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Pathology of the Human Resources System in Long-term National Programs: A Comparative Study between the First and Second Plans Based on Operational Factors

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A B S T R A C T

Objective: This research was conducted with the objective of pathologizing the human resource system of the country's long-term programs in a comparative study between the first and second plans based on operational factors.

Methodology: This study was qualitative in approach and applied in objective. The statistical population included all effective managers in discussions related to the human resource management system in long-term national programs, members of parliament, heads of organizations, managers, and deputies of government agencies involved with the human resource management system. Interviews were used as the data collection tool. The obtained damages were analyzed using the one-variable T-test, and then the identified damages were analyzed and prioritized using the AHP method.

Findings: The findings showed that the sub-criterion of the absence of a career advancement path in government organizations with an eigenvector of 0.692 was in the first priority; the sub-criterion of types of employment without examination in executive devices with an eigenvector of 0.64 was in the second priority; the sub-criterion of degree-orientation with an eigenvector of 0.63 was in the third priority; and the sub-criterion of inadequate direct financial compensation for employees with an eigenvector of 0.6 was in the fourth priority. Also, the inconsistency rate of the comparisons made was 0.042, which, being less than 0.1, indicates that the comparisons made can be trusted.

Conclusion: It can be concluded that the lack of clarity in the career path is the most serious damage to the country's human resource system, which planners can mitigate by paying more attention to this challenge.

Keywords: *Human Resources, First and Second Plans, Long-term National Programs, Operational Aspect*

1 Introduction

Bureaucratic structures, specialization in the era of Taylorism, centralization, emphasis on the physical force of employees, flexible working hours, and the like have faded in today's fast-paced world, causing new challenges that human resource managers in country's organizations must address in order to effectively carry out their activities and responsibilities (Ibrahimy et al., 2023); therefore, human resource management forms a major part of the realm of management science and art, which, with a strategic approach, leads to a forward-thinking, innovative, and transformative mindset and further enhances human resource management in recruiting and providing human resources, nurturing and improving, preserving and maintaining, and finally effectively employing this strategic resource (Moyson et al., 2017; Wolf, 2018). The human resource management system is a source of organizational capabilities and abilities that enable organizations to monitor and identify new opportunities. This system increases organizational performance and maximizes it along with the development of organizational talents, as human resources are the lever of knowledge production and income generation in knowledge-based organizations (Bahari & Taheri rouzbahani, 2023; Esmaeili Ahandani et al., 2023).

Human resources are the most important asset of an organization, and their effective management is the key to organizational success. If the policies and practices related to the organization's employees are consistent with each other and have a significant share in achieving the organization's goals and strategic plans, achieving organizational success is more likely. The overall culture and values, organizational conditions, and managerial behavior stemming from that culture have a significant impact on achieving desirable excellence. Such a culture needs to be managed in the sense that continuous efforts must be made to create acceptance and implementation of them. Achieving integration requires continuous effort. Integration means that all members of the organization work together with a sense of common purpose (Hajieh Rajabi & Atapour, 2022; Houshangifar, 2022; Islami & Sopiah, 2022).

Since human resources are considered a major strategic factor of any organization, therefore, applying strategic management to a strategic resource is not only justifiable but also necessary (Ćormarković et al., 2022; Šebestová & Popescu, 2022). In fact, strategic human resource management involves the strategic alignment of human resource activities and functions with the goals and mission of the organization in a way that maximizes effectiveness. The primary goal of strategic human resource management is to create strategic capability through ensuring that the organization has skilled, committed, and motivated employees to strive towards achieving sustainable competitive advantage (Rajput et al., 2023). One of the main differences between traditional human resource management concepts and strategic human resource management is that the new concept links human resource management with the strategic decision-making process and especially the organization's efforts to deal with the environment. The traditional approach emphasizes physical skills, task-specific training, task specialization, and attention to individual efficiency, focusing on the task and work rather than on people; whereas the strategic human resource approach focuses on all general aspects of the organization, innovative and creative behaviors, effectiveness, integration, coordination, and strategic thinking. This focus leads to behaviors in employees that bring superiority and performance, growth, and value creation for the organization (Rafiq, 2023; Rajput et al., 2023). Planning was first used by the German engineer Balod in 1898 in an electricity production project (Maleka, 2023); in 1937, the Iranian government formed a permanent commission for the preparation of a plan to increase the country's production capacity. Planning in Iran began almost simultaneously with India, but in India, the planning process was carried out in a democratic space with the presence of various parties, including socialist and communist parties, and this process continues with relative success. In South Korea, planning was successfully completed in a security atmosphere and the cooperation of about 400 American experts. In Iran, also, from the third plan before the revolution, which had the title of the first comprehensive five-year plan, was compiled with the cooperation of American experts and was implemented, but not only did not achieve success in terms of sustainable development, but after the Islamic Revolution, even with the effort to use Iranian experts and specialists, in terms of sustainable development, especially in terms of water, soil, forest, and pasture resources, a reverse trend has been followed (Mohammadi, 2022; Ramezani et al., 2021; Ranjbarian & Shokri, 2022).

