






Human resource development model in the area of social welfare: a model with a future research approach

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Abstract

Background: Many managers believe that past behavioral models fail to solve problems of systemic mechanisms. The aim of this study was to present the Human resource development model in the area of social welfare with a future research approach.

Methods: This study was an applied research in terms of aim, descriptive in terms of nature and exploratory in terms of approach. The statistical population of the study included 275 experts and managers of the General Directorate of Cooperatives, Labor and Social Welfare (GDCLS) of Sistan and Baluchestan Province. The sample size according to Cochran's formula was calculated at 160 people with a quantitative stratified sampling method. Data were collected using a researcher-made questionnaire consisting of 96 questions scored on a 5-point Likert scale. Confirmatory factor analysis in AMOS-18 software was used to analyze the data.

Results: Factor loadings of the human resource development measurement model (path coefficients) consisted of communication skills (0.82), job knowledge and competences (0.81), decision skills (0.80), socio-cultural variable and technological factor (0.80), behavioral factors (0.77), organizational knowledge (0.70), intellectual factors (0.66) and creativity factor (0.69) had an impact on human resource development according to the future research approach. Based on the paired t-test, there was a significant difference between the current and desired statuses of human resource development components with the futures research approach (p-value < 0.001).

Conclusion: Organizations should direct organizational capitals towards support human resource development. To be successful in the future, public organizations need to study issues related to the future.

Keywords: Models, Statistical; Social Welfare; Staff Development.

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Introduction

The importance of human resource is clear for everyone. It is the most valuable factor among the factors of production (land, human resource, technology and capital). Lack of paying attention to productivity of human resources not only reduces the efficiency

and effectiveness in the organization but also causes dissatisfaction in human resources (1). The special status of human resources causes organizations to seek to attract competent workforces and researchers in the area of human resources in the human resource development to study and model human resource

development with different approaches (2). Human resource development refers to forward-looking investment in human resources. It means that the employee will need to use a series of information and skills to succeed in his or her job (3). The goal of future research is the regular study of the future. In other words, it is the science and art of discovering the future and shaping the desirable world of tomorrow (4). Many managers believe that past behavioral models are no longer able to solve problems and do not provide reliable coverage throughout the process of systemic mechanisms. Thus, a kind of ambiguity arises when making decisions and strategic planning, resulting in waste of human capitals in different departments and organizations (5). The future research seeks to prepare human for these unexpected events. To study the future and achieve its key goals, this knowledge seeks to identify our expectations of the future and to help shape the full capacity of the factors in line with the realization of the goals (6).

The development of human resources in the vision, goals and missions of the Ministry of Cooperatives, Labor and Social Welfare has a particular importance, such as creation of a learning organization with creative, responsible and accountable forces, empowering employees to create value, and transformation in the organization culture. According to the 20-year vision document of the country, the characteristics of the human resources of the GDCLS of Sistan and Baluchestan Province included active, responsible, faithful, satisfied human resources with a work conscience, discipline, cooperative spirit and social adjustment, and committed to the Islamic system and prosperity of Iran. This study was designed to present the Human resource development model in the area of social welfare with a future research approach.

Methods

The present study was an applied research in terms of aim. It was conducted using an

exploratory approach. In terms of method of collecting information, this research was among the field studies. Also, as the results (the development of a human resource development model) can be used in decisions, the present study was a decision-oriented research. The statistical population of this study included all 275 experts, heads, deputies and managers of the GDCLS of Sistan and Baluchestan Province. Cochran's formula was used to determine the sample size.

$$n = \frac{NZ_{\alpha}^2 p \cdot q}{d^2(N-1) + Z_{\alpha}^2 p \cdot q}$$

P = Proportion of people in the population who have special characteristics and attributes (0.05); d = allowed error rate (0.05); Z = value of normal variable corresponding to the confidence level. In this study, the confidence level is 95%, in which its corresponding Z value is 1.96. Q = proportion of people in the population who do not have special characteristics and attributes (q-1). Based on the formula, the statistical sample size was calculated at 160 people. They were selected by using a stratified quantitative sampling method in proportion to the sample size. According to Table 1, KMO test index is 0.902 (greater than 0.6), which indicates the adequacy of sampling. Also, since the significance level of this test is less than 5%, it can be said that factor analysis is appropriate to identify the model. The KMO and Bartlett index test consisted of (Index KMO:0.902, Bartlett index:3997.202, df:2895, sig<0.001).

