number of researchers have focused on the process of achieving strategic flexibility and how it works. According to the early conceptualizations of strategic flexibility, a firm, understanding strategic flexibility as the ability to respond, focuses on identifying and evaluating specific characteristics of environmental change and it secures the resources used in transforming strategic options and alternative courses of action applicable to a particular situation. Then the company selects and implements the most suitable option [7]. Some researchers have considered it as "tactical flexibility" [14].

Basically, it has been suggested that a company should develop strategic diversity and then find or change the strategy to adapt in the best possible way to the changed conditions of the work environment [35].

2.3 Research background

Sarshar et al. [30] in a research titled "Development of human resources by designing self-development behavior pattern" acknowledge that human resource development includes four categories of individual development, organizational development, extra-organizational development and self-development strategies, each of which has several components. Also, based on the research results in the category of personal development, the components of self-efficacy, mental maturity, self-awareness, delegation and innovation and in the category of organizational development, the components

of organizational support, organizational trust, flexible structure, teamwork, in the extra-organizational category, the components of social culture, stability and necessary resources and in the category of self-development strategies, the components of education, talent development, succession planning and career development path were identified. Ahmadbeigi et al. [1] in a research titled "Designing a comprehensive model of a sustainable human resources management system in line with the development of the automotive industry" acknowledged that the relationship between sustainable human resource management and sustainable development goals is considered as a means to a common goal. In this context, the main task of sustainable human resource management is to monitor the use and consumption of human resources. To be more precise, it is interpreted as managerial control of human abilities and skills. Hajilou et al. [16] in a research titled "Designing an education-based human resource development model with a good governance in Iranian medical universities: A Qualitative Research" came to the conclusion that the education-oriented human resources development model based on good governance includes ten factors in six categories: causal factors (accountability-transparency), central category (governance capacity building-development), Contextual factors (attitude-identification), intervening factors (coordination), strategies (consequentialism-effectiveness of roles-tasks) and consequences (social-cultural development, individual development, educational development). Hajilou et al. [16] in that research reached the conclusion that the human resources development model based on good governance includes ten factors (accountability, clarification, capacity building of governance and development, attitude and identification, coordination, result orientation, effectiveness of roles and duties, social cultural development, individual development, educational development) were in six categories (causal conditions, central category, contextual factors, intervening factors, strategies, consequences) and the relationship between the mentioned factors was presented in the data theory diagram of the foundation. Also, in the prioritization of the main criteria, it was found that attitude and identification, coordination, cultural-social development and educational development are of high importance. Accountability, transparency, attitude and identification, coordination, result orientation, effectiveness of roles and tasks in the path of human resources development based on good governance leads to socio-cultural development, individual development and educational development. Bahreini et al. [5] in a research titled "Investigating the role of good governance dimensions in explaining the development of human resources in sports and youth departments" admit that the six components of good governance, i.e. result orientation, effectiveness of roles and duties, promotion of values, transparency, capacity building and accountability have a direct and meaningful impact on the development of human resources of sports and youth departments. According to the findings of the present research, it is recommended to the officials of sports and youth departments to provide the necessary platforms for implementing the principles of good governance model in order to develop human resources in these departments. Rouzbeh Ali et al. [28] in a research titled "Prioritization of the policies of the human resource development policy model of Iranian government agencies based on the results of the analysis of the importance-performance gap" admit that the human resources that are attracted to the government will serve the government for about three decades. Knowing the priorities of the human resource development policy model will contribute significantly to the success of education and development programs for the government. The purpose of this research is to prioritize the statistical policies of human resource development based on the analysis of the gap between importance and performance from the point of view of the target population. Jalili et al. [19] in a research titled "Designing a human resource development model for students with an entrepreneurial focus" acknowledge that the development of entrepreneur-oriented human resources in Farhangian University with the growth of entrepreneurial thinking in the education system has implications for educational, psychological growth and economic growth, which requires the attention of managers and those involved in education. Rakhshani et al. [27] in a research titled "Presenting a model of human resources development in government organizations with an entrepreneurial approach using foundation data theory" admit that the paradigmatic model of human resource development activities with an entrepreneurial approach including causal conditions (the organization's responsibility and the organization's competitive advantage), contextual factors (managers' development, organizational culture, human resources development incentives), intervening factors (organizational atmosphere, traditional approach of the administrative system), Strategies (individual empowerment, organizational empowerment) and consequences (individual development, organizational development) are placed. Zare et al. [40] in a research titled "Presentation of the human resource development model with a transformational approach" admit that one of the important and main processes of human resource management is the development of human resources in the organization. Human resources development activities in organizations fall into three categories of exchange, traditional and transformational. The transformational approach focuses on result-oriented and performance-based strategy and helps the organization in achieving business goals and strategies.

