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**TÍTULO:** Investigación de la relación entre los aspectos de los valores de la organización y el desarrollo de los recursos humanos.

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**RESUMEN:** El presente estudio tiene como objetivo identificar e investigar la relación entre los aspectos de los valores de la organización y el desarrollo de recursos humanos. El presente estudio presenta una base cualitativa y la teoría fundamentada ha sido el enfoque de interés para hacerlo. Los resultados del estudio indicaron que los indicadores de desarrollo de recursos humanos son competencias, potenciales, factores de comportamiento, factores de gestión, factores de apoyo y desarrollo de infraestructura, y la relación entre los valores organizacionales y el desarrollo de recursos humanos se confirmó finalmente.

**PALABRAS CLAVES:** Desarrollo de recursos humanos, valores organizacionales, estímulo de los miembros del personal.

**TITLE:** Investigating the relationship between aspects of Organizational Values and Human Resources Development.

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**ABSTRACT:** The present study aims at identifying and investigating the relationship between aspects of organizational values and HR development. The present study features a qualitative foundation and grounded theory that have been the approach of interest for getting it done. The study results indicated that the HR development indicators are competencies, potentials, behavioral factors, managerial factors, supportive factors and infrastructural development and the relationship between organizational values and HR development was eventually confirmed.

**KEY WORDS:** HR development, organizational values, staff members' encouragement.

**INTRODUCTION.**

The level of development of societies has been reassessed according to the extent of the role of human knowledge in creating new value added. In developed countries, 84 percent of value added belongs to human capitals, and natural and physical capitals contribute 16 percent.

In developing countries, this ratio is 64 percent for human capitals and 36 percent for physical and natural capitals. Value systems also face significant challenges due to the complex problems, rapid social, economic and technological changes, and important goals such as effectiveness and satisfaction, at all levels. The most important development plan goal of managers is to provide good

quality services. Realization of these goals is difficult but at the same time fundamental. Not having of an appropriate and effective system in the field of human resource development leads to the provision of inadequate and poor services, inefficiency and ineffectiveness and lack of quality promotion and ultimately disruption of health of the community.

Using of experiences and approaches and examination of theoretical models around the world contribute to responding to challenges and obstacles. Change is the most important feature of organizations that face it. In today's world where everything is extremely changing, transforming and innovating, human force is considered focus of any kind of change and on this basis, in the change plans of an organization, the most focus is on human force meaning that without attention to human resources, no changes will occur in the organization (Baradaran Shoraka, 2005).

Basically, in every social, economic or political unit, human force is the most important source available to it (Bais, 2011). Either reviewing a country after being developed, or reviewing an organization after achieving their desired goal show that the existence of large amount of resources and capitals does not necessarily result in development and achievement of goals (Alagaraja, 2013). In fact, the main difference between countries and organizations is mostly manifested in their human force (Bennett, 2014). Hence, it is easily possible to find many theories regarding importance of this key force in management and economics sciences each of which has tried to illustrate one aspect of this key source (Sepahvand, 2014).

Employee development is an important part of organization's efforts to improve quality, maintain key employees in organization, confront challenges resulted by global competition and social changes, and make changes to work design. Today, organizations need people who are able to operate in a complex, intelligent, and advanced world.

Developed employees, by sharing their knowledge among other employees and sectors, provide the ground for organizational development (Rajabi et al., 2016). The most important capitals of an organization are its employees who, by creating new organizational processes, new technologies, and development of new services, lead the organization toward sustainable competitive advantage. On the other hand, organizational values as the inseparable part of culture affect behavior of employees. One of the challenges facing today's organizations is weakness in establishing organizational values (Soltani, 2010).

## **DEVELOPMENT.**

### **Review of literature.**

Shuck et al. (2018), in a research entitled "Human resource development and career development: where we are and where we should go" showed that following the changes in the nature of work, organizations, and jobs, professional development has been lost. They provided a framework for reintegrating business development through human resource development and providing learning activities in order to prevent disturbances of individuals and organizations.