Evaluating six decades of development planning in Iran mostly conveys the message that, firstly, the vast volume of human, financial, and natural resources consumed has not been proportionate to its achievements, and despite the significant advancements in benefiting from the blessings of

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development compared to the past, the historical gap and distance of Iran with developed countries and even national goals and ideals have not significantly decreased. The implementation of nine development plans in the years before and after the Islamic Revolution has provided the opportunity for realistic and scientific evaluations of the development planning system in Iran; therefore, it is necessary to explore and examine the prevailing approach of the Iranian planning system and identify its damages (Safari et al., 2023; Taghva et al., 2023). Thus, in total, considering the macroeconomic objectives of the Vision 2025 document and the Iranian society, the general policies of development plans, and the goals of five-year development plans, these dimensions are categorized into six general axes: 1. Production and welfare of society, 2. Monetary indicators and prices, 3. Labor market, employment, and productivity, 4. Justice, poverty eradication, and avoidance of discrimination and inequality, 5. Globalization of the economy, global links, and foreign trade, 6. Government and economic structure (Alavi et al., 2022; Shahzadeh Teymourlu et al., 2020). Given the aforementioned issues, the question arises: how has the pathology of the human resource system of long-term national programs been in a comparative study between the first and second plans based on operational factors?

2 Methods and Materials

This research, philosophically, is grounded in the interpretive paradigm and a mentalist approach throughout all its stages. The initial research population comprises documents and records (past studies) indexed in the Web of Science database, covering a time span of the last 50 years (1972 to 2022), focusing on the primary keywords "branding" and "brand management" (1095 articles as the statistical population) and the secondary keywords "higher education," "university," and "college," identifying 203 articles as the research sample through purposive sampling. These articles were utilized as the research sample in the second stage. In the third and fourth stages (fuzzy screening and fuzzy cognitive mapping), the population includes selected academic and practical experts, with the operational segment chosen from among public relations managers, university presidents, and high education center heads, and research vice-presidents, due to their comprehensive mastery over goals, programs, and strategies for brand enhancement and university development, selecting a necessary sample size of 19 individuals through snowball and purposive sampling based on the principle of sample sufficiency. Similarly, in the academic section, professors in the fields of business management, communications, and media management, who have published at least 10 articles in the realm of branding and brand management over the past five years, were selected in a similar manner, amounting to 7 individuals. Therefore, the total available expert pool in this research equals 26 individuals.

The data collection method for the first and second stages of the research is library-based, as it involves extracting information from documents, records, and past studies. The tool for data collection in this part is note-taking, performed electronically using the MAXQDA software. In the third and fourth stages, due to the need for information from the natural and real-world conditions of the population, the data collection method is categorized as field-based and, due to the use of questionnaires, as survey-based. The validity and reliability of the tool in the first and second stages are confirmed through the extensiveness of the web database and the precision of the search engine, as well as the concurrence of the chosen words. The capability for validity, reliability, transferability, and confirmability at these stages, respectively, is further confirmed through precise searching, consistency of results based on the credibility of the examined database, applicability of findings, and the practical objectivity of indicators.

3 Findings and Results

In this study, first, the responses related to the first and second development programs were compared, then the identified damages were analyzed using the one-variable T-test, and the AHP technique was used for prioritization.

The one-variable T-test indicates whether the mean of a variable significantly differs from a constant value t, which is referred to as the test value. The most important point in using this test is the test value that represents a midpoint.

