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Presenting a Human and Organizational Resource Development System Model with Emphasis on Islamic Indicators in Gilan University of Medical Sciences and Subsidiary Centers

Leila Khaleghdoost Jafroodi[1], Reza Khodaei Mahmood[2]* & Majid Bagherzadeh Khajeh[3]

Abstract

Background and purpose: Human resource development is one of the most important goals of leading organizations in the world. One of these organizations is the University of Medical Sciences of the provinces and its affiliated centers, which are responsible for implementing clinical governance measures and maintaining the community's health. The purpose of this research is to present the human resources development model with emphasis on Islamic indicators in the University of Medical Sciences of Gilan province and its affiliated centers. **Methodology:** The current research is of qualitative type with the approach of foundational data theory. Key informants collected necessary data using semi-structured interviews and analyzed them using MaxQDA software. **Results:** The analysis showed that 520 semantic units, 194 concepts, 59 sub-categories, and 15 main categories were identified and divided into six factors as follows: Phenomenon (difference between Western and Islamic, Islamic, Western perspective), intervening factors (organizational structure, type of organization), strategies (managerial, organizational), background factors (society, heterogeneity of the workforce), causal factors (organizational, individual, society), consequence (organizational, individual, society). **Conclusion:** Based on the research findings, human resources development tends to change or improve people's learning, behavior, performance, and attitudinal and cognitive skills.

1. PhD student, Department of Public Administration, Tabriz Branch, Islamic Azad University, Tabriz, Iran.
2. ***Corresponding Author:** Department of Public Administration, Tabriz Branch, Islamic Azad University, Tabriz, Iran.
3. Department of Industrial Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran.

Introduction

In today's environment full of change, human resources are an expensive capital and play an essential role (Khorasani, Amouzadeh, and Mullamohammadi, 2016). Harbison believes that human resources form the main foundation of nations' wealth, accumulate capital, exploit natural resources, and shape development (Pakdel, Qolipour, and Hosseini, 2017). On the other hand, today's organizations are faced with increasing acceleration, complexity, and unpredictability of environmental conditions in such a way that if they do not adapt to the changing conditions, they cannot survive in this environment. The best solution to face these problems is to develop human resources and create individual capabilities in employees (Koshki Jahormi & Valian, 2017). Of course, there is an increasing desire to study human resources development (Garavan et al., 2017). Human resource development was first proposed in the 1960s by Harbison. Nadler (1970) was the first person who paid attention to the development of human resources from the view of resources and considered "behavioral change" as the ultimate goal of human resources development. Now, the center gains its conceptual focus from three fields of study: organization theory, economics, and psychology (Asghari Sarem, Danaifard, Fani, and Qalipour, 2016).

Today, the concept of human resource development has a distinct position, and the most important tasks of human resource management are human resource development (Hosseinpour & Ghorbani Paji, 2017). On the other hand, in recent times, the potential link between religious beliefs, management techniques, and organizational outcomes has been noticed by some researchers in the course of management research (Mohammadi & Abdulhamid, 2015). Islam provides a comprehensive vision for individual growth and collective development and a framework for economic and socio-political institutions to ensure public participation in all areas of development (Sidouki, 1987). The development of human resources from the point of view of Islam is not only limited to strengthening knowledge and skills but also focuses on the flourishing of various human material and spiritual virtues and talents (Agha Nazari, 2007). The principles and foundations of management based on the Islamic worldview are necessary for managers in the Islamic world and societies that want the rule of moral and spiritual values in their organizations. Analyzing the type of management of divine prophets as well as verses and traditions in the inspiring school of Islam, especially the Holy Quran, Nahj al-Balagha, and the theoretical and practical life of the innocents, brings many lessons to be learned. Considering the influence of culture on management, it is an inevitable necessity to deal with them in order to develop a local model (Moghimi, 2014).