In a study entitled "Integrated model of national human resource development and critical human resource development: with regard to new possibilities for human resource development", Collins, Zarestky, and Tkachenko (2017) showed that although national human resource development (NHRD) and critical human resource development (CHRD) have attracted more attention, only two published works have used a frankly critical approach to discuss NHRD norms, policies and practices. Chen, Bian, and Hom (2017) in a study titled "Human resource development competency index in Taiwan", using the American model of education and development, showed competency levels of employees in Taiwan and assessed the level of training and performance in workplace. They showed that the results of these assessments can be used in brief plan of jobs, employee selection, training and development, and performance evaluation.

Mehdiabadi et al. (2017) in a study entitled “Building blocks of contemporary HRD research: a documentary analysis on Human Resource Development Quarterly between 2007 and 2013”, after examining all researches in this field, found that human resource development covers a wide range of sciences including communications, psychology, and economics, which are considered in fact its building blocks.

Hamidzadeh and Sanavi Fard (2016) in their study examined the impact of branding of employees on market share based on individual and organizational values. The results of analysis showed that branding of employees has a significant effect on market share.

In their study entitled “Job values and job satisfaction of family doctors” Bouwkamp-Memmer et al. (2013) showed that the hierarchy of job values including autonomy, services, lifestyle, scientific research, management, social status are of the least importance, and three job values generally have a significant relationship with job satisfaction: lifestyle (negative relationship), professional follow-up and services (positive relationship).

Shirzadi (2017) in a study entitled “Investigating the relationship between human resource development and strategic planning and production in Gachsaran Oil and Gas Production Company” showed that dimensions of human resource development and strategic planning dimensions have an impact on improvement of production efficiency in Gachsaran Oil and Gas Production Company.

Hosseinpour Garmeh Cheshmeh (2015) conducted a study entitled “The impact of human resource development strategies on organizational effectiveness with the intermediary role of mutual trust and job satisfaction among employees of Sports and Youth Organization of Mazandaran Province”. The results of data analysis indicated that human resource development processes including employee training, competency development, information sharing and empowerment, by affecting on organizational effectiveness, mutual trust, and employee job satisfaction, lead to obtaining organizational goals for Sports and Youth Organization.

Mehrabi (2017) in a research entitled “Evaluation of human resource development improvement areas with a focus on development of employee knowledge at IPCO” showed that standardization framework for human resource development has four dimensions and twenty three components: evaluation of the results of training and development at individual, group and organizational levels, and senior management awareness of the costs and benefits of individuals’ development.

In strategic development of human resources, the underlying factors, influential factors, mechanisms, and consequences are effective.

In a study entitled “Investigating the effectiveness of employee reward system in Road and Transportation General Directorate of Semnan Province and evaluating its impact on human resource development”, Dabaghi (2016) showed that employee reward management functional programs are effective and lead to human resource development.

Khalilnejad and Mehri (2016) in a study entitled “The role of knowledge management in human resource development in Tehran’s Municipality of District 4” concluded that one of the tools for human resource development is establishment of knowledge management system.

In his study entitled “Investigating the relationship between human resource development and objective and subjective success of career path”, Hosseinpour Garmeh Cheshmeh (2015) showed that there is a significant relationship between identity-giving, success, environmental compatibility and integrity of human resource development, and objective and subjective success of career path.

Rastkar (2015), in a study entitled “Investigating the role of human resource development in organizational evolution and creation of competitive advantage” showed that human resource development affects organizational evolution and creation of competitive advantage.

Ranjbar (2014), in a study entitled “The relationship between job value and job burnout on organizational citizenship behavior” showed that there is a positive and significant relationship

between internal and external job values and organizational and individual citizenship behavior. There is a negative relationship between internal and external values and dimensions of job burnout. In a study titled “Examination of the impact of human resource development on organization’s social performance”, Pashayee Moghvan (2014) showed that human resource development has a significant effect on social performance of organization. Also, the identity-giving dimension of human resource development, success dimension of human resource development, environmental compatibility dimension of human resource development, and integrity dimension of human resource development have a significant effect on social performance of organizations.