Dialga and Ouoba [11] in a research titled "How do extractive resources affect human development?" acknowledge that extractive resources have a positive and significant impact on human development. Health and education are channels through which extractive resources affect human development. Zhou [41] in a research entitled "The role of green data center in the human resources development model" admits that currently human resources are a very

important factor in the development of various companies and even countries and how to dominate and manage human resources has always been problematic. Today, the development of science and technology has simplified the processing of various data, and green data processing centers have also been created to save energy. The research results show that the green data center can play a significant role in the development of human resources. Compared to relying solely on human resource managers, the use of green data centers for human resource management has increased the decision-making ability of company personnel by 12% and the efficiency of personnel has increased by about 10%. Nieves and Quintana [23] in a research entitled "Human resource methods and innovation in the hotel industry, the mediating role of human capital" showed that human resource methods affect organizational performance by influencing the main and intermediate variables. However, the relationship between human resource management methods and innovative performance has not yet been determined, and there is little information about the variables that can show this relationship. Shak [32] in a research entitled "Human resources development and career development where we are and where we should go" showed that with the skills of needs assessment, design, development and evaluation of human resources development programs, marketing human resources development programs, cost-benefit analysis and facilitating learning can be successful in career development. Ali [3] in a research called "The need for proper development of human capital; a study of the insurance sector of Bangladesh by examining 62 insurance companies in Bangladesh" determined that there is an unhealthy and unethical competition between these companies, which leads to the reduction of rates, high level of purchase costs and credit business in insurances except life insurance. In life insurances, the high cost of purchasing insurance premiums, the bad management system of the company and the unprofessionalism of the forces and bad performance have caused stagnation in human development. Harel and Tzafrir [17] in a research titled "The impact of human resources development management on the perceptions of the company's organizational performance and market" reached the conclusion that in addition to training methods, employee selection practices also significantly affect perceived market performance.

2.4 Research methodology

In terms of purpose, the current research is an applied research, and in terms of method, it is a description of correlation type. The statistical population of the research includes all managers and employees of government organizations, in the number of 2000000 people, and the size of the statistical sample was estimated to be 384 people based on simple random sampling and according to Cochran's formula. The tool of data collection is a researcher-made questionnaire. The analysis of the research data was done using structural equation modeling based on PLS3 software that the results are presented in the research findings section. To calculate the validity of the research tool, face validity was used, which was approved by professors and experts. In order to analyze the reliability of the research tool, Cronbach's alpha coefficient has been used, the results of which are as described in Table 1.

Table 1: Determining the Reliability of Research Tools (By Cronbach's Alpha Method)

Variables	Cronbach's alpha coefficients (Cronbach's Alpha > 0.7)
Academic competence	0.831
Attitudinal competence	0.878
Communication competence	0.874
Professional competence	0.833
Individual dynamic strategies	0.728
Human resource development at the individual level	0.952
Policymaking in the field of human resources	0.891
Promotion of organizational culture	0.900
Coordination and intra-organizational interactions	0.882
Having a strategic and comprehensive view of human resources development	0.859
Development of human resources at the organizational level	0.968
Social policy	0.801
Employment planning	0.830
Development of educational programs	0.904
Correct management of the material and spiritual capacities of the country	0.916
Development of human resources at the national level	0.939

According to table 1, as can be seen, Cronbach's alpha coefficient has a suitable value and the reliability of the research tool is confirmed.

3 Research findings

In order to ensure the existence or non-existence of a causal relationship between the research variables and to check the suitability of the observed data with the research model, they were tested using the structural equation model. In this research, structural equation modeling and partial least squares (PLS) method have been used to test and fit the model. The output of the software after testing the research model is shown in Figures 1 and 2. In the following, the results of the two parts of the measurement model test and the structural model test are presented.