Among developing nations, Islamic countries have faced the challenge of adapting to Western management strategies concerned with observing and preserving religious teachings and norms (Ali, 2010). Western management theories are unsuccessful due to not satisfying the needs of employees (Alrofi, 2012). The goal of Western management is to

achieve personal and organizational profit, while in the management of Islamic countries, the goal is to be close to God (Najatbakhsh-Isfahani & Shahriari, 2009). Unlike Western materialism, Islam presents a dual view of human existence in which worldly life and the hereafter cannot be separated. Man's life hereafter will result from his performance in this world (Habib & Malik, 2016). Islam integrates material and spiritual progress, and also integrates individual and collective growth and prosperity, and combines this world with the hereafter. Its goal is simultaneous development in all aspects. Also, Islam provides a comprehensive view of individual growth and collective development and emphasizes the development of human resources through lifelong learning. Many verses in the Quran emphasize the importance of developing good character in people through education in Islamic beliefs and righteous deeds. Therefore, when a religion emphasizes and insists on building a human being like this, all the equipment and tools exist for the life of this human being. Therefore, it should be at the disposal of this construction, not in the way of pushing it back (Efjei, 2015). Suppose human sciences, especially management and decision-making theories, are based on foundations other than the foundations of Quranic and Islamic culture. In that case, their application will prevent our society from reaching its goals, including human evolution in our lives. Secondly, we want to strategize and implement the country's long-term plans, such as the 20-year vision and the fifth development plan, which are based on religious and Islamic principles, using ideas based on non-religious foundations. In that case, we will encounter problems in implementation. Also, sometimes goals other than the set goals will be achieved, and society will need help to achieve its goals (Salman Nejad, 2010). On the other hand, much research can be found in the scientific sources of the western world and our thinkers and professors also benefit from it, but it is not clear that the findings obtained in these studies and societies respond to our current needs and are compatible with our culture; Because the rich and rational Islamic and Iranian culture itself has special components, the explanation of which will give us a new and special approach and attitude based on the native attitude to the development of human resources (Farhi Bozanjani and Mahdavi, 2008). The development of human resources in Islam is based on the paradigm of monotheism. Al-Farooqi (1992) states that the development of human resources is based on the paradigm of monotheism, readiness and willingness to fulfill divine trust and obligatory duties along with divine guidance and unique human capacity (Serif, 2015). Therefore, being a Muslim, just as it requires having a divine and spiritual attitude and pleasing and Islamic attitudes and dispositions, requires having a performance in accordance with Islamic rules and regulations in all personal and social areas of life. A true Muslim is someone who has a mystical attitude, morals, and actions toward Islamic regulations in all personal and social areas of his life (Tayeb, 2008). The mission of human resources development is to provide the material and spiritual needs of the present and future of humankind, including moral,

social, and cultural development. What distinguishes the development of human resources from the perspective of Islam from the development of human resources from the Western perspective is the effort of Islam to create balance and balance in response to human needs. In this view, man is the guardian of nature, not its ruler and master. Al-Ahmad (2012) considers the principles governing the development of human resources to be the importance of science and creating competence in people. Competence to use natural resources, create moral values in humans, believe in the difference between sustenance and sustenance, believe in the worship of economic effort, prepare scientific and technical human resources and encourage innovation, create job opportunities for everyone who can work and search for a job (Al-Ahmad, 2012).

Providing opportunities for employees to develop is a fundamental practice in the human resource management system that enables sustainable competitive advantage (Fletcher, 2017). In fact, developed employees are more motivated to interact in the organization (Rigby & Ryan, 2017). Evidence shows that human resource practices such as recruitment, compensation, and training, especially development, are closely related to organizational performance (Tanhila et al., 2016). The development of human resources in the contemporary era is one of the most critical components that distinguish practical and outstanding organizations from other institutions and social institutions (Maneshgar & Abbasi, 2016). If human resource development is achieved, it will increase the adaptive performance of employees. For this purpose, it should focus on meeting employees' psychological needs (Gilt et al., 2017). This issue has always been a question for human resources development thinkers and managers that the success of human resources development and achieving its goals depends more on the development structure of these resources or on human resources (Asgharisarem, Danaifard, Qolipour, and Fani, 2017).

