

## Designing a Human Resource Responsibility Model in Airline Companies Using Content Analysis Approach

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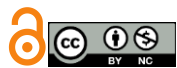
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### ABSTRACT

**Objective:** The objective of this study was to design a comprehensive model for human resource responsibility in the Islamic Republic of Iran Airline Company "Homa," addressing the increasing demands from consumers, investors, suppliers, and workers for organizational responsibility and the need for effective management of these activities and resource allocation.

**Methodology:** The research employed a descriptive-analytical and inductive-deductive approach. Qualitative data were collected through interviews with 15 experts based on their specialization and experience in human resource management and organizational responsibility. Content analysis was used to extract and count relevant components from the literature, leading to the identification of 95 components. These were further categorized into six main components. The analysis was supported by the use of MAXQDA software for coding and categorization.

**Findings:** The study identified 26 indicators within six main components of human resource responsibility: improving organizational welfare and health, responsible human resource behavior, engaging participation and developing a supportive reward system, developing the work environment, fostering constructive interaction, and enhancing human resource management functions.

**Conclusion:** The results indicate that human resource responsibility in the Islamic Republic of Iran Airline Company "Homa" can be effectively modeled through the identified components and indicators. This model provides a structured framework for improving organizational practices, enhancing employee commitment and responsibility, and ultimately contributing to the organization's success. Managers can utilize these findings for strategic planning and decision-making to foster a culture of responsibility and ethical behavior within the organization.

**Keywords:** Responsibility, Human Resources, Content Analysis.

## 1 Introduction

Today, due to the increasing demands from consumers, investors, suppliers, and workers for organizational responsibility, decision-makers in organizations seek to answer the crucial question of how to manage these activities and allocate resources to them. Moreover, employees are in search of knowledge that can be effectively and efficiently used to shape and implement policies related to human resource responsibility. This issue highlights the necessity of paying attention to the role of human resource management in responsibility (Alcaraz et al., 2019; Bagherinezhad et al., 2020). If an organization does not consider a wide range of responsibilities toward its employees, it is unlikely that they will be able to be responsible to customers, the environment, and the community in which they operate (Tziner, 2013). Furthermore, as stated in the research by Fernández-López (2016), companies are undertaking various social actions depending on their sector and strategy. Human resources play a significant and crucial role in institutionalizing company responsibility values within the organizational culture. Human resource policies provide a framework to the organizational culture and create awareness and sensitivity towards achieving organizational goals ethically (Bagherinezhad et al., 2020).

Despite advancements in research on responsibility and human resources, a comprehensive review of human resource responsibility has not been adequately conducted. In previous studies, the components influencing human resource responsibility have been mentioned sporadically. Given the results of these studies, presenting a comprehensive model of human resource responsibility seems necessary. Therefore, it can be said that no research has comprehensively addressed human resource responsibility within a conceptual model (Jaakson et al., 2012; Melo, 2012; Mosavi & Alvani, 2019).

Considering the significant role of the Islamic Republic of Iran Airline Company "Homa" in air transportation, it must constantly invest in creating commitment and a sense of responsibility among its employees. The higher the commitment and responsibility of the employees and managers of this organization, the more they will feel responsible towards the organization, putting maximum effort into their duties. This effort will pave the way for maintaining, developing, and managing airports, aviation systems, and air traffic management nationwide, providing reliable and efficient services in the aviation industry of the Islamic Republic of Iran. Therefore, it is necessary to

identify factors that can be effective in creating responsibility in this company and strengthen them to enhance the level of responsibility. Accordingly, to understand the status of human resource responsibility in the Islamic Republic of Iran Airline Company, it will be examined as no similar research has been found in past studies. Based on this, the researcher aims to answer the question: How is the human resource responsibility model designed in the Islamic Republic of Iran Airline Company "Homa"?

## 2 Methods and Materials

This research is descriptive-analytical based on the method of data collection and inductive-deductive regarding the research approach. In the qualitative research phase, all elites and expert specialists in the field of human resources and managers and heads of the Islamic Republic of Iran Airline Company "Homa" with scientific backgrounds related to human resources and experience as managers or consultants in the aviation industry in 2021 were included. The required statistical sample in the qualitative research phase was obtained through a closed-ended questionnaire with experts and academics (university researchers) and practitioners (managers and expert consultants of the Islamic Republic of Iran Airline Company "Homa"). In this phase, a specific sample size was not initially determined, and sampling continued purposefully and accessibly until theoretical saturation was achieved with 15 individuals.