A researcher-made questionnaire was used to collect data. First, with extensive library and Internet search, the main elements of human resource development were identified with a future research approach.

Valid Internet databases such as Emerald, Elsevier and Science Direct were used to search, and articles in this field were prepared, translated and studied. Finally, by applying the experts' opinions, a questionnaire consisting of 96 questions

Table 1. Cronbach's alpha coefficient for the sections of the Human Resources Development Questionnaire with a futures research approach

Dimensions of human resource development	Number of items	Reliability coefficient
Sociocultural	12	0.85
Technology	4	5.86
Creativity	5	14.81
Intellectual	10	10.80
Behavioral	11	7.79
Job knowledge	9	5.91
Organizational knowledge	10	0.85
Decision making skills	10	15.88
Communication skills	13	8.89
Competences	12	0.90

based on a 5-point Likert scale with dimensions (socio-cultural, technology, creativity, intellectual, behavioral, job knowledge, organizational knowledge, decision-making skills, communication skills, and competence) was designed. The content validity, determined by the subjective judgment of university faculty experts and human resources experts, was generally confirmed by examining the extent to which the constructs are related in the research tool. According to Table 1, Cronbach's alpha coefficient of the research variables was calculated higher than 0.7, which indicated the internal consistency of the items and the confirmation of reliability.

To analyze the data, confirmatory factor analysis was performed using AMOS-18 software.

Results

The frequency distribution of gender, education, age, and participants' years of service is shown in Table 2.

The standard and non-standard coefficients of the mentioned factors along with the standard error and the t-test index, obtained from performing the confirmatory factor analysis and model adjustment, are presented in Table 3. As shown in this table, the highest path coefficient (0.82) belongs to communication skills, followed by job knowledge and competences (0.81), decision skills (0.80), sociocultural and technological (0.78), behavioral (0.77), organizational knowledge (0.70) and intellectual (0.66), and creativity (0.69). In fact, this model shows that the development of human resources with a futuristic approach in the management of General Directorate of Cooperation, Labor and Social Welfare is a function of the above-mentioned ten factors. It can also be seen in this table that the t-index with significant numbers explains the conceptual model of human resource development with a futures research approach in the GDCLS with a significant and positive relationship.

Table 2. Demographic information of the participants

Variable	Number	Percentage	
Gender	Male	149	93.12%
	Female	11	6.88%
Education Degree	Bachelor	105	65.6%
	Master	52	32.5%
	Ph.D.	3	1.9%
age	20-30	21	13%
	31-40	110	69%
	41-50	17	10.5%
	Above50years	4	2.5%
	No answer	8	5%
participants had years of service	Less than5 years	18	11.25%
	5-10years	46	28.7%
	10-15years	69	43.2%
	15-20years	17	10.6%
	Above 20years	10	6.25%

Accordingly, based on the proposed indicators of the model as well as the theoretical foundations and results of factor analysis, the diagram of confirmatory factor analysis path is shown in Figure 1.

Path coefficients including standard and non-standard coefficients as well as standard error and critical t-value for all

questions of the questionnaire indicate that the correlation between the questions and the factors is statistically significant.

According to Table 4, the model fit indices also indicate that the model has good fit indices. Paired t-test was used to compare the means of the current status and desired

Table 3. Standard and non-standard coefficients (path coefficients) of factor loads of human resource development measurement model with futures research approach