The importance of human resources in the country is one of the issues that many experts see as the focal point of the country's problems. One of the reasons for the inertia of government and public organizations is the lack of skilled workforce at all systems levels (Poladi & Kashwarian, 2015). The current governance of society is based on religion and transcendental attitudes. This society has made religious issues not only in the fate of the individual but also in all its social affairs as the basis of action and reaction. The Islamic Republic, as a model of government in Islam, is currently the ruling system in Iran. The principles and standards of this government are derived from Islamic sources, and the Constitution of the Islamic Republic reflects the cultural, social, political, and economic institutions of Iranian society. It is compiled based on Islamic principles and regulations (Mashkat, Amiri, and Khajeh, 2015). The issue of human resources in organizations and the necessity of human resources development, the need for a history of designing and explaining the systematic model of human resources development in a new way is very important. In addition, due to the importance of the position of Islam and Islamic

management in the country, it is inevitable to design a suitable system model for developing human resources using Islamic management indicators in the country's government institutions. On the other hand, due to the importance of the University of Medical Sciences of the provinces and affiliated centers in applying clinical governance measures and maintaining and monitoring the health of society, special attention and emphasis on the most important organizational resource active in this sector are of particular importance. Therefore, providing a model that can develop the human resources of this organization based on Islamic indicators is a central necessity. The researchers are seeking this in this research.

Methodology

The current research was of a qualitative type and with the approach of the data theory of the foundation of a qualitative type. Necessary data were collected using semi-structured interviews. Research questions were asked for each of the key informants. In data collection, all conversations between the researcher and the key informants were recorded and stored, then converted into text. The statistical sample of this research is 18 key informants who were university professors in the field of human resources management, seminary professors who have worked on Islamic management, and employees of the human resources unit of Gilan University of Medical Sciences. This research used theoretical sampling and the snowball method, where each expert introduces the next expert. Sampling continues until the responses of key informants are perceived to be similar, and the data are similar from the researcher's point of view, which is called saturation. After data saturation, the data were implemented and classified. The questionnaire was made by the researcher using data collected from interviews with key informants. For validation in this research, the participants' review method was used, and after receiving correction comments and consultation with supervisors and advisors, the necessary editing was done. Then, a limited number of questionnaires were distributed among the statistical population. After collection, their reliability was checked, and after confirming their reliability, it was distributed among the members of the statistical population in large numbers. The data analysis was done with MaxQDA software.

Results

In order to extract the themes of human resources development with emphasis on Islamic indicators, qualitative content analysis, and theoretical coding have been used. In qualitative content analysis, categories that are necessarily obtained from qualitative data have been used for theorizing. After implementation, the data were analyzed line by line using the content analysis method, conceptualization, categorization, and then based on similarity, conceptual connection, and common characteristics between open codes,

concepts, and categories (a class of concepts). Open coding is the analytical process of naming concepts, classifying and discovering their characteristics and dimensions in the data by using a continuous comparison in which the researcher examines the concepts from different angles to find a perspective on the importance and position of the concepts. In this section, information analysis and related tables are provided.

The phenomenon studied in this research is the development of human resources. After extracting the open codes into three categories, differences between Western and Islamic perspectives were identified, the results of which are shown in Table No. 1.

Table 1: categories and open codes related to the phenomenon

Phenomenon	Difference between Islamic and Western Perspective	Differences in the method of manager support
		The necessity of aligning duties with Islam
		The one-dimensional thinking of the West and the two-dimensional thinking of Islam
		Materialism/spiritualism
	Islamic	Human growth
		The need to be accountable to God and people
		Using the material dimension to evolve the spiritual dimension
		Attention to spirituality and immaterial factors
		Attention of employees to the purpose of human creation
		The growth of the labor force in the level of Islam
	Western	Continuous improvement
		Realization of knowledge management
		Making changes in the behavior and attitude of employees
		Prepare to accept future responsibilities
		Ability to answer about responsibilities
		Ability to carry out responsibilities
		Breeding
		Actualization of talents
		Achieve maximum performance
		merit

The results of data content analysis indicate the three main categories of society, organization and individual regarding the causal factors for creating the studied phenomenon, the description of which is given with the related open codes in Table No. 2.

