

## Designing a Comprehensive Human Resources Model Based on ISO34000 Standard

**Shirin Danaei Shandiz**

Department of Educational Management, Neyshabur  
Branch, Islamic Azad University, Neyshabur, Iran

**Davod Ghoroneh**

Department of Education and Psychology, Ferdowsi  
University, Mashhad, Iran  
(Corresponding Author)  
davodghoroneh@yahoo.com

**Moslem Charabin**

Department of Educational Management, Neyshabur  
Branch, Islamic Azad University, Neyshabur, Iran

**Ahmad Akbari**

Department of Educational Management, Bardaskan  
Branch, Islamic Azad University, Bardaskan, Iran

---

Received:

**13 April 2019**

Revised:

**10 February 2020**

Accepted:

**11 May 2020**

---

**Abstract.** The aim of this study is to present a comprehensive human resources model based on ISO34000 standard at Khorasan Razavi Electricity Distribution Company. This study is mixed, sequential exploratory, and applied. The qualitative population was the experienced and scientific experts. The quantitative population was 153 managers, deputies and experts responsible for the electricity company selected with convenient random sampling method and a researcher made tool on human resources and based on ISO34000 standard in 2018-2019. In the qualitative section, open coding was used to analyze the texts to develop human resources indices based on ISO34000 standard. The results show four main components have a positive and direct impact on human resources.

**Keywords:** Human Resources; ISO34000 Standard

## 1. Introduction

Today, given the increasing importance of human resources as an important factor in organizations evolution in the era of competition, continuous development and improvement, and the preparation of human resources development plan and its pathology in organizations is inevitably important. Therefore, the key role of human resources managers is to create a healthy environment in the organization so that staff can improve and be effective and creative in the organization. The motivation, desire and interest of the staff towards continuous development and empowerment is an important condition for the human resources development and is utilized in a less harmful environment, an environment in which all developmental activities are comprehended in a human context through maintaining human's dignity. Therefore, the pathology of the current status of the organization and improving the optimal status in the human resources is important from the perspective of human resources (Mani et al., 2015). In successful organizations, human resources empowerment directly impacts their business and profitable performance and is therefore one of the competitive advantages of organizations. Human resources capabilities must be in line with the organization goals and strategy and organizations should invest on their human resources competencies in line with the competencies considered by the organizations, taking into account that conditions are constantly changing and evolving (Bagheri et al., 2016). Human resources processes are constantly evolving and new human resources competencies are developing. The organization is responsible for developing human resources. In general, it can be concluded that in order to succeed in the competition with other organizations, one must strive to attract, develop, and retain human resources. For this purpose, organizations employ different techniques to direct their human resources in line with the organization strategies (Gholipour et al., 2016, P. 27). The ISO 34000 standard is used to measure the maturity level of human resources processes and its purpose is to provide a systematic, comprehensive, and integrated review of the human resources system with a scientific approach. The ISO 34000 standard is one of the

standards employed by the companies to evaluate and upgrade human resources systems. The specific features of the standard and its hierarchy as well as the precise definition of the actions and capabilities that the organizations require for implementing and upgrading the human resources system at each level are among the most important features of this standard. Each maturity level is an evolutionary stage creating and institutionalizing a level of capabilities to improve the human resources. Each maturity stage consists of several indices and processes. Each process consists of a set of goals that, if fulfilled, can impact on the intended human resources and achieve human indices (results and attitudes of human resources). Processes consider both the capabilities required to achieve maturity at one level and the measures required to improve capabilities. When the goals of all processes are met at a maturity level, the organization attains that maturity level and enters a new level of human resources capabilities (Sedaghat, 2015). Having utilized the experts' opinion, the researcher of this paper has tried to present a suitable model for designing a comprehensive human resources model based on ISO34000 standard in Khorasan Razavi Electricity Distribution Company.

## 2. Literature review

Human resources include any person or staff working to improve their own performance and the performance of their subordinates that make a significant difference and improvement and create value for the organization (Tavakoli et al., 2018). Human resources help and support staff at sensitive points.

**Table 1.** Human resources processes of ISO 34000 standard

Maturity level	Focus	Human Resources Processes(empowerment)	Score
5. optimal	Developing human capital	Vertical alignment, audit, and human resources risk	100

Maturity level	Focus	Human Resources Processes(empowerment)	Score
		Recommendation system and continuous innovation	100
		Aligning individual, unit, and organization performance	100
		Culture management, publicizing organizational values, and ethical charter	100
		Human resources information system	100
4. advanced	Talent identification and talent endowment and power distribution in the organization	Talent management	100
		succession	100
		mentoring	100
		Team making and improving teamwork	100
		empowerment	100
3. intermediate	Improving the staff's health and professional development and growth	Reward system and thanksgiving ritual	100
		Continuous training and improvement	100
		Staff's performance management	100
		Analyzing and developing competencies	100
		Health, safety, environment, and ergonomics (green human resources management)	100
2. elementary	Managers accountability for managing and improving individuals and increasing human resources efficiency	Wage and benefits	100
		Human resource planning, recruitment and staff grading	100
		Job analysis and job grading	100
		Designing organization structure	100
		Human resources strategic planning	100
1.zero		Scattered and unstable work practices	100
		Total score of human resources processes	20000