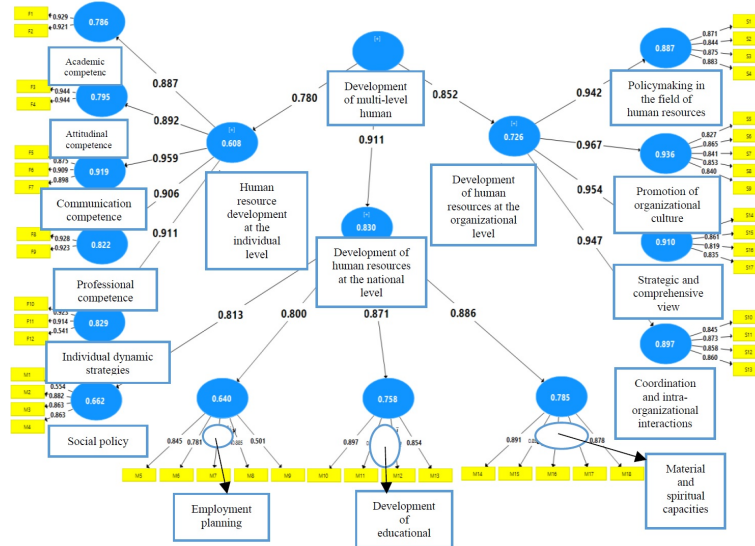


Figure 1: Research Model in Standard Coefficient Estimation Mode

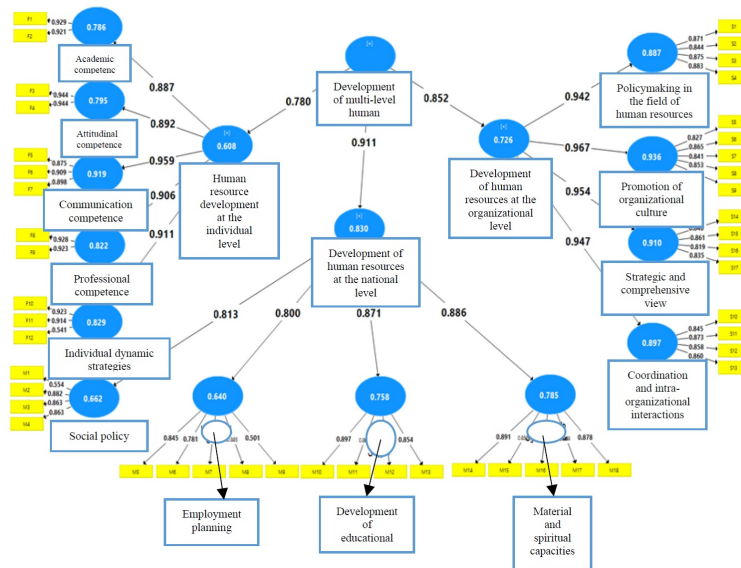


Figure 2: Research Model in the Significance Mode of Coefficients

3.1 Reliability tests of research measurement model

To measure the reliability of the model, at least 4 tests must reach the permissible limit and the results accepted by the experts. The results of the reliability tests are given in Table 2.

Four tests of Cronbach's alpha, combined reliability, Spearman's correlation coefficient and shared reliability were used to measure the reliability of the model that according to the findings of Table 2, these criteria have adopted the appropriate value for the research variables. Based on this, the appropriateness of the reliability of the research can be confirmed.

Table 2: The Results of the Reliability Tests of the Research Variables

Themes	Cronbach's Alpha Coefficients (Cronbach's Alpha > 0.7)	Composite Reliability Coefficient (CR > 0.7)	Spearman Correlation Coefficient (Rho - A > 0.7)	Shared Reliability Coefficient (Communality > 0.5)
Academic competence	0.831	0.922	0.832	0.855
Attitudinal competence	0.878	0.943	0.878	0.891
Communication competence	0.874	0.923	0.875	0.799
Professional competence	0.833	0.924	0.834	0.857
Individual dynamic strategies	0.728	0.847	0.831	0.660
Human resource development at the individual level	0.952	0.959	0.958	0.667
Policymaking in the field of human resources	0.891	0.925	0.892	0.754
Promotion of organizational culture	0.900	0.926	0.901	0.714
Coordination and intra-organizational interactions	0.882	0.919	0.883	0.738
Having a strategic and comprehensive view of human resources development	0.859	0.905	0.860	0.703
Development of human resources at the organizational level	0.968	0.971	0.969	0.660
Social policy	0.801	0.875	0.813	0.664
Employment planning	0.830	0.885	0.839	0.614
Development of educational programs	0.904	0.933	0.905	0.778
Correct management of the material and spiritual capacities of the country	0.916	0.937	0.917	0.750
Development of human resources at the national level	0.939	0.946	0.941	0.595