Table 2: Categories and open codes related to causal factors

Causal factors	Social	Off-organization training	**Family**
			Education
			University
	Organizational	Organizational features	Islamic organizational values
			Organizational Structure
			Organizational atmosphere
			Organizational Culture
			Technology
		Islamic	
		Human resource management measures	HRP
			performance evaluation
			Job analysis
			Education
			Service compensation system
		Alignment of development and organization strategies	
	Individual	Senior managers of the organization	Senior management support
			The thinking of senior managers
			The thinking of senior managers
			Organization strategies
		Employees	Staff characteristics
			Attitude of employees
			behavioral

In the current research and based on data content analysis, intervening factors were identified in the two main categories of organizational structure and type of organization, shown in Table 3, along with the related open codes.

Table 3: Categories and open codes related to intervening factors

Intervening factors	Organizational structure		
	Organization type	Private	
		Public	Selection
			Employment rules

Background factors in this research include the two main categories of society and workforce heterogeneity and open codes of political conditions, society expectations, society values, society culture, related education, marital status, race, and gender, which are listed in Table 4.

Table 4: Categories and open codes related to contextual factors

Contexual factors	Social	Political conditions
		Society's expectations
		Society values
		society culture

	Heterogeneity of the workforce	Related education
		marital status
		race
		gender

The consequences of this research are the main categories of society, organization, and individual, shown in Table 5, along with the related open codes.

Table 5: Categories and open codes related to outcomes

Outcomes	Social		Increasing social-political participation skills	
			Development of community culture	
			Overall progress of society	
			Customer satisfaction	
			Creating learning communities	
	Organizational	Organization progress	Good attention of the society to the organization	
			Increasing the quality of services	
			Synergistic	
			solve problems	
			Competitive Advantage	
		Productivity	Islamic thinking	Trying to help the Islamic community
				Trying to maximize profits
				Trying to minimize costs
				Trying to reduce the time to do things
				Trying to achieve goals
				Increase accuracy
				Avoid Machiavellianism
			Western thinking	Organizational reputation
				Increase accuracy
				Reducing the time to do things
				Achieving the goal
				Cost minimization
				profit maximization
Outcomes	Individual	Salary		
		Perceptual	A sense of independence	
			Job security	
			respect	
			Quality of working life	
			Job Satisfaction	
			Self Confidence	
		Behavioral	Ability	

		Employee performance
		Avoid idleness
		Correct use of tools
		Reduce absenteeism
		Reduce displacement
		creativity and innovation
		Loyalty
	attitudinal	Creating alignment between individual and organizational values
		The growth of spirituality
		Increase individual motivation
		The desire of professionals to stay in the organization

In the current research, by examining the development of human resources based on Islamic indicators, the resulting strategies include two main categories and ten open codes described in Table 6.

Table 6: Categories and open codes related to strategies

		Review in education
Strategies	Managerial	Emphasizing the importance of education
		Creating alignment between Western and Islamic management
		Enhanced employee retention
		Modeling of employees developed
		The spread of Islamic values
		Meritocracy
	Organizational	General consensus for development
		learned organization
		Administrative revolution