(Source: Gholipour, 2016)

Kasiri et al. (2016) studied the factors effective in increasing human resources efficiency based on Hersey and Goldsmith model (Achio Model). Bagheri et al. (2016) reviewed the human resources strategic planning based on BSC model. The study results showed that strategic coordination among human resources strategies and macro-organizational strategies will have a significant impact on organizational performance. Failure to pay attention to the human resources in an organization is

one of the most important problems of organizations that weakens their performance. However, we have mentioned some methodological issues, such as the problem of separating human resources activities from other intrusive organizational variables, disregarding the timing of this relationship, and synchronizing different industries.

### 3. Method

Regarding the qualitative nature of the study these utilized Grounded Theory to study Khorasan Razavi Electricity Distribution Company in terms of quality variable, ISO 34000 standard human resources. In the qualitative section, due to the different views of the experts and managers and their different experiences, it was tried to utilize the opinions of the experts and faculty members based on their different educational disciplines and interview them based on their academic rank. In the quantitative section, the survey method was used to identify the constituent dimensions of the researcher-made questionnaire, to provide a comprehensive human resources model. Open coding and axial coding were done in two steps. In the inferential part, the research hypotheses were analyzed using SPSS 19 and LISREL 8.5. The results of LISREL software are used in the form of structural equation modeling.

### 4. Findings

This section first presents the qualitative analysis of the interviews. Then, using the extracted concepts, each category is categorized and finally the general categories are introduced. Following an interview with 18 experts at Khorasan Razavi Electricity Distribution Company, 296 concepts were extracted from the interviews.

**Table 2.** Results of interview content analysis and open coding

Axial phenomenon	The main component	The sub-components
	Management components	Training and development Safety and health staff relation -work Performance management
	Transparency	Collaborative culture teamwork

Axial phenomenon	The main component	The sub-components
		Human resources planning Developing job strategies
	Prediction capability	Talent management succession mentoring empowerment
	optimal	Suggestions and continuous innovation Organization ethics, values, and culture The continuous improvement of capabilities Aligning the organization performance

The KMO statistic is an index of the variables adequacy and if it is above 0.7, it would be appropriate for performing factor analysis. The Bartlett's test is also used to determine the data appropriateness; the variables must be correlated for a factor analysis model to be useful and meaningful. Table (3) shows the results of KMO and Bartlett's Tests.

**Table 3.** Values of KMO and Bartlett's tests

KMO measure of sampling adequacy		0.737
Bartlett's Test	Chi- square	58673.317
	df	5253
	Significance level	0.000

The analyzing the average of 103 factors showed the most important factors with the highest scores and the least important factors with the lowest scores which are provided in Tables 4 and 5.

**Table 4.** The most important factors affective in human resources

Row	Factors	The mean score
1	Creating a systematic and non-discriminatory sympathy program for organization families	4.7843
2	Balancing short-term pressures for production and the long-term need for professional staff growth and development	4.7843
3	the degree of accepting managers' responsibility in all aspects of the organization and having clear goals, objectives and priorities in the organization	4.7190

**Table 5.** The least important factors affective in human resources

Row	Factors	The mean score
1	possessing a set of skills necessary to achieve the goals of the team by each member	3.3660
2	providing a perfect platform for transferring institutional knowledge	3.4967
3	developing individual learning skills	3.5621

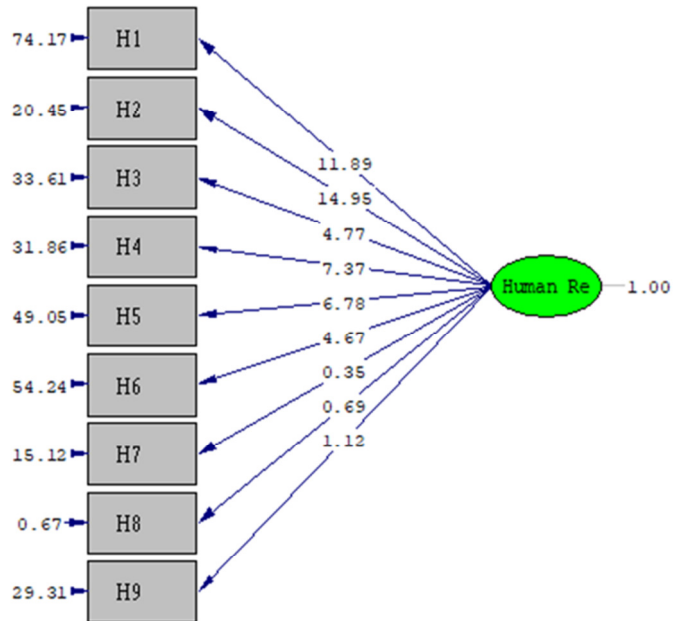
The results of exploratory analysis show that out of 101 indices, 9 main factors (dimensions) can be identified. The study identified the dimensions and their related items, and each dimension was named according to the opinion of the professors familiar with the study topic, and finally 9 dimensions were identified: education and development (H1), human resources planning (H2), talent development (H3), organization culture (H4), work- staff relation (H5), empowerment (H6), promoting staff health and their professional growth (H7), managers' responsibilities and increasing human resource efficiency (H8), and alignment of individual and organization goals (H9).