Construct	Variable	Standard coefficients	Non-standard coefficients	Standard error	T-index
Socio-cultural (0.78)	Social intelligence	0.60	1.65	0.50	16.82
	Intercultural intelligence	0.67	1.71	0.36	10.47
	Social responsibility	0.60	1.69	0.44	16.24
	Social adjustment	0.70	1.78	0.62	16.38
	Adherence to professional ethics	0.61	1.68	0.47	15.26
Creativity (0.69)	Having a creative and innovative sense	0.74	2.05	0.27	22.10
	Creative and bio- friendly thinking	0.68	1.80	0.50	10.47
Job knowledge (0.81)	Adequate knowledge of job content	0.69	1.75	0.44	16.42
	Adequate knowledge of the conditions for getting a job	0.61	1.79	0.54	16.06
	Interdisciplinary specialization	0.80	2.95	0.34	21.00
Organizational knowledge (0.70)	Awareness of the existential philosophy of the organization	0.65	1.71	0.62	10.61
	Awareness of the strategic and operational goals of the organization	0.69	1.75	0.48	15.42
	Awareness of strategic and operational planning	0.70	1.81	0.58	16.38
Intellectual (0.66)	Design thinking	0.59	1.68	0.58	9.75
	Strategic thinking	0.60	1.71	0.47	15.95
	High comprehension power	0.64	1.74	0.10	16.82
	Computational thinking	0.65	1.78	0.49	10.22
Decision-making skills (0.80)	Ability to identify and determine issues and problems	0.72	2.90	0.49	22.59
	Ability to provide the right solution	0.65	1.85	0.48	10.63
	Ability to choose the right solution	0.80	2.95	0.34	33.50
	Familiarity with decision models	0.61	1.75	0.50	16.95
Communication skills (0.82)	Listening skills	0.74	2.87	0.27	15.43
	Interpersonal communication skills	0.70	1.82	0.56	19.05
	Speaking skills	0.73	2.85	0.57	19.70
	Writing skills	0.65	1.80	0.48	16.82
Technology (0.78)	Technological knowledge	0.61	1.79	0.49	20.15
	Application of technology	0.60	1.68	0.47	17.00
Behavioral (0.77)	Meritocracy	0.68	1.80	0.49	15.95
	Building trust	0.68	1.79	0.59	16.02
	The rule of law	0.78	1.90	0.50	23.75
	The power to adapt to change	0.71	1.79	0.49	17.75
Competences (0.81)	Proficient	0.69	1.80	0.29	21.10
	flexible	0.71	2.81	0.32	17.99
	Self-reliant	0.68	1.78	0.36	20.46
	Network-oriented	0.60	1.75	0.44	10.61