The extracted conceptual model is shown in Figure 1 and indicates that the conceptual model of human resources development with emphasis on Islamic indicators includes several main subcategories.
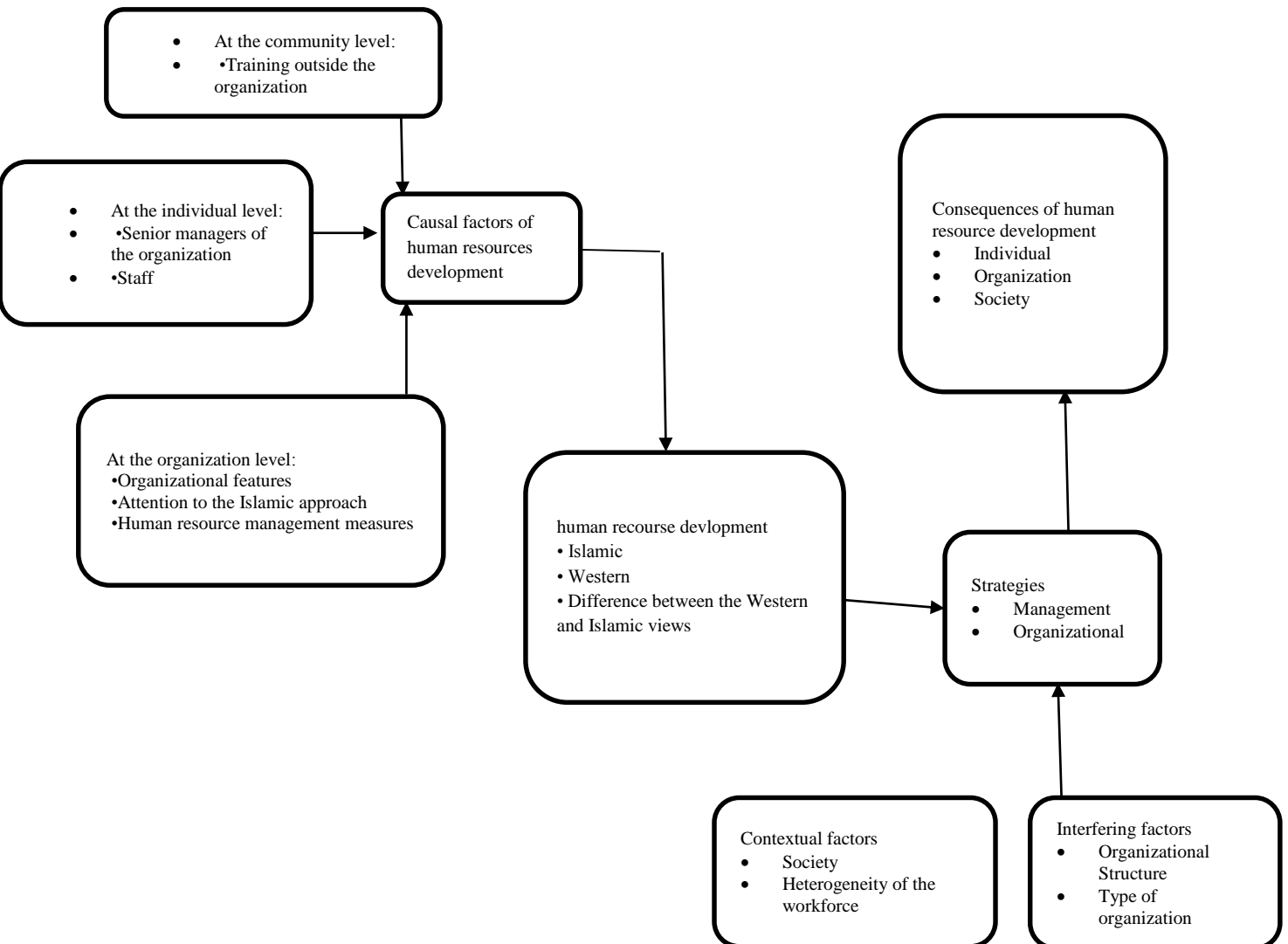
At the community level:
- •Training outside the organization

At the individual level:
- •Senior managers of the organization
- •Staff

At the organization level:
•Organizational features
•Attention to the Islamic approach
•Human resource management measures

Causal factors of human resources development

human recourse devlopment
• Islamic
• Western
• Difference between the Western and Islamic views

Consequences of human resource development
- Individual
- Organization
- Society

Strategies
- Management
- Organizational

Contextual factors
- Society
- Heterogeneity of the workforce

Interfering factors
- Organizational Structure
- Type of organization

Figure 1: Systemic model of human resources development with emphasis on Islamic indicators