3.2 Validity tests of research measurement model

A. Convergent Validity

1. $AVE > 0.5$

Table 3: The Results of the Extracted Average Variance Test

Themes	AVE
Academic competence	0.855
Attitudinal competence	0.891
Communication competence	0.799
Professional competence	0.857
Individual dynamic strategies	0.660
Human resource development at the individual level	0.667
Policymaking in the field of human resources	0.754
Promotion of organizational culture	0.714
Coordination and intra-organizational interactions	0.738
Having a strategic and comprehensive view of human resources development	0.703
Development of human resources at the organizational level	0.660
Social policy	0.644
Employment planning	0.614
Development of educational programs	0.778
Correct management of the material and spiritual capacities of the country	0.750
Development of human resources at the national level	0.595

According to Table 3, all coefficients of average extracted variance of the variables are higher than 0.5, so the first condition of convergent validity exists.

2. $CR > AVE$

According to Table 4, it can be seen that $CR > AVE$ for all research variables and the second condition also has convergent validity and it can be claimed that the research model has convergent validity.

B. Divergent Validity

1. Fornell and Locker Test

According to Table 5, it can be seen that the AVE root of all variables is higher than the correlation of that variable with other variables. Therefore, the divergent validity of the variables is also confirmed.

Table 4: The Comparison Test of the Combined Reliability Coefficient and the Extracted Average Variance Coefficient

Themes	Composite Reliability	Extracted Average Variance
Academic competence	0.922	0.855
Attitudinal competence	0.943	0.891
Communication competence	0.923	0.799
Professional competence	0.924	0.857
Individual dynamic strategies	0.847	0.660
Human resource development at the individual level	0.959	0.667
Policymaking in the field of human resources	0.925	0.754
Promotion of organizational culture	0.926	0.714
Coordination and intra-organizational interactions	0.919	0.738
Having a strategic and comprehensive view of human resources development	0.905	0.703
Development of human resources at the organizational level	0.971	0.660
Social policy	0.875	0.664
Employment planning	0.885	0.614
Development of educational programs	0.933	0.778
Correct management of the material and spiritual capacities of the country	0.937	0.750
Development of human resources at the national level	0.946	0.595

Table 5: Fornell and Larcker Test Results

	Human resource development at the individual level	Development of human resources at the organizational level	Development of human resources at the national level
Human resource development at the individual level	0.816		
Development of human resources at the organizational level	0.721	0.812	
Development of human resources at the national level	0.647	0.689	0.771

Table 6: HTMT Test Results

	Human resource development at the individual level	Development of human resources at the organizational level	Development of human resources at the national level
Human resource development at the individual level			
Development of human resources at the organizational level	0.465		
Development of human resources at the national level	0.682	0.749	

2. HTMT

Considering that the appropriate value for the HTMT test is less than 0.9 and according to the findings of Table 6, these criteria have adopted the appropriate value for the research variables, it is possible to confirm the appropriateness of the divergent validity status of the research variables.

3.3 Structural model tests

A. Significance Test and Path Analysis

The results of Table 7 showed that all research variables are confirmed in terms of path coefficients and significant coefficients.

B. R Square Test

This test is the ultimate goal of any causal research. That is, it states how much the exogenous variables together predict or explain the variance of the behavior of the endogenous variables. The results of this test are given in Table 8.