Within the framework of the mentioned strategies and methods, various tools were used to collect the necessary data. Given the limited books and journals available on human resource responsibility within the country, a major portion of the texts was extracted from reputable internet databases. The results of this study were used to develop the theoretical foundations and literature review of human resource responsibility research. This action formed the basis for preparing the initial human resource responsibility model and extracting components and indicators. Using interviews, the dimensions, components, and indicators of each main variable were identified, and then based on the identified items from the first phase (implementation, coding, categorization, and indexing of expert opinions), a questionnaire was designed to describe and measure human resource responsibility in the Islamic Republic of Iran Airline Company "Homa." The data needed in the first phase of the research (qualitative research) was extensively examined in the literature review. All the components of

human resource responsibility that have impacted the main research variable in past studies were extracted, and a complete list of components was compiled. Therefore, to identify the necessary components in the research within the studied organization, expert opinions were used, and with the help of open and axial coding, utilizing MAXQDA software, a conceptual model was achieved.

### 3 Findings and Results

For the qualitative data collection, interviews were conducted with 15 experts based on their specialization and experience (teaching relevant courses in management and human resource responsibility, having published books or reputable articles, or holding managerial positions in the Islamic Republic of Iran Airline Company "Homa"). The majority of these experts (6 individuals) were from the Islamic Republic of Iran Airline Company "Homa," 5 were university professors, 1 was a research manager, and 3 were training managers. The highest level of education among the experts was a PhD (9 individuals), and the lowest was a master's degree (6 individuals). Most of the experts in this study were men, and the highest frequency of age was in the

40-45 year range with 5 individuals. Additionally, the highest frequency of work experience among the experts was over 10 years (9 individuals). After extracting components and indicators related to human resource responsibility from the literature and previous research, the researcher used content analysis to count the components, and redundant items were eliminated. At this stage, 95 components were counted, and those with high frequency were selected as the final components. The results from the literature and previous research extraction were categorized into 6 main components: improving organizational welfare and health, responsible human resource behavior, engaging participation and developing a supportive reward system, developing the work environment, fostering constructive interaction, and enhancing human resource management functions. After verifying the accuracy of the extracted components from the theoretical literature and sources (95 components), the researcher integrated the components. Through appropriate categorization, all obtained and closely related components (in terms of content) were placed in separate categories. Upon completion of this stage, the researcher used brainstorming to determine the dimensions for each category.

**Table 1**

*Human Resource Responsibility Components in the Islamic Republic of Iran Airline Company "Homa"*

| Main Component                                                   | Subcomponent                                                                                                                                                                              |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Responsible Human Resource Behavior                              | Creating Organizational Commitment<br>Conscientiousness<br>Employee Loyalty<br>Spirituality at Work                                                                                       |
| Engaging Participation and Developing a Supportive Reward System | Participation in Work<br>Performance-Based Rewards                                                                                                                                        |
| Improving Organizational Welfare and Health                      | Mental Health<br>Legal Requirements<br>Administrative Health                                                                                                                              |
| Developing the Work Environment                                  | Organizational Performance<br>Organizational Culture<br>Environmental Attention<br>Company Size<br>Workplace Improvement                                                                  |
| Fostering Constructive Interaction                               | Organizational Entrepreneurship<br>Employee Relations<br>Development of Communication Skills<br>Citizenship Behavior<br>Accountability to Stakeholders                                    |
| Enhancing Human Resource Management Functions                    | Managerial Decisions<br>Attracting External Stakeholders<br>Increasing Efficiency<br>Responsible Social Actions<br>Human Resource Management<br>Job Performance<br>Organizational Support |

The data analysis results in this section indicate that human resource responsibility in the Islamic Republic of Iran Airline Company "Homa" comprises 26 indicators within 6 main components.

#### 4 Discussion and Conclusion

In this study, the analysis focused on designing a human resource responsibility model for airline companies. The impact of any research is linked to the results obtained and the skill in utilizing them. Exploring the research results, drawing final conclusions, and providing necessary recommendations are crucial parts of any research. Managers can use the findings from research in strategic planning and future decision-making. This section examines the results obtained from data analysis, reviews the questions, and compares the findings with those of other researchers.

After extracting components and indicators related to human resource responsibility from the literature and previous research, the researcher used content analysis to count the components, and redundant items were eliminated. At this stage, 95 components were counted, and those with high frequency were selected as the final components.

The results from the literature and previous research extraction were categorized into 6 main components: improving organizational welfare and health, responsible human resource behavior, engaging participation and developing a supportive reward system, developing the work environment, fostering constructive interaction, and enhancing human resource management functions.