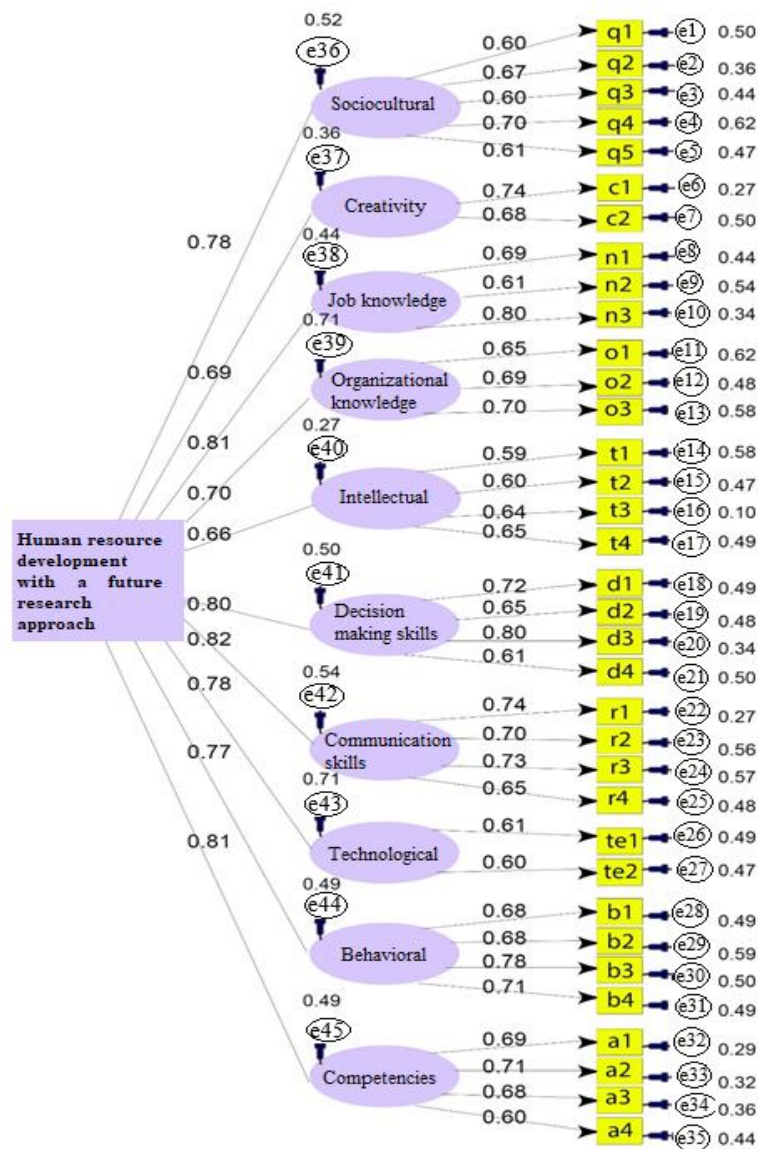


Figure 1. Confirmatory factor analysis path

status of human resource development components with the future research approach.

Table 4. Fit indices of the model

index	Result	Optimal value
RMSEA	0.05	<0.08
X ² /df	1.99	1-3
RMR	0.022	Close to zero
p-value	0.000	<0.05
NFI	0.95	Close to 1
NNFI	0.93	>0.9
CFI	0.92	>0.9
GFI	0.91	>0.9
AGFI	0.96	>0.9

This test shows the mean of each of the components of human resource development with a futures research approach in the management of GDCLS is in the current and desired status. This test aims to determine the difference between the current and desirable statuses of the above-mentioned components in the GDCLS of Sistan and Baluchestan Province in Table 5.

Discussion

Considering that in the present study, the highest path coefficient (0.82) was related to the component of communication skills, it indicates the importance of communication skills.

Table 5. Investigating the significant difference between the current status and the desired status of application of human resource development components with the future research approach in the GDCLS

Components	Mean		SD		t-value	p-value
	Current status	Desired status	Current status	Desired status		
Social intelligence	9.11	19.54	0.21	0.44	89.04	<0.001
Intercultural intelligence	10.21	67.14	1.01	1.49	23.20	<0.001
Social responsibility	13.31	73.73	0.69	0.85	79.12	<0.001
Social adjustment	11.32	62.30	0.40	0.59	63.12	<0.001
Adherence to professional ethics	14.72	64.40	0.51	0.71	79.00	<0.001
Having a creative and innovative sense	15.15	61.10	1.23	1.54	25.38	<0.001
Creative and bio- friendly thinking	24.20	54.03	1.44	1.59	26.06	<0.001
Adequate knowledge of job content	11.02	34.31	0.42	0.54	59.14	<0.001
Adequate knowledge of the conditions for getting a job	12.09	15.12	0.74	0.76	81.12	<0.001
Interdisciplinary specialization	23.21	53.16	1.016	1.23	23.20	<0.001
Awareness of the existential philosophy of the organization	19.16	37.13	0.46	0.76	79.45	<0.001
Awareness of the strategic and operational goals of the organization	17.02	23.12	0.41	0.61	60.12	<0.001
Awareness of strategic and operational planning	25.12	51.50	1.13	1.46	25.16	<0.001
Design thinking	10.10	23.13	0.85	1.01	18.14	<0.001
Strategic thinking	13.06	33.01	0.48	0.62	60.36	<0.001
High comprehension power	19.16	39.10	0.41	0.59	74.12	<0.001
Computational thinking	14.10	34.10	0.51	0.74	82.50	<0.001
Ability to identify and determine issues and problems	17.10	40.20	0.44	0.57	71.16	<0.001
Ability to provide the right solution	10.19	37.14	0.43	0.56	70.23	<0.001
Ability to choose the right solution	11.32	41.03	0.50	0.71	75.60	<0.001
Familiarity with decision models	12.27	30.20	0.42	0.55	86.36	<0.001
Listening skills	10.26	26.14	0.25	0.41	75.15	<0.001
Interpersonal communication skills	23.10	44.15	1.14	1.43	26.12	<0.001
Speaking skills	19.10	39.11	0.48	0.62	71.24	<0.001
Writing skills	15.05	35.11	0.52	0.72	85.50	<0.001
Technological knowledge	24.11	35.13	0.61	0.80	93.13	<0.001
Application of technology	10.13	23.41	0.23	0.45	69.19	<0.001
Meritocracy	12.91	84.14	0.74	0.86	87.15	<0.001
Building trust	10.63	23.23	0.52	0.77	81.20	<0.001
The rule of law	13.31	33.33	0.24	0.44	96.14	<0.001
The power to adapt to change	14.19	59.19	0.53	0.85	88.19	<0.001
Proficient	20.20	75.04	0.62	0.78	81.00	<0.001
Flexible	22.16	22.16	0.91	1.13	22.24	<0.001
Self-reliant	28.01	46.20	1.019	1.44	27.00	<0.001
Network-oriented	30.29	71.12	0.94	1.97	23.03	<0.001