Mafi (2013), in a study entitled “Investigating the relationship between human resource management activities and employees’ willingness to stay in organization through organizational commitment” indicated that there is a significant relationship between human resource management activities and employees’ willingness to stay in organization.

### **Research goals.**

1. To identify the dimensions and indicators of human resource development in Fars Health Insurance Organization.
2. To identify the dimensions and indicators of organizational values in Fars Health Insurance Organization.
3. To measure the dimensions and indicators of human resource development in Fars Health Insurance Organization.
4. To measure the dimensions and indicators of organizational values in Fars Health Insurance Organization.
5. To recognize and describe the relationship between dimensions of organizational values and human resource development in Fars Health Insurance Organization.

**Research questions.**

1. What are the dimensions and indicators of human resource development in Fars Health Insurance Organization?
2. What are the dimensions and indicators of organizational values in Fars Health Insurance Organization?
3. How is the status of dimensions and indicators of resource development in Fars Health Insurance Organization?
4. How is the status of dimensions and indicators of human resource values in Fars Health Insurance Organization?
5. What is the relationship between dimensions of organizational value and resource development in Health Insurance Organization?

**Research methods.**

The nature of this study is mixed in terms of implementation because both quantitative and qualitative approaches have been used in the process of advancing the study. The research method in the present study is applied in terms of purpose. This study is descriptive (non-experimental) survey in terms of data collection method and generalizability. The study is causal-communicative in terms of data analysis method. Ultimately, the present study is deductive in terms of logic and longitudinal prospective in terms of time of study.

The statistical population in this study section includes managers and experts of Fars Health Insurance Organization who are 150 people, and using all-out method, the views are collected. In order to collect the data for this section, after completing qualitative section of the study, a structured questionnaire was developed based on the results of fundamental theory and combining it with some parts of the variables available in review of theoretical background of the subject.

All questions have been presented in the form of 5-point Likert scale and include sections to measure the variables related to dimensions and components of human resource development and organizational values. In order to estimate and verify reliability and validity of research tool, indicators of face validity, content validity, convergent validity, separated validity, and internal reliability have been used.

Face validity and content validity of research tool were confirmed through receiving comments of supervisors and counselors on a number of occasions, and necessary revisions were made and confirmed. However, in order to estimate other mentioned indicators, preliminary test was carried out through completing 30 questionnaires.

In order to estimate the indicators, after completing the questionnaires of pre-test, confirmatory factor analysis method based on the partial least squares approach was used. Data collection method in the present study was documentary and library method, searching through electronic sources, and field study. Also, in order to obtain the required information, managers and experts were contacted and the needed information was gathered through interviews and conversations as well as completion of questionnaires.

It should be noted that from 150 questionnaires distributed among the statistical sample, 143 questionnaires were collected and analyzed. In order to achieve predetermined goals and answer the research questions, descriptive and inferential statistics and modeling were used. Smart-PLS software was used in order to analyze the data based on the partial least squares.