The data obtained from the distributed questionnaires in the survey are as follows in Table 1:

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Table 1

Descriptive Statistics of Variables

Items	Mean	Std.Deviation	df	t	t.95
q1	3.056	1.1421	195	0.68645	1.645
q2	2.8265	1.1899	195	-2.0413	1.645
q3	2.806	1.2124	195	-2.2402	1.645
q4	2.8724	1.163	195	-1.536	1.645
q5	2.954	1.169	195	-0.5509	1.645
q6	2.9949	1.17	195	-0.061	1.645
q7	3.0918	1.173	195	1.09565	1.645
q8	3.0765	1.167	195	0.91774	1.645
q9	3.0152	1.155	195	0.18424	1.645
q10	2.9337	1.2198	195	-0.7609	1.645
q11	2.954	1.237	195	-0.5206	1.645
q12	3.107	1.2664	195	1.18288	1.645
q13	2.801	1.126	195	-2.4742	1.645
q14	2.714	1.1458	195	-3.4945	1.645
q15	2.7397	1.1848	195	-3.0758	1.645
q16	2.6785	1.1249	195	-4.0012	1.645
q17	2.9643	1.1696	195	-0.4273	1.645
q18	2.9949	1.1832	195	-0.0603	1.645
q19	3.005	1.1657	195	0.06005	1.645
q20	2.9899	1.1457	195	-0.1234	1.645
q21	3.1071	1.1249	195	1.33292	1.645
q22	3.4592	1.2983	195	4.95171	1.645
q23	3.0561	1.0822	195	0.72574	1.645
q24	3	1.1277	195	0	1.645

Based on the one-variable T-test calculated in the above table, all questions except question 22, as shown in the calculation, are identified as damages.

Since the views of more than one expert have been used in this study, the geometric mean technique has been used for the final prioritization of the experts' perspectives. One of the best methods for combining comparative tables of group members is using the geometric mean. The geometric mean helps to measure the group judgment on each pairwise comparison while considering the judgment of each member. The geometric mean is the most appropriate mathematical rule for combining judgments in AHP because it preserves the property of reciprocity in the pairwise comparison matrix.

Table 2

Criteria, Subcriteria, and Used Symbols of the Model

Main Criteria (C4)	Subcriteria	Symbol
Executive Factors	Degree Orientation (Excessive emphasis on academic qualifications)	S41
	Irrelevant recruitment tests for organizational roles and positions	S42
	Types of employment without examination in executive devices (Contractual, specific work contracts, etc.)	S43
	Neglect of creativity and entrepreneurship in human resource acquisition	S44
	Absence of psychological interviews in recruiting new employees	S45
Training and Improvement System	Superficial conduct of in-service training	S46
	Poor alignment of training courses with the daily needs of employees in the industrial sector	S47
	Lack of a strategic training plan in executive devices	S48
	Neglect of creativity and entrepreneurship in training and improvement of human resources	S49
Human Resource Retention System	Lack of necessary infrastructure for optimal use of employees	S410
	Weakness in fair treatment of employees	S411
	Weakness in work environment ergonomics	S412
	Inadequate direct financial compensation for employees (Salary, housing, etc.)	S413
	Inadequate indirect compensation for employees (Insurance, retirement, etc.)	S414

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Motivation and Leadership in the Organization	Superficial employee evaluation system	S415
	Lack of attention to team building in organizational activities	S416
	Absence of a career advancement path in government organizations	S417
	Absence of merit-based rewards	S418

For hierarchical analysis, the main criteria were first compared pairwise. The AHP technique is a ranking technique, and ranking in this technique is based on pairwise comparisons. Pairwise comparison is very simple, and all elements of a cluster must be compared two by two. Therefore, if a cluster has n elements, (n(n-1))/2 comparisons will be made. Since there are 4 dimensions, the number of comparisons made is:

(n(n-1))/2=(4(4-1))/2=6

Therefore, 6 pairwise comparisons have been conducted from the perspective of a group of experts, and the experts' perspectives were aggregated using the geometric mean technique. The pairwise comparison matrix resulting from the aggregation of experts' views is presented in Table 3.

Table 3

Pairwise Comparison Matrix of Main Criteria

Criteria	Political Factors	Economic Factors	Legal Factors	Executive Factors
Executive Factors	2.765	3.012	3.345	1

The next step is to calculate the geometric mean of each row to determine the weights of the criteria.

$\pi\_1=\sqrt[4]{(11.1982.236*2.719)}=1.643$

Similarly, the geometric mean of the other rows is calculated.

$\pi\_2=1.588$

$\pi\_3=1.886$

$\pi\_4=2.297$

Then, the sum of the geometric means of all rows is calculated.