Communication skills connect the members of the organization and cause organizational integration and unity in human resources. Managers are responsible for proper communication in the organization. Therefore, managers should be aware of the quality of the communication process and know how to communicate effectively (7). Verbal, listening, and feedback skills are all components of communication skills. Managers speak more than anything else in

everything they do during the day, and the words of the manager are kept in the minds of human resources in all periods that have reached the ears of his or her human resources and can be considered by subordinates and others human resources in the future (8).

Considering in the present study, the second and third ranks in terms of path coefficients for the knowledge and job skills component with a path coefficient of

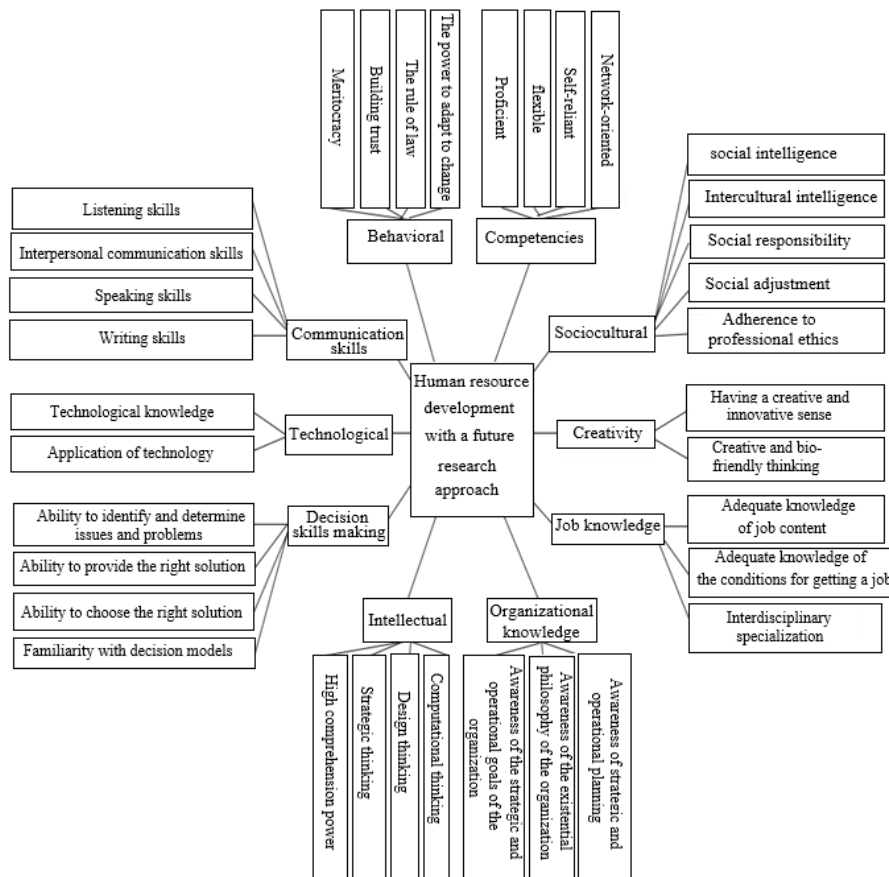


Figure 2. The final model of human resource development with a future research approach in the GDCLS

0.81, indicating the importance of job and professional skills and knowledge in

organizations. Some researchers believe that the professional knowledge of the human resources of any organization is one of the key factors in achieving the development of its human resources and it is a requirement for the productivity and flexibility of organizations. Therefore, it is very important to pay attention to it and know its connection with other resources that can lead to the development of human resources (9).