Discussion and Conclusion

Today, human resources are the most important capital and the main source of creating competitive advantage and basic capabilities of any organization (Pakdel et al., 2017; Farhadi Mohali, Musa Khani, and Tabari, 2017). The importance of human resources is such that an organization equipped with sufficient and capable people has the necessary conditions for success (Fayaz and Alipour, 2017). In fact, most of the investments are aimed at human resources (Ismail Nia, Beshen, Nodehi, and Kohestani, 2017). The

development of complex and multi-dimensional vocabulary has faced many historical changes and developments from a conceptual point of view (Razavi and Talebpour, 2017). Organizations consider human resources as the main capital of their organization and their development is one of the most key processes in human resource management (Sohrabi, Raisi Vanani, and Abedin, 2017). Based on different philosophical and theoretical foundations, human resources development activities in the organization seek to achieve goals such as motivation, learning, performance, ability to change, and improving knowledge, skills, and competencies (Asghari Sarem, Danaifard, Qalipour, and Fani, 2017).). On the other hand, the development of human resources is not achieved only through technical and specialized training, but through a comprehensive system (Qalipour et al., 2017). Human resource strategies are primary solutions so that organizations can shape people's skills, attitudes and behaviors and achieve organizational goals (Kazemi and Saadat Ahmadnia, 2017). In fact, the development of human resources tends to change or improve people's learning, behavior, performance, attitudinal and cognitive skills (Qalipour et al., 2017). Human resource development processes and activities include those that are considered for development at both individual and organizational levels (Rajabi, Hosni, and Mohajeran, 2016). It is also a framework for developing individual and organizational skills, knowledge and abilities through different methods (Mohammadi and Sharifzadeh, 2017), which is possible through a comprehensive human resources program (Bikzad, Rezvan, and Yavari, 2017). Neglecting the development of people brings unpleasant consequences such as weakness in facing changes, reduction in the performance of employees and the organization, dissatisfaction, etc. (Beigi

Gilan University of Medical Sciences, as an executive and educational institution of the Islamic government, which is engaged in the field of health, is required to comply with Islamic principles and rules in terms of national and upstream laws and internal laws. However, in order to emphasize more on the Islamic development of human resources, it is suggested that the managers of Gilan University of Medical Sciences define research priorities and also a conference to receive scientific and experimental research, as well as employee motivation; To explain and describe the impact of Islamic approaches on human resources and their development. It is also suggested to form a committee consisting of experts from each of the vice-chancellors, university professors in the field of human resources management, and university professors. In addition, examine and study internal organizational rules and procedures with a pathological approach so that, if possible, more Islamic teachings and values are used. Of course, the preparation and regulation of policies, missions, standards, policies and executive regulations of Gilan University of Medical Sciences in the field of human resources development in the framework of Islamic indicators is also necessary so that organizational goals can be realized in accordance with Islamic-Iranian culture. Of course, it should be accepted that until now, all activities have

been carried out in the context of Islamic-Iranian culture, but considering that the concept of influence and transformation has also been explained and described by the Supreme Leader. Therefore, it is possible that in some cases gaps have been formed from Islamic teachings that it would be useful to review. This research, like all studies, faces limitations, which can be pointed out by not using the opinions of Sunni seminary professors. Also, during the interview with university professors, they were asked to express their answers based on the findings, theoretical foundations, and their knowledge based on the western approach. At the time of providing the answer, their religious and Islamic values and beliefs were implicitly involved in the collected answers. Based on this, it is suggested that in future studies, while examining the viewpoints of Shiites and Sunnis together, western thinking should be carried out based on theoretical foundations or interviews with western professors so that the differences and similarities can be better explained.

Ethics

This research observed ethical standards, including obtaining informed consent and ensuring privacy and confidentiality. Also, while completing the questionnaires while emphasizing completing all the questions, the participants were free to withdraw from the research at any time and provide individual information. They were assured that the information would remain confidential, which was strictly adhered to.

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Conflict of Interest

According to the authors, this article has no financial sponsor or conflict of interest.

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