After verifying the accuracy of the extracted components from the theoretical literature and sources (95 components), the researcher integrated the components. Through appropriate categorization, all obtained and closely related components (in terms of content) were placed in separate categories. Upon completion of this stage, the researcher used brainstorming to determine the dimensions for each category. Thus, it was clarified which components each dimension encompassed. The results from data analysis in this section indicate that human resource responsibility in the Islamic Republic of Iran Airline Company "Homa" comprises 26 indicators within 6 main components.

The findings of this research align with the results of previous studies. Thus, it can be said that the main hypothesis of the research is confirmed, and information technology plays a mediating role in the relationship between responsibility and employee performance. Rezaie et

al. (2020) demonstrated that factors influencing the responsibility of faculty members at Farhangian University in the northwest of the country include organizational culture, emotional intelligence, moral intelligence, leadership, organizational commitment, work engagement, and evaluation. The findings indicated that all identified components were at a desirable level among the faculty members of Farhangian University, and the proposed model had a good fit (Rezaie et al., 2021). Sadeghimoghaddam et al. (2020) showed that the relationship between e-government and organizational agility and social responsibility, as well as the relationship between social responsibility and organizational agility, was reported as positive and significant. The path coefficients for e-government to social responsibility, social responsibility to organizational agility, and e-government to organizational agility through social responsibility were reported as positive (Sadeghimoghaddam et al., 2021). Mousavi et al. (2020) showed a significant relationship between organizational culture and responsibility. By considering macro-level management programs to enhance organizational culture, the responsibility of employees can be increased, which can also be applied to the provincial management of Farhangian University in Fars province. Such research can greatly contribute to explaining the importance of organizational culture and assisting managers and employees in focusing on human resource empowerment (Mosavi & Alvani, 2019).

Bagherinezhad et al. (2020) obtained 172 initial codes from the first phase interviews. These concepts were converted to 60 categories in the selective coding phase, and finally, 21 axial codes were extracted, each falling under the systematic model's subcategories (causal conditions, contextual conditions, strategies, intervening conditions, and outcomes) (Bagherinezhad et al., 2020). Mousavi et al. (2019) showed that the mean scores of patients' evaluations of the variables empathy, responsibility, accountability, and patients' sense of calmness were notable. The normalized importance of independent variables on the dependent variable according to the output of the artificial neural network was empathy, accountability, and responsibility, respectively (Mosavi & Alvani, 2019). Ghasemi et al. (2019) showed that organizational and social support had a positive and significant impact on the responsibility of referees. On the other hand, social exchange had a positive and significant impact on the social, legal, economic, and ethical responsibility of referees. The path analysis model between

social exchange and responsibility was reported as positive and significant (Ghasemi et al., 2019).

Mosadegh et al. (2019) showed a significant correlation between work spirituality and responsibility. The components of work spirituality and teachers' educational performance had a significant positive correlation, as did the components of responsibility and teachers' educational performance (Mosadegh & Khoshghamat, 2020). Nejati Karim Abad et al. (2018) showed that increasing working hours up to a balance had a positive impact on sustainability, supporting the hypothesis from the literature review that an excessive increase in working hours ultimately has a negative outcome (Nejati Karim Abad & Seyyed Nagavi, 2019). Hasirchaman et al. (2018) showed that communication skills (understanding verbal and non-verbal messages, emotional regulation, and assertiveness) had a significant positive relationship with mental health, while communication skills (listening and insight into communication) had a negative relationship with mental health. There was a significant positive correlation between responsibility and mental health (Hasirchaman et al., 2018).

Babu et al. (2020) showed that corporate hypocrisy negatively affects employee social responsibility through the mediating role of symbolic attributions of organizational social responsibility. Additionally, task significance moderated the relationship between corporate hypocrisy and employee social responsibility, making both direct and indirect effects stronger for employees whose jobs were of higher task significance. The implications for research and practice were discussed (Babu et al., 2020). Farid et al. (2019) showed that the more employees are encouraged to engage in cooperative behaviors and participation at work, the more positive the impact on social responsibility. There was also a positive relationship between job engagement and organizational citizenship behavior. Additionally, justice played a crucial role in determining the relationship between social responsibility, organizational citizenship behavior, and job engagement, while employee perceptions positively influenced employee behavior and engagement (Farid et al., 2019).

Badulescu et al. (2018) showed that the level of social responsibility actions undertaken by small companies often depended on their managers' decisions and the organization's entrepreneurial orientation. Additionally, younger companies were less likely to engage in social responsibility (Badulescu et al., 2018). Barrena-Martinez et al. (2018) identified two major pillars of responsible social actions in human resource management: access to public subsidies and

workplace improvement. Major barriers highlighted by HR managers included decision-making discussions in the board of directors or management team and lack of employee acceptance (Barrena-Martinez et al., 2018). Bar-Haim and Karasin (2018) showed that the relationship between employee relations and HR management is generally not a key aspect in the context of organizational social responsibility policies but is based on external legal requirements (Bar-Haim & Karassin, 2018). De Stefano et al. (2017) provided a framework for the role of HR in social responsibility and sustainability, showing its impact beyond organizational boundaries in classifying the role of organizational social responsibility in HR (De Stefano et al., 2018). Devi (2017) offered an 8-step path to assist HR managers in promoting internal corporate social responsibility (DEVI).