By dividing the geometric mean of each row by the sum of the geometric means of the rows, the value of the normalized weight is obtained, which is also referred to as the eigenvector. The summary of the results is presented in Table 4.

Table 4

Pairwise Comparison Matrix of Main Criteria Including Geometric Mean and Eigenvector

Criteria	Political Factors	Economic Factors	Legal Factors	Executive Factors	Geometric Mean	Eigenvector
Executive Factors	2.765	3.012	3.345	1	2.297	0.309

Based on the obtained eigenvector: The criterion of Executive Factors with a normalized weight of 0.309 is in the first priority.

Also, the inconsistency rate of the comparisons made is 0.024, which is less than 0.1; therefore, the comparisons made can be trusted.

Table 5

Prioritization of Sub-Criteria for Implementation Factors

Sub-Criterion	s41	s42	s43	s44	s45	s46	s47	s48	s49	s410	s411	s412	s413	s414	s415	s416	s417	s418	Geometric Mean	Eigenvector
s41	1.00	0.27	0.36	0.21	0.25	0.57	0.68	1.21	0.79	0.56	0.47	0.21	0.60	0.46	0.37	0.47	0.30	0.41	0.45	0.21
s42	3.66	1.00	1.24	1.33	1.12	0.42	0.33	1.46	1.28	0.89	1.09	0.36	0.12	0.11	0.20	0.13	0.15	0.20	0.52	0.20
s43	2.76	0.81	1.00	0.80	0.54	0.40	0.47	1.75	1.19	1.17	1.13	0.45	0.53	0.43	0.34	0.26	0.35	0.40	0.66	0.11
s44	4.68	0.75	1.25	1.00	0.53	0.44	0.46	2.02	2.17	1.77	1.40	0.40	0.27	0.56	0.34	0.53	0.49	0.33	0.77	0.20
s45	3.96	0.89	1.86	1.89	1.00	0.74	0.63	3.73	3.01	2.61	0.97	0.59	0.35	0.42	0.35	0.53	0.26	0.31	0.92	0.11
s46	5.04	2.40	2.52	2.29	1.34	1.00	0.71	5.77	5.92	3.30	2.95	0.91	0.63	0.23	0.56	0.46	0.35	0.55	1.32	0.11
s47	6.41	3.01	2.15	2.19	1.58	1.40	1.00	0.71	5.77	5.92	3.30	2.95	0.32	0.46	0.13	0.35	0.23	0.31	1.19	0.12
s48	0.83	0.69	0.57	0.50	0.27	0.17	1.40	1.00	1.36	0.55	0.67	0.26	1.77	1.40	0.40	0.27	1.40	0.40	0.62	0.17

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s49	1.26	0.78	0.84	0.46	0.33	0.17	0.17	0.74	1.00	0.46	0.36	0.16	0.40	0.47	1.75	1.19	0.68	0.33	0.51	0.17
s410	1.78	1.12	0.85	0.57	0.38	0.30	0.17	1.81	2.17	1.00	0.68	0.33	0.63	0.23	0.56	0.46	0.13	0.11	0.52	0.10
s411	2.11	0.91	0.89	0.72	1.04	0.34	0.30	1.48	2.81	1.47	1.00	0.41	1.40	0.40	0.27	0.56	0.34	0.53	0.75	0.12
s412	4.86	2.78	2.22	2.53	1.68	1.10	0.34	3.89	6.45	3.01	2.44	1.00	0.20	0.13	0.15	0.20	0.32	0.46	1.00	0.14
s413	0.15	0.20	1.26	0.78	0.84	0.57	0.84	0.46	0.33	0.17	0.27	0.56	1.00	1.77	1.40	0.40	0.27	1.40	0.54	0.10
s414	0.69	0.57	0.50	0.27	0.17	1.40	0.72	1.04	0.34	0.30	1.48	0.17	1.40	1.00	1.36	0.55	0.56	0.46	0.59	0.19
s415	0.44	0.46	2.02	2.17	1.77	1.40	0.40	0.27	0.56	0.20	1.26	0.78	2.81	1.47	1.00	1.48	0.17	1.40	0.83	0.18
s416	2.02	2.17	0.83	0.69	0.57	0.50	0.27	0.17	1.40	0.69	0.57	0.50	0.27	0.17	1.40	1.00	0.27	0.56	0.60	0.13
s417	2.78	2.22	2.53	4.86	2.78	2.22	0.89	0.23	0.56	0.46	0.13	2.61	0.97	1.48	2.81	1.47	1.00	0.50	1.31	0.01
s418	2.17	1.77	1.40	4.86	2.78	2.22	2.53	0.20	1.26	0.78	0.84	0.57	0.84	0.46	0.33	2.81	1.47	1.00	1.13	0.21

The sub-criterion of the absence of career progression paths in public organizations, with an eigenvector of 0.692, is ranked first.