Considering the fourth rank of the path coefficient related to the decision-making skill component (0.80) in the present research, it can be stated that according to the model of human resources development with a future research approach, managers should know that decision-making skills and the process of reaching that decision not only leads to better decision making in the system but also provides more

comprehensive measurement indicators for human resources to identify and make decisions. With a forward-looking approach, emphasizing the identification, growth and employment of efficient and elite human resources, the human resources development model can be used as a tool for the managers of the General Department of Cooperatives, Labor and Social Welfare of Sistan and Baluchistan province for development. Maintaining the organization's competitive advantage through identifying the talents and abilities of human resources.

Considering that the fifth and sixth ranks of the path coefficient are related to sociocultural variables and technological factors (0.80). Human resources in an organization can be expressed in concepts such as values, precision and elegance, work independence and lack of displacement substitution gives meaning, which is the main condition for the success

of organizations. In the current research, the seventh rank of the path coefficient was related to the behavioral factors' component (0.77), it can be stated that the behavioral factors include meritocracy, building trust, the rule of law, and the ability to adapt to change, and the life of the organization depends largely on the law and discipline and ways of gaining employee trust depend because it enables human resources to adapt to changing environmental pressures. Therefore, the growth and survival of the organization and the ability of the organization to adapt to environmental changes depend on the growth and development of employees, which is in line with the present research (10).

The eighth rank in the path coefficient belonged to organizational knowledge (0.70). It includes knowledge of the existential philosophy of the organization, knowledge of the strategic and operational goals of the organization and knowledge of strategic and operational planning. The development of knowledge, skills, attitudes and behaviors and awareness of the existential philosophy of the organization can be enhanced by strengthening the knowledge acquisition process in the knowledge management system. For this purpose, the managers of the organization should provide the necessary infrastructure to create a learning and teaching environment. To create this environment, expanding and institutionalizing the culture of study and strengthening the spirit of inquiry in human resources can be a solution. The ninth rank in the path coefficient belonged to intellectual factors (0.66). It includes design thinking, strategic thinking, high comprehension power and computational thinking. Intellectual factors are a solution to various problems with a combination of a logical and convergent approach with high-perception thoughts. The ability to think is critical to the survival of organizations and to increase flexibility and the ability to cope with change. Many factors affect each level of intellectual factors, so to achieve a regular framework

for such thinking; we should combine focusing on individuals with focusing on the organization and its context. Intellectual factors are only valuable for human resource development with a future research approach when supportive structures and processes work together at both the group and organizational levels (11).

The tenth rank belonged to the factor of creativity with a path coefficient of 0.69. It includes having a creative and innovative sense and creative and bio-friendly thinking. One of the most successful ways for organizations to innovate and be more creative is to invest in improving the ability of their employees to be more creative. An organization that works merely based on fixed behavioral plans is a very vulnerable social system. Nowadays, work has become more knowledge-based and less rigorous. The results obtained from the analysis of paired t-test have shown that there is a gap between the current status and desired status in applying most components of human resource development with the future research approach in the GDCLS. Thus, it is essential to use measures and strategies for the development of these components by managers in the General Directorate of Cooperation, Labor and Social Welfare. Also, in this organization, units should improve their performance and monitor and evaluate it by applying the final model of this study. Studies conducted by future research approaches are often limited to a few specific dimensions. We refer to some of the most relevant studies mentioned in the research background and theoretical literature. The present study differs from other similar studies in some aspects. The dimensions and components of human resource development identified in this study are highly comprehensive,

which leads to the comprehensiveness of the research in various ways. Also, development of human resources in both current and desired statuses has been studied in the present study. In a study conducted by Charkhab, in the model of human resource development with a future research approach regarding the dimensions of human resource development, only the dimension of competences was considered. The advantage of this study over the mentioned studies is that in addition to the future competences of human resources, other effective dimensions such as sociocultural, technological, behavioral, communication skills and decision-making dimensions were addressed (12). In a study, Asadzadeh examined the attitude, dimensions, skills and behavior using future research approach from the perspective of Alborz school principals. Although the present study used the above-mentioned dimensions its model, but these dimensions do not have the necessary comprehensiveness to develop education managers (13). In the model of human resource development with a future research approach, Hossein Hashemi, examined the components of management competences in a doctrine and vision, the current status and excellence of the future human resource, equipping the top managers with new competences and future human resource competences, but he did not examine other effective dimensions mentioned in this study (14).