## **Results and discussion.**

### ***Indicators of human resource development and organizational values.***

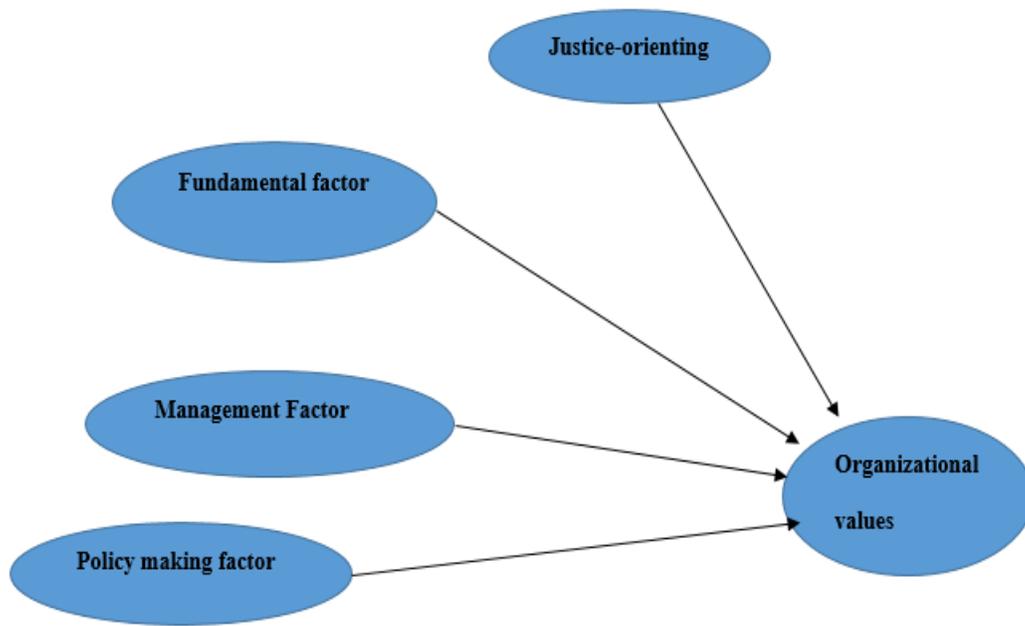
After reviewing the concepts extracted from the tables and removing similar items, the final result was a table including 43 concepts shown here. The above things were also done regarding indicators of organizational values similarly, and after interviews, sentences and concepts related to the research

were extracted. The result of this phase in the section on examination of indicators of organizational values was 32 concepts which were arranged in the form of tables (Table 1). After reviewing the concepts extracted in tables and removing similar items, the final result was a table of 24 concepts that is presented in this section (charts 1 and 2).

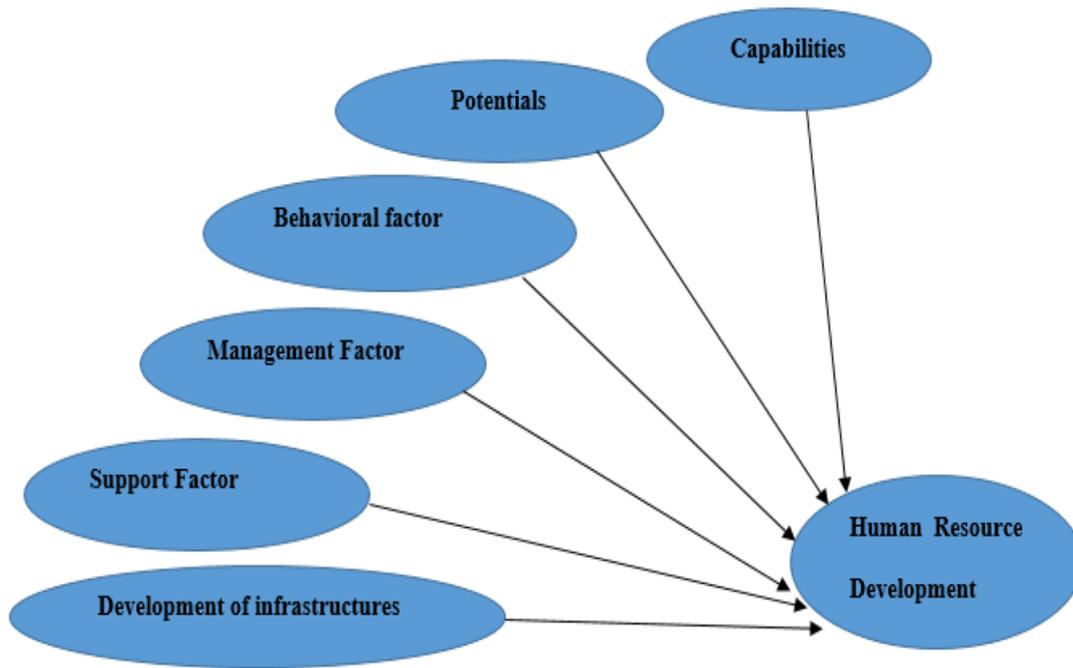
**Table 1:** Concepts extracted from interviews: organizational values

