

ORIGINAL ARTICLE

Designing Antecedent/ Consequence Structure for Implementing the 34000 Human Resources Model With Emphasis on Managers' Lived Experiences

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EXTENDED ABSTRACT**Introduction**

The present study aims to investigate and explain the lived experience of government managers in the implementation of the 34000 human resources standard. In recent years, attention to human capital management as one of the most important strategic resources of organizations has increased significantly. Government organizations, due to the breadth of their duties, the complexity of their administrative structure, and their decisive role in the country's social and economic development, are more in need of systematic patterns and standards in the field of human resources management than other organizations. In this regard, the 34000 human resources standard, one of the new management frameworks designed and introduced with the aim of improving the quality of human capital management, developing organizational culture, increasing employee productivity, and creating mechanisms for human resources excellence, has been designed and introduced. Despite the importance of this standard, many government organizations still lack a deep and comprehensive understanding of the executive experiences related to its implementation. Therefore, examining the lived experiences of managers in this field can help to better understand the executive dimensions, challenges, and opportunities related to the implementation of this standard.

Methodology

The present study is applied in terms of purpose and methodology and is classified as mixed research (qualitative-quantitative) and was conducted with an exploratory approach. In the first stage, the qualitative part of the research was conducted using a phenomenological approach in order to discover and explain the lived experiences of managers in human resources. In this part, the data required for the establishment of the 34000 HR standard was collected through in-depth and semi-structured interviews with government managers who had practical experience in implementing or applying this standard. The selection of participants was carried out in a

purposeful manner and by considering criteria such as management experience, familiarity with human resource management systems, and direct experience in implementing the 34000 HR standard. The interviews continued until theoretical saturation was reached, and the resulting data were examined using phenomenological analysis methods to extract the main themes related to the managers' experience.

Discussion and Conclusion

In order to analyze the relationships between the identified factors and determine their impact structure, DEMATEL ISM-structural modeling methods were used. For this purpose, combined techniques were used that allow the identification of causal relationships between components and the determination of their impact and influence. Using these methods helped researchers, in addition to identifying key factors in the establishment of the 34000 standard, analyze the network of relationships between them and determine the hierarchical structure of the effective factors. This approach provided a deeper understanding of the standard's implementation mechanisms and the interaction between the various components of human resource management. In the quantitative part of the research, a survey method was used to test the conceptual model and examine the impact of the identified factors. The statistical population of this part included 127 managers and human resource experts from companies who had experience using the 34000 human resource standard, who were selected using the sampling method. A questionnaire was used to collect quantitative data, which was designed based on the findings of the qualitative phase and the theoretical framework of the research. Before the final implementation of the questionnaire, the validity and reliability of the measurement tool were examined. The results of the analyses showed that the mean of the extracted variance and the Cronbach's alpha indices were at an acceptable level, which indicates the suitability of the measurement tool and the reliability of the data. The descriptive findings of the study showed that the composition of the sample population was diverse in terms of demographic characteristics. In terms of age distribution, individuals were in different age groups, and a review of work history showed that a significant portion of them had more than ten years of experience in the field of human resources management or expertise. This diversity in demographic characteristics led to different views and experiences about the implementation of the 34000 standard in organizations. The results of data analysis showed that the implementation of the 34000 standard in human resources showed that it can have significant effects on improving the performance of human resource management in government organizations. One of the most important results of this research is the role of this standard in systematizing human resources processes and creating a structured framework for planning, implementing, and evaluating employee-related activities. Managers participating in the research stated that using the 34000 standard can increase transparency in human resources policies and procedures and enable long-term planning in the field of human capital development. Another important finding is the role of this standard in promoting organizational culture, strengthening professional values, increasing organizational participation, and strengthening the spirit of cooperation among organizational members. Also, the results of the structural model analysis showed that the goodness-of-fit index of the calculated model is 0.388, which indicates the appropriate fit of the model and its acceptable explanatory power. This result indicates that the model presented in the

study has been able to explain the relationships between the variables under study well.

Overall, the findings of this study show that the HR 34000 standard can be used as an effective tool to improve organizational performance, enhance employee productivity, and achieve strategic goals of government organizations. Finally, it is suggested that government organizations provide the necessary platforms for training, empowering managers, and exchanging successful experiences to facilitate more effective use of this standard.

KEY WORDS

Human Resources, Human Resources Management, Managers' Lived Experience, 34000 Standard, Phenomenology, Structural Modeling, Organizational Excellence.



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«مقاله پژوهشی-اکتشافی»

طراحی ساختار پیشایندی- پسایندی اجرای مدل ۳۴۰۰۰ منابع انسانی با تأکید بر تجارب زیسته مدیران

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چکیده

امروزه منابع انسانی کارآمد، شاخص اصلی برتری سازمان‌ها محسوب می‌شود و توجه به منابع انسانی مؤثر و توانمند در حوزه آموزش و توسعه روزبه‌روز اهمیت بیشتری می‌یابد. هدف پژوهش حاضر، تدوین ساختار پیشایندی-پسایندی اجرای مدل ۳۴۰۰۰ بر مبنای تجارب زیسته مدیران منابع انسانی است. این پژوهش از نظر رویکرد، آمیخته (کیفی-کمی) و از نوع اکتشافی بوده و در بخش کیفی از روش پدیدارشناسی با مصاحبه نیمه ساختاریافته با مدیران دارای تجربه زیسته در اجرای مدل ۳۴۰۰۰ استفاده شده است. داده‌های کیفی با بهره‌گیری از کدگذاری و روش ترکیبی ISM-DEMATEL تحلیل گردید. جامعه آماری در بخش کیفی ۱۲ نفر از صاحب‌نظران که به اشباع نظری رسیدیم و در بخش کمی، شامل کلیه مدیران سازمان‌هایی است که از مدل ۳۴۰۰۰ استفاده کرده‌اند و از میان آن‌ها ۱۲۷ نفر به‌عنوان نمونه انتخاب شدند. یافته‌ها نشان داد که مدل طراحی شده می‌تواند به سازمان‌ها کمک کند تا اقدامات اثربخش در حوزه منابع انسانی را در مسیر تعالی به‌کارگیرند، بهبود مستمر در فرایندها و کیفیت جامع سازمانی را دنبال کنند و در نهایت زمینه‌ساز تحول و تغییر فرهنگ سازمانی شوند. نتایج حاصل، ضمن ارائه یک چارچوب مفهومی برای اجرای مدل ۳۴۰۰۰، می‌تواند به‌عنوان راهنمایی کاربردی در تصمیم‌گیری‌های راهبردی مدیران منابع انسانی مورد استفاده قرار گیرد.

واژه‌های کلیدی

مدل ۳۴۰۰۰ منابع انسانی، تجارب زیسته، مدیریت منابع انسانی، پدیدارشناسی.

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