Hashemi Rad, provided a more complete model for human resource development according to the 20-year vision document. Although this researcher considered more dimensions compared to other studies, the factors mentioned in his study do not have

the comprehensiveness of the dimensions identified in the present study (15). In the model presented by Katou Anastasia, considering the impact of human resource development on organizational performance, as in other studies, the selected dimensions of employee development variable were much more limited than the dimensions selected for the present study, since only dimensions such as skills, attitudes and individual behavior were addressed in his research. Employee development is related to commitment, level of communication, accuracy and relevance, ability, performance and results of work. They also referred to methods of employee development and stated that identifying competences, linking with workforce programs and legal issues, communicating and participation of employees, identifying needs and priorities, creating a sense of responsibility, and ongoing monitoring and evaluation can be helpful in development programs. Although these two researchers considered more factors for employee development, the factors considered for employees were non-significant (16).

Designing model in future research methods, indigenous conditions and characteristics are more important (17) and seeks to bring forward-looking ideas for governmental, commercial and scientific sectors to understand potential opportunities and threats for the next 100 years in the area of science, technology and knowledge-based economy, and then by strengthening cooperation between the three sectors, it should direct their activities to create a competitive advantage, improve quality of life and ensure sustainable development (4). Providing an effective education in a modern organization

requires thinking and a new mechanism approach (18). Taghvaei Yazdi & Niaz Azari, investigated the relationship between foresight and organizational intelligence, and organizational creativity in the Islamic Azad University of Mazandaran to provide a model. The results showed that there is a positive and significant relationship between foresight and organizational intelligence, organizational creativity and organizational excellence. Based on the research findings, foresight has four dimensions of management (13 components), structural (11 components), research (6 components) and cultural (3 components) and the fit of the model was confirmed (19).

In a study, Mohammadabadi et al., showed that with the future research approach has an effect on intellectual capital in enhancing the performance of knowledge-based companies in two dimensions of internal effects including innovation (Innovation and value creation, team building and decentralization, organizational learning, knowledge management, transformational leadership, meritocracy and technology acceptance) and extra-organizational effects (networking, customer orientation and market orientation, branding and internationalization) (20). Fazel & Harandi, conducted a research on a systematic framework and the components in training and development of human resource management for the future of organizations with the governance of Islamic-Iranian relations and culture were identified. Finally, an efficient and effective model for future Islamic human resource management with emphasis on training and development of human resource management was presented (21). The topics of the stated studies are in harmony with the results of the current research.

The results of Taqvai Yazdi and Niaz Azari's research on the relationship

between future research and organizational excellence and organizational intelligence of Islamic Azad University showed that there is a significant relationship between future research and organizational excellence and organizational intelligence in Islamic Azad University, Sari branch. Also, the relationship between foresight and the seven components of organizational intelligence (strategic vision, willingness to change, employee morale, performance pressure, application of knowledge, unity and understanding, and common destiny) was also confirmed with some of the current components. Research such as occupational knowledge is aligned with organizational knowledge and decision-making (19). Amin Bidakhti and his colleagues showed that according to the prevailing scenario, the country's human capital in the perspective of 1410 should have other key capabilities such as superior thinking (dominant thinking instead of neutral or failed thinking), high power in the correct diagnosis of problems and high power in communication and teamwork in extra-organizational dimensions (22) which is in harmony with the present research with the importance of the components of communication skills, behavioral skills, and organization. In a study, Kamali Rad et al., showed that the variables of infrastructure, Islamic values and environment have a direct impact on the Iranian-Islamic development of human resources. It was also found that the development of Iran has a direct effect on the output of human resources in the public sector (23). In a study Angelo, examined how multiple internal and external stakeholders can assist and collaborate in a process that leads to a creative future for the faculty (24). Lourenço Ubeda & Cesar Almada Santos, conducted an initial review of employee development and performance appraisal at a research center in Brazil. The results showed that there is an association between performance appraisal and strategic plans with a focus on individual competence, but no relationship was

observed between individual competence and their social background (25).