<b>Code</b>	<b>Concepts</b>
1	Observance of justice
2	Observance of fairness
3	Attention to needs
4	Human development
5	Attention to freedom
6	Ability to choose
7	Attention to balance between independence and constraints
8	Development of cultural-ethical values
9	Development of knowledge-insight values
10	Development of professional values
11	Development of fundamental values
12	Outlook management
13	Value transfer management
14	Trust management
15	Collision management
16	Development of human dignity
17	Development of knowledge-orienting
18	Development of outlook-orienting

19	Promotion of science and knowledge
20	Attention to political values
21	Attention to aesthetic values
22	Attention to economic values
23	Attention to social values
24	Improvement of religious value system



**Chart 1:** Overall framework of organizational values.



**Chart 2:** Overall framework of human resource development.

*Investigating the impact of justice-orienting factor, underlying factor, management factor, and policy-making factor on organizational values.*

In order to investigate the importance and impact of justice-orienting factor, underlying factor, management factor, and policy-making factor, partial least squares method was used. Finally, Bootstrapping technique and t-value were used to determine significance of impacts.

*Evaluation of convergent validity and separated validity.*

**Table 2.** The number of parameters related to estimation of validity of organizational values structures.

Variable	Factor load	AVE	CR
Justice-orienting	0.861	0.723	0.957
	0.860		
	0.643		
	0.849		
	0.848		

Underlying factor	0.657	0.521	0.916
	0.721		
	0.698		
	0.751		
	0.818		
	0.735		
	0.774		
	0.690		
Management factor	0.863	0.534	0.839
	0.821		
	0.759		
	0.823		
Policy-making factor	0.902	0.562	0.810
	0.861		
	0.860		
	0.643		
	0.849		
	0.848		
	0.881		

After confirmation of convergent validity, it is time to examine the values of separated validity of structures (Table 2).

Separated validity was examined through evaluation of correlation matrix presented after implementation of the model. The values on the matrix represent root square of AVE, and other values indicate the degree of correlation between structures.

According to (Table 3), as the correlation values are all smaller than root square of AVE; thus, separated validity of structures is confirmed.

**Table 3.** Separated validity of organizational values structures.

<b>Variable</b>	<b>Justice-orienting</b>	<b>Underlying</b>	<b>Management</b>	<b>Policy-making</b>	<b>Organizational values</b>
<b>Justice-orienting</b>	<b>0.857</b>				
<b>Underlying</b>	0.674	<b>0.841</b>			
<b>Management</b>	0.387	0.463	<b>0.758</b>		
<b>Policy-making</b>	0.423	0.471	<b>0.731</b>	<b>0.821</b>	
<b>Organizational values</b>	0.521	0.614	0.542	<b>0.758</b>	<b>0.791</b>

*Evaluation of the impacts of organizational value structures on each other.*

Evaluation of effects was done through comparing values of coefficients of determination (square multiple correlation R<sup>2</sup>) and path coefficients ( $\beta$ ) whose results are presented in (Table 4).