Table 7: Results of Significance Test and Path Analysis

Path	Path Coefficient (β)	Significance Coefficient (T-Value)	Significance (P-Value)	Test Result
Development of human resources at the organizational level → promotion of organizational culture	0.967	259.055	0.000	confirmation
Development of human resources at the organizational level → strategic and comprehensive perspective	0.954	128.362	0.000	confirmation
Development of human resources at the organizational level → Policymaking in the field of human resources	0.942	113.263	0.000	confirmation
Development of human resources at the organizational level → coordination and interactions within the organization	0.947	120.163	0.000	confirmation
Human resource development at the individual level → individual dynamic strategies	0.911	86.740	0.000	confirmation
Human resource development at the individual level → communication competence	0.959	192.487	0.000	confirmation
Human resource development at the individual level → professional competence	0.906	65.085	0.000	confirmation
Human resource development at the individual level → knowledge competence	0.887	58.769	0.000	confirmation
Human resource development at the individual level → attitudinal competence	0.892	60.394	0.000	confirmation
Development of human resources at the national level → material and spiritual capacities	0.886	65.159	0.000	confirmation
Development of human resources at the national level → employment planning	0.800	30.644	0.000	confirmation
Development of human resources at the national level → development of educational programs	0.871	53.742	0.000	confirmation
Development of human resources at the national level → social policy	0.813	32.847	0.000	confirmation
Development of multi-level human resources → development of human resources at the organizational level	0.852	49.251	0.000	confirmation
Multi-level human resource development → Human resource development at the individual level	0.780	24.064	0.000	confirmation
Multilevel human resource development → Human resource development at the national level	0.911	62.952	0.000	confirmation

Table 8: R Square Test

	R Square	R Square Adjusted
Academic competence	0.786	0.785
Attitudinal competence	0.795	0.794
Communication competence	0.919	0.919
Professional competence	0.822	0.821
Individual dynamic strategies	0.829	0.829
Human resource development at the individual level	0.608	0.607
Policymaking in the field of human resources	0.887	0.887
Promotion of organizational culture	0.936	0.936
Coordination and intra-organizational interactions	0.897	0.897
Having a strategic and comprehensive view of human resources development	0.910	0.910
Development of human resources at the organizational level	0.726	0.726
Social policy	0.662	0.661
Employment planning	0.640	0.639
Development of educational programs	0.758	0.758
Correct management of the material and spiritual capacities of the country	0.785	0.785
Development of human resources at the national level	0.830	0.830

According to the results of Table 8, fortunately, all research variables taken together are 0.33 units higher

according to the three Chinese values. On the other hand, R^2 is sensitive to the sample size, and if the sample size increases, its value increases slightly. Therefore, they eliminate the effect of sample size in it and create a comparative or comparable index called R Square Adjusted. This index is suitable for comparing two studies, but its values are not interpretable.

C. General Model Tests

The first fit index is SRMR, whose value should be below 0.08, and the second is GOF index, which of course has many critics and its value is compared with three numbers of 0.01, 0.25 and 0.36, and if the GOF value is above 0.06, the accuracy of the results reaches 97% of the covariance axes. This criterion is calculated through the following formula:

$$GOF = \sqrt{\text{communalities} \times R^2}$$

Table 9: Results of General Model Tests

SRMR	GOF	R^2	COMUNALITY
0.05	0.763	0.799	0.730

According to the values of GOF and SRMR according to Table 9, it can be concluded that the overall research model has a very good fit. Therefore, the quality of the researcher’s prediction reaches 97% of the covariance axes.