Gaudet et al., argue that the area of human resource development does not have a clear theoretical framework, so each theorist has defined this concept from his or her own perspective. Therefore, in this study, based on the hypotheses approved by experts in this area, most experts believe that the aim of human resource development is training, learning, personal growth and development, organizational growth, and performance improvement (26). Rao, offers a different definition with an emphasis on creating a learning organization (27). He believes that human resource development officials should be involved in creating a learning environment and it is done by increasing the level of human capital through increasing the level of skills, knowledge and capabilities of organizational individuals. However, there is no consensus on the relationship between the composition and principles of human resource development (28, 29).

Based on Swanson, human resource development is a process of developing and revealing human expertise through organizational development, internships and employee development with the aim of improving performance at the organizational, process, individual and group levels (30). In this regard, organizations spend a lot of money on development and improvement programs for their employees and try to use new and effective training strategies and methods in human resource development. This increasing attention to the type and expansion of human resource development and training activities is an undeniable necessity. Due to rapid change in various scientific, economic, structural and technological areas of organizations and not paying enough attention to those bottlenecks, it will create many problems for the growth and development of the organization (31).

Most of the existing theoretical approaches in the area of human resource development, models inside and outside the Iran are considered a part of the development, but due to the proximity of some existing models, in the theoretical framework, models that help the research has been used as follow.

Abtahi, considers general knowledge, job knowledge, personal characteristics, organizational knowledge, decision-making skills and communication skills effective in the development of managers (32).

Seyed Javadin et al., addressed this issue with an emphasis on intellectual, attitudinal, creative and behavioral dimensions (33). Soltani, considered the creation of specific attitudes and behaviors and considered the development of decision-making, perceptual, communication, technical and social skills as results of this development (34). In their research Kamuzora, measured and validated the four dimensions of knowledge development, behavior change, and attitude change for human resource development (35).

Recommendations

Considering the importance of the subject and the need for further studies in this area, some of the recommendations for future research can be considered as follows:

It is recommended to develop human resource development model with a future research approach in the GDCLS and rank its dimensions based on fuzzy models. It is also recommended to develop a human resources model with a future research approach in other important and vital organizations such as the Social Security Organization. It is recommended for future studies to examine the impact of human resource development dimensions on managers' futures research approach. It is also recommended to conduct research on

human resource development with using system dynamics or organizational value creation approaches.

Conclusion

Investment in human resources is considered one of the most important forward-looking actions of organizations. Capital is the knowledge, competence and attitudes and behavior of people who are the key element of the organization to increase productivity and gain a competitive advantage. Improving the effectiveness of the organization, organizational systems and capital should always be directed towards supporting investment in human resource development. Trying to build a future is very risky, but the risks of this effort are less than not trying to build it. To prevent a decline in their efficiency and success in the future, public organizations are forced to study issues related to the future. The level of attention to human resource development in Iranian public organizations is not desirable and is lower compared to other countries that have grown rapidly due to the attention to human resources. Therefore, this research has been conducted to provide a model of human resource development with a futures research approach in a public organization so that managers and decision makers of the organization to improve their knowledge and understanding in line with effectiveness of human resource development programs. In the explained model, 10 dimensions were identified as dimensions of human resource development and human resource development was examined in both current and desired statuses. Paying attention to the desired dimensions in the long term will be

very useful in the development of human resources of the organization.

Author's contribution

Jamileh Karimi and Saeed Sayadi developed the study concept and design. Masoud Pourkiani acquired the data. Sanjar Salajegheh and Alireza Arabpour analyzed and interpreted the data, and wrote the first draft of the manuscript. All authors contributed to the intellectual content, manuscript editing and read and approved the final manuscript.

Informed consent

Questionnaires were filled with the participants' satisfaction and written consent was obtained from the participants in this study.

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Conflict of interest

The authors declare that they have no conflict of interests.

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