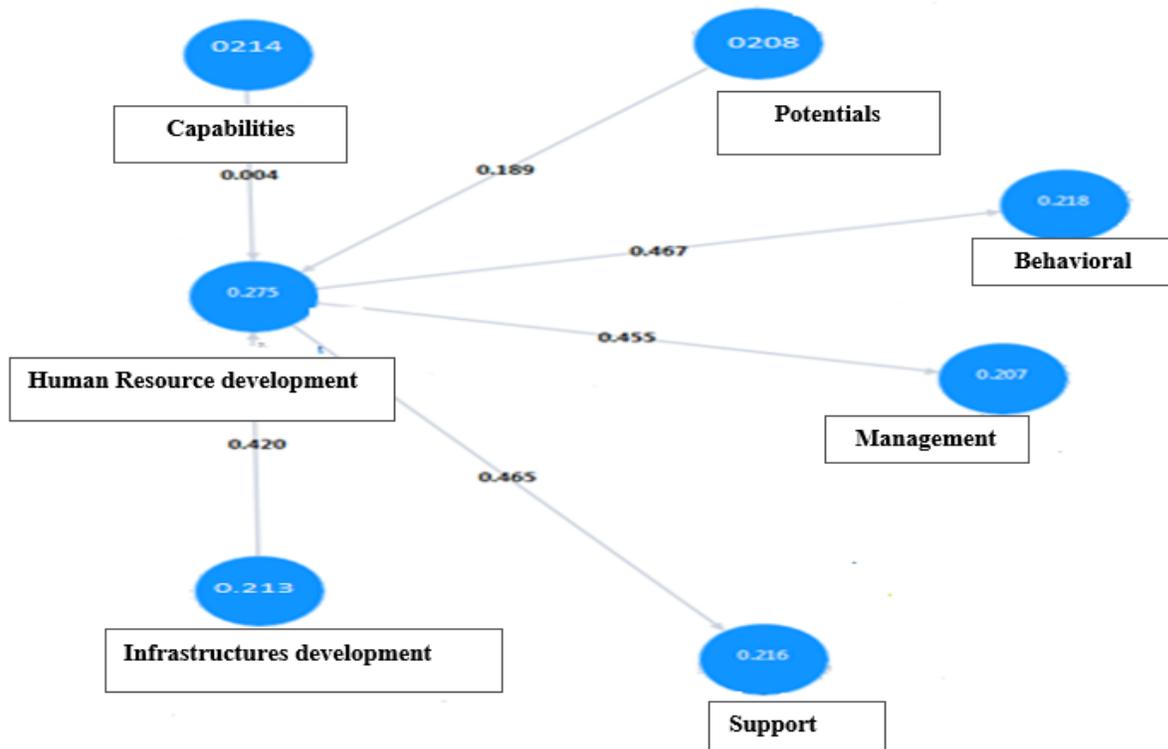
**Table 4.** Path coefficients and t-values for financial health.

<b>Hypothesis</b>	<b>Standard error</b>	<b>T-value</b>	<b>Significance level</b>
Justice-orienting_ Underlying	0.157	2.815	0.005
Organizational values_ Underlying	0.265	0.579	0.550
Underlying_ Management	0.118	5.583	0.000
Organizational values_ Management	0.278	0.045	0.962
Organizational values_ Justice-orienting	0.241	1.761	0.051
Organizational values_ Policy-making	0.231	1.625	0.042

As can be seen in the results shown in (Table 4), among the four indicators, justice-orienting factor has a significant effect (at 10% level) on organizational values. On the other hand, underlying factor has a significant impact on justice-orienting factor through which it can have a direct impact on organizational values. In addition, management factor has also a significant effect on underlying factor.

*Examination of the impact of capabilities, potentials, behavioral factor, management factor, support factor, and infrastructures' development on human resource development: Evaluation of convergent validity and separated validity.*

In order to evaluate and confirm validity and reliability, the reflective model was designed in Smart-PLS software (Chart 3).



**Chart 3:** Factor loads and path coefficients in reflective model.

Based on the results, the existing structures showed acceptable values of parameters such that in which the factor loads had values higher than 0.5, AVE values were higher than 0.5, and the values related to combined validity were also higher than 0.7 (Table 5).

According to researchers, if the values of the mentioned parameters are at an acceptable level, then the structures have an appropriate convergent validity.

**Table 5:** Values of parameters related to validity estimation of structures of the model of the impact of factors including capabilities, potentials, behavioral factor, management factor, support factor, and infrastructure development on human resource development.