4 Conclusion and suggestions

The current research was designed and implemented with the aim of explaining the multi-level human resource development model in Iran’s government organizations with a strategic flexibility approach. Based on the obtained results, the research model was evaluated using SPSS and PLS3 statistical software and it was found that the path coefficient and the significance coefficient between the research variables are significant at the alpha error level of 0.05. In this way, the research model was confirmed and it was concluded that all the themes of human resource development at the national level with a strategic flexibility approach have a good explanatory power in the research model and these themes have an impact on the development of human resources at the national level. The results of this study with part of the research findings of Hajilou et al. [16], Bahreini et al. [5], Rouzbeh Ali et al. [28], Dialga and Ouoba [11] and Zhou [41]. In explaining the results of these researchers with the results of the current research, we can conclude that the development of societies is dependent on the development of human resources, and today human capital is considered the center of any development. The potential role of human resource development in economic growth and development and improving the social level of societies at the national level is an important part of human resource development in different sectors and levels. Despite the national perspective, the development of human resources focuses on the level of human problems and dilemmas and a society that can solve these challenges well is considered humanly developed. The development of human resources at the national level is not an end, but it is a facilitator and smoother to achieve other goals, and it seeks to implement plans at the national policy level that have different stakeholders. On the other hand, in the presented model, all themes of human resource development at the organizational level with a strategic flexibility approach have good explanatory power in the research model and these themes have an impact on the development of human resources at the organizational level. The results of this study are aligned with some of the research findings of Ahmadbeigi et al. [1], Rakhshani et al. [27], Zare et al. [40], Nieves and Quintana [23] and Shak [32]. In explaining the results of these researchers with the results of the current research, it can be concluded that the development of human resources is not just a set of mechanisms and techniques, but a process. Mechanisms and techniques such as performance encouragement, counseling, training, etc. are used to start, facilitate and promote this process continuously. This process does not have any limits, but the mechanisms need to be reviewed periodically to determine that these actions are taking steps to promote the process. Finally, the last component of the model presented in this research, all the themes of human resource development at the individual level with the strategic flexibility approach, have a good explanatory power in the research model and these themes have an impact on the development of human resources at the individual level. The results of this study are consistent with some of the research findings of Sarshar et al. [30], Ahmadbeigi et al. [1], Jalili et al. [19], Dialga and Ouoba [11], Zhou ([41] and Harel and Tzafrir [17]. In explaining the results of these researchers with the results of the current research, it can be concluded that the goal of human resources development is to create skills that a person can be prepared for higher jobs or heavier responsibilities. Therefore, human resource development training programs are for the development of people without connection with the current or future jobs of the organization. This does

not mean that the result of the development training programs in the current or future issues of the organization's people will be useless, but programs should be designed to keep the organization alive and standing so that the process of adapting and changing methods and policies in the organization can be done easily.

5 Recommendations

1. Considering the dimensions and components of human resources development at the national level, the following proposals are presented with a strategic approach:
 - It is suggested that macro-level decisions and policies regarding each of the dimensions and components identified in the current research should be developed in a centralized way and considering the relationship of these dimensions with each other.
 - It is suggested to establish and launch a center under the title of Supreme Council of National Human Resources Development in the country for the purposeful development of human resources and human development in the country.
 - More attention should be paid to the development of organizational and extra-organizational policies and agreements in the development of human resources at the national level so that according to the effect of developing these policies and the decisions of the custodian institutions in this regard, it is possible to provide a suitable background and platform for participation in the effective implementation of these policies and minimized the financial and executive obstacles of these policies.
2. According to the dimensions and components of human resources development at the organizational level, the following suggestions are presented with a strategic approach:
 - It is suggested that the managers of the organizations pay enough attention to the effect of the situation and environmental factors within the organization on the development of human resources. This creates an innovative, creative, pioneering and compatible interactive environment based on common interests among the members of the organization and to be the foundation for the synergistic growth and value-creating performance of the members of the organization in the competitive conditions governing the organizations.
 - Meetings and practical solutions to establish a comprehensive human resource development system, promote and develop work team culture and collaborative efforts among employees, as well as investment to improve information technology and administrative automation.
 - It is suggested that managers of organizations organize training courses at the place of work (coaching) and training courses outside the place of work (workshop) in order to increase the educational experiences planned inside the organization.
3. Considering the dimensions and components of human resources development at the individual level, the following suggestions are presented with a strategic approach:
 - The various dimensions of competencies required for effective individual performance should be taken into consideration in formulating recruitment and promotion criteria, so as to minimize the financial and non-financial costs caused by the low quality of individual performance, especially at the beginning of service.
 - More attention should be paid to the dimensions of competencies and qualifications of human resources development at the individual level. Paying attention to the various dimensions of information, knowledge, expertise and general and specialized skills needed to perform individual tasks and individual roles, considering the multidimensional and complex nature of human resources development and the extent of individual tasks and responsibilities can bring effective results and consequences to improve the efficiency of individual performance.
 - Adequate attention should be paid to scientific and professional priorities and preferences of organization members in human resources development planning. This can lead to the desire and motivation of active and effective participation of people in the implementation of the goals and plans of human resources development at the individual level.

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