Vogtlin and Greenwood (2017) attempted to examine the link Voegtlin organizational social responsibility and HR management using a systematic and conceptual review of past and current work, ultimately presenting three theoretical perspectives that can be used to illustrate the relationship: organizational instrumentality, social integration, and political integration (Voegtlin & Greenwood, 2016).

In explaining the findings of this research, it can be stated that if an organization does not consider a wide range of responsibilities towards its employees, it is unlikely that they will be able to be responsible towards customers, the environment, and the community in which they operate (Tziner, 2013). An organization can leave a very positive image by having a highly committed workforce responsible for implementing activities. Human resource policies provide a framework for organizational culture and create awareness and sensitivity towards achieving organizational goals ethically (Bagherinezhad et al., 2020). The results showed that the research model includes 6 main components: improving organizational welfare and health, responsible human resource behavior, engaging participation and developing a supportive reward system, developing the work environment, fostering constructive interaction, and enhancing human resource management functions.

In explaining these components, it can be stated that one of the components is improving organizational welfare and health. For the airline company to improve organizational welfare and health, it must prioritize the mental health of its employees. If airline employees have good mental health, the company will also enjoy administrative health. Another component is responsible human resource behavior. To

foster better responsibility, airline managers must exhibit responsible behavior, meaning employees should be conscientious, perform their duties well, be committed to their work, prioritize spirituality at work, and be loyal to the organization. Engaging participation and developing a supportive reward system is another component. For responsibility within the organization, employees and the organization must engage in work participation and receive performance-based rewards. Developing the work environment is another component. Managers should cultivate a suitable organizational culture and improve and develop the organization through entrepreneurship and environmental attention. Fostering constructive interaction is another component. Developing communication skills, employee relations, citizenship behavior, and stakeholder accountability can lead to appropriate responsibility. Enhancing human resource management functions is another component. To improve management functions, the company manager must increase efficiency, engage in responsible social actions, develop human resource management, improve job performance, provide organizational support, make effective managerial decisions, and attract external stakeholders to enhance human resource performance.

Based on the results, for the component of responsible human resource behavior, it is recommended to foster organizational commitment in employees through good management, conscientiousness, loyalty, and creating spirituality and work ethics. For the component of engaging participation and developing a supportive reward system, it is recommended to allow employees to participate in work and provide performance-based rewards. For the component of improving organizational welfare and health, it is recommended to pay attention to employees' mental health, adhere to legal requirements, and always consider administrative health. For the component of developing the work environment, it is recommended to promote a culture of responsibility within the organization, consider the organizational environment and size, always work towards workplace improvement, and focus on organizational entrepreneurship. For the component of fostering constructive interaction, it is recommended to create good employee relations and develop communication skills. Organizational citizenship behavior and stakeholder accountability should always be executed to a desirable extent. For the component of enhancing human resource management functions, it is recommended to make managerial decisions and attract external stakeholders under

favorable conditions, increase efficiency, and engage in responsible social actions. Always ensure good job performance and organizational support as key organizational actions.

Additionally, it is recommended that the airline company increase employees' mental health and efficiency by providing training in communication skills, recognizing emotions, and teaching management techniques. To improve organizational welfare and health, attention should be paid to employees' mental health and administrative health. Strengthening the factors of spirituality at work and responsibility will increase performance effectiveness. Therefore, it is recommended to utilize the components of spirituality at work and responsibility. Employees should be conscientious, perform their duties well, be committed to their work, prioritize spirituality at work, and be loyal to the organization. Employees and the organization must engage in work participation and receive performance-based rewards. Managers should cultivate a suitable organizational culture and improve and develop the organization through entrepreneurship and environmental attention. Communication skills, employee relations, and citizenship behavior should be developed. By increasing efficiency, engaging in responsible social actions, developing human resource management, improving job performance, providing organizational support, making effective managerial decisions, and attracting external stakeholders, the organization can enhance human resource performance.

### **Authors' Contributions**

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

### **Declaration**

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

### **Transparency Statement**

Data are available for research purposes upon reasonable request to the corresponding author.

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### **Declaration of Interest**

The authors report no conflict of interest.

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## Ethical Considerations

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

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