According to Table 6, all the fitness indices show that this model has a good fitness. Therefore, we conclude that the research model has high capability to measure the main research variables. Given the standardized model, the LISREL findings are reliable.

**Table 6.** The final pattern fit indices

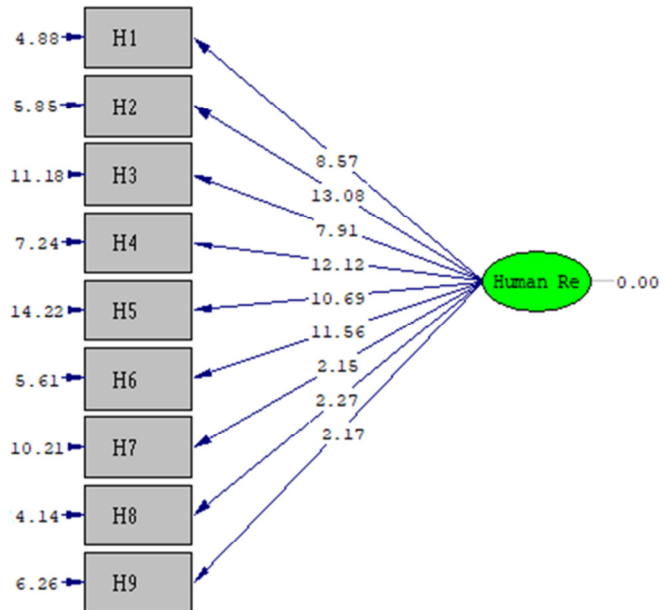
The fit indices	RMSEA	NFI	CFI	IFI	GFI	$\chi$ /df	Df	$\chi$
The final pattern	0.072	0.98	0.99	0.99	0.98	1.71	27	31.62

Fig. 1 shows the modified coefficients in the final pattern. All coefficients were more than 0.3 which shows the high significance of human resources dimensions.



Chi-Square=31.62, df=27, P-value=0.00000, RMSEA=0.072

Fig. 1. The final pattern



Chi-Square=31.62, df=27, P-value=0.00000, RMSEA=0.072

Fig. 2. T-Value of human resources dimensions



As shown in Fig. 2 all the above dimensions have a positive and direct impact on human resources.

## 5. Conclusions

The main purpose of this study was to present a model for human resources. The findings of qualitative study showed that human resources have four basic dimensions, management components (training and development; safety and health; work-staff relations; and performance management); transparency (collaborative culture; teamwork, competency development; human resources planning; and career development); prediction capability (talent management; succession; mentoring; and empowerment); optimal (continuous suggestions and innovations; ethics, values, and organization culture, continuous capabilities development, and index of aligning organization performance). In fact, according to the results of the study, in order to apply the human resources model, we need to consider the dimensions and components extracted in this study, as the most important organizational component that can be affective in firms' adaptation, survival, and development due to changes in the global economy is the capital knowledge or human resources of organizations.

## References

- Bagheri, Z., and Safai, N. (2016). Strategic planning of human resources based on BSC model. *Scientific and Academic Journal of Human Resources Management at Imam Hossein University*, Eighth Year, 3, PP. 159-181
- Gholipour, A, and Mohammad Ismaili, N. (2016). *Human resources excellence ISO 34000 standard*, Tehran, Mehraban Publishing Institute, Third Edition, pp. 27-29
- Kasiri, M. and, Kamalzadeh Hesamuddin. Investigating the effective factors on increasing human resources efficiency based on the Hersey and Goldsmith model (Achio Model), Case Study: Gas transmission operations at the district 6. *New Research in Management and Accounting*, Third Year, No. 11, pp. 89-89

- Mani, A, Joshaghani, H. (2015). Designing and validating the analysis model of human resources management system status. *Journal of Human Resources Management Research*, Imam Hossein University, Seventh Year, No.4, (Issue: 22), pp. 71-94
- Sedaghat, V. (2015). Evaluation of Hormozgan Regional Electricity staff performance based on competency model, 21st Century Management and Economics Conference
- Tavakoli, A; Hashemi, A; Sabet, A; Razeghi, S. (2018). Presenting a structural model of green human resources management based on human resources