The sub-criterion of types of employment without examination in executive devices (contractual, specific work contract, etc.) and the weak alignment of training courses with the daily needs of employees in the industrial sector, with an eigenvector of 0.64, is ranked second.

The sub-criterion of credentialism (excessive emphasis on academic degrees), with an eigenvector of 0.63, is ranked third.

The sub-criterion of inappropriate financial compensation for employees (salary, housing, etc.), with an eigenvector of 0.6, is ranked fourth.

Furthermore, the inconsistency rate of the comparisons made is 0.042, which, being less than 0.1, means the comparisons can be trusted.

In the last step, the final priority of the indices is calculated. The results of the comparison of the sub-criteria and their related weights form the matrix W2. To determine the final priority of the indices with the AHP technique, it suffices to multiply the weights of the indices based on each criterion (W2) by the weights of the main criteria (W1). With the weights of each of the main criteria (W1) and sub-criteria (W2) in hand, the weight of each of the indices is calculated. The results of the calculations and the related weights of the indices are presented in Table 6:

Table 6

Final Ranking by Indicators

Final Rank	Component	Indicator	Final Weight of Indicators
1	Plans and Bills	Weak connection of different educational levels with the industry's workforce needs	0.228
2	Motivation and Leadership in the Organization	Absence of a career advancement path in government organizations	0.214
3	Plans and Bills	Weak link between industry and academia in nurturing the required workforce	0.208
4	Recruitment and Provision of Human Resources	Types of employment without examination in executive devices (Contractual, specific work contracts, etc.)	0.198
5	Recruitment and Provision of Human Resources	Degree Orientation (Excessive emphasis on academic qualifications)	0.195
6	Human Resource Retention System	Inadequate direct financial compensation for employees (Salary, housing, etc.)	0.185
7	Human Resource Retention System	Inadequate indirect compensation for employees (Insurance, retirement, etc.)	0.182
8	Training and Improvement System	Poor alignment of training courses with the daily needs of employees in the industrial sector	0.167
9	Training and Improvement System	Lack of a strategic training plan in executive devices	0.167
10	Motivation and Leadership in the Organization	Absence of merit-based rewards	0.161
11	Government Changes	Neglect of previous managers' plans	0.142
12	Human Resource Retention System	Weakness in fair treatment of employees	0.136
13	Motivation and Leadership in the Organization	Superficial employee evaluation system	0.133
14	Government Changes	Organizational management changes	0.126
15	International Relations	Economic sanctions against the country	0.122
16	Human Resource Retention System	Lack of necessary infrastructure for optimal use of employees	0.118
17	Training and Improvement System	Superficial conduct of in-service training	0.117

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18	Recruitment and Provision of Human Resources	Neglect of creativity and entrepreneurship in human resource acquisition	0.114
19	Recruitment and Provision of Human Resources	Irrelevant recruitment tests for organizational roles and positions	0.111
20	Recruitment and Provision of Human Resources	Absence of psychological interviews in recruiting new employees	0.111
21	Human Resource Retention System	Weakness in work environment ergonomics	0.100
22	Training and Improvement System	Neglect of creativity and entrepreneurship in training and improvement of human resources	0.100
23	International Relations	Economic pressures on employees	0.096
24	Motivation and Leadership in the Organization	Lack of attention to team building in organizational activities	0.013

4 Discussion and Conclusion

In this research, the superficial conduct of in-service training, the poor alignment of training courses with the daily needs of employees in the industrial sector, and the lack of a strategic training plan in executive devices were all identified as damages to the employee training and improvement system. Additionally, inadequate direct financial compensation for employees (salary, housing, etc.) and inadequate indirect compensation (insurance, retirement, etc.) were recognized as damages to the retention system and the superficial evaluation of employees, seen as damages through motivation and leadership in the organization. These findings align with the prior research that showed demographic changes, general and organizational cultural traits, weaknesses in performance evaluation systems and performance-based payment systems, inadequacies in the training and empowerment system for employees, lack of coordination in the payment system between employees and managers, and different organizations are among the most significant challenges facing human resource management in the Iranian administrative system in achieving the goals of the vision and upstream documents of the system (Chipukuma et al., 2018; Omenn, 2021). This study identified a lack of attention to team-building in organizational activities, which aligns with the previous research (Rasyid et al., 2023; Silva et al., 2023) that identified a lack of team-working culture as a damage.