<b>Variable</b>	<b>AVE</b>	<b>CR</b>
Human resource development	0.518	0.912
Capabilities	0.635	0.948
Potentials	0.846	0.913
Behavioral factor	0.517	0.841
Management factor	0.627	0.911
Support factor	0.564	0.818
Infrastructures' development	0.512	0.910

After confirmation of convergent validity, it is time to examine values of separated validity of structures. According to (Table 6), as the correlation values are all smaller than square root of AVE, thus, separated validity of structures is confirmed.

**Table 6:** Separated validity of the impact of factors of capabilities, potentials, behavioral factor, management factor, support factor, infrastructures' development on human resource development.

<b>Variable</b>	<b>Capabilities</b>	<b>Potentials</b>	<b>Behavioral factor</b>	<b>Management factor</b>	<b>Support factor</b>	<b>Infrastructures' development</b>	<b>Human resource development</b>
<b>Capabilities</b>	0.774						
<b>Potentials</b>	0.526	0.838					
<b>Behavioral factor</b>	0.663	0.571	0.729				
<b>Management factor</b>	0.479	0.531	0.639	0.931			
<b>Support factor</b>	0.449	0.672	0.358	0.192	0.956		
<b>Infrastructures' development</b>	0.248	0.357	0.528	0.527	0.189	0.479	
<b>Human resource development</b>	0.670	0.439	0.286	0.246	0.549	0.536	0.753

## **CONCLUSIONS.**

In examining the relationship between human resource development and capabilities that was approved, it can be noted that it has been a long time that organizations no longer operate based on the theory of management darkroom. According to darkroom theory, employees should be kept in the dark and be fed only with insignificant information, but given the above confirmed relationships, the emphasis is on upgrading of capabilities. In other words, each of these activities existing in the examined variables of this sub-section is considered as a dynamic capability for organization and, if realized, can create competitive advantage in the long run.

In examination of the relationship between human resource development and infrastructures' development, it can be noted that today's organizations no longer have time like past organizations; therefore, they must always update their capabilities through speed and skill, and in the current era of competition, by getting help from the key factor of advancement and development, namely, "efficient infrastructures", move one step ahead of other competitors in order to, as supportive activities, explain and draw a more complete model for achieving organizational goals; in line with this, it is necessary to pay much more attention to infrastructures' development factor.

In examination of the relationship between human resource development and management factor, it should be stated that organizations, in order to have sustainable competitive advantage, need to perform a set of strategic management processes which includes sub-sections that, taking into account the relevant variables, direct the organization and the covered network toward achieving the defined goals in their outlook, that in which case lead to achieving the goals and have a positive effect. Also, in this regard, it should be noted that management of today's organizations is very complicated due to changes and evolutions of the current world, and the solutions used to manage organizations in the past have lost their efficiency in the current knowledge-oriented century.

If, in the past, management has been done through traditional and hierarchical methods, nowadays, in order to effectively manage organizations, the structures must be transformed from hierarchical and command chain model into network structures with multiple open contingency communications. The organization should be in a dynamic and organic state, and in addition to paying attention to the internal and key relationships between the factors, should pay attention to environmental conditions and factors outside the organization.

In examination of the relationships between human resource development and behavioral factor, it should be stated that the approach in behavioral factor is about human behavior and human relationships that are combined with behavioral patterns, informal communications and certain patterns, and constitute the main content of an organization and are in fact considered living factors of the organization. Behavioral factors are inside the organization. Therefore, the main content of organization is human behavior, and human activities and behaviors are also performed in order to achieve pre-determined organizational goals.

As the organization's maturity increases, more complex dimensions of behavioral factor and more varied and specialized indicators will be needed. It is in the context of this identification that we are guided toward strategic maturity levels because the attention to the level of organization's readiness to establish strategic alignment in relation to behavioral factor is very critical in achieving human resource development.

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