The identified damages also include issues in recruiting and providing human resources, such as excessive emphasis on academic qualifications, recruitment tests not relevant to organizational roles and positions, types of employment without examination in executive devices (contractual, specific work contracts, etc.), neglect of creativity and entrepreneurship in human resource acquisition, and the absence of psychological interviews in the recruitment of new employees. These findings are consistent with those regarding the selection and recruitment of employees. Furthermore, the superficial evaluation of employees, unfair treatment of employees, inadequate direct financial compensation (salary, housing, etc.), inadequate indirect compensation (insurance, retirement, etc.), and the absence of merit-based rewards align with the damages identified regarding evaluation indicators, motivational factors including the lack of a performance-based payment system, no connection between evaluation and the incentive system, and the lack of motivation (Keshavarz Afshar et al., 2022; Rahimi et al., 2021).

In this study, the fairness in dealing with employees and the absence of merit-based rewards were identified as damages, consistent with a prior studies (Safari et al., 2023; Sahami et al., 2020).

The study identifies inadequate direct financial compensation for employees (salary, housing, etc.), inadequate indirect compensation (insurance, retirement, etc.), and the absence of merit-based rewards as damages. These findings align with the research results of previous research (Samadzad & Hashemi, 2022; Tanhaei et al., 2018), which identified a salary and wage system not commensurate with the private sector as one of the most critical damages.

Recruitment tests not related to organizational roles and positions, neglect of creativity and entrepreneurship in human resource acquisition, and the absence of psychological interviews in recruiting new employees were identified as damages, consistent with the research findings of prior studies (Abbasi et al., 2022; Eschleman et al., 2019; Seyedi & Darroudi, 2020), where recruitment tests were identified as damages.

Fair treatment of employees and the absence of merit-based rewards were identified as damages, aligning with prior studies (Jaberimanesh et al., 2019; Novitasari et al., 2020), which recognized the retention of human resources and organizational justice as damages.

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The one-variable T-test indicates whether the mean of a variable significantly differs from a constant value t, referred to as the test value. The most important aspect of using this test is the test value, which represents a midpoint. Among the sub-criteria one to twenty-four, the lack of attention to team-building in organizational activities was not identified as a damage. The rest of the indicators were identified as damages. The executive factors criterion with a normalized weight of 0.309 is in the first priority. Furthermore, based on the eigenvector obtained from the sub-criteria of the mentioned criterion, the following results were obtained: The sub-criterion of the absence of a career advancement path in government organizations with an eigenvector of 0.692 is in the first priority. The sub-criterion of types of employment without examination in executive devices (contractual, specific work contracts, etc.) and the weak alignment of training courses with the daily needs of employees in the industrial sector with an eigenvector of 0.64 is in the second priority. The sub-criterion of excessive emphasis on academic qualifications with an eigenvector of 0.63 is in the third priority. The sub-criterion of inadequate direct financial compensation for employees (salary, housing, etc.) with an eigenvector of 0.6 is in the fourth priority. Therefore, the absence of a career advancement path in government organizations is identified as the most significant damage in this sector. Based on the results obtained from the final prioritization of the final indicators calculated using the one-variable T-test and the AHP technique, the final weight of each of the model's indicators was calculated and specified.

The limitations of this research include that the results were derived from interviews with some experts, and for stronger generalization of the results, caution should be exercised. Also, due to financial and time constraints, the researcher was unable to evaluate the results with statistical and quantitative methods. Future researchers are recommended to use mixed methods and consider a broader research population. It is suggested that the national human resource planning organization pays more attention to clearly defining the career advancement path for employees, as this was the top priority from the experts' perspective. Another suggestion is not to overly focus on academic qualifications in the recruitment system. Instead, more attention should be paid to meritocracy and the individual's expertise.

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Declaration of Interest

The authors of this article declared no conflict of interest.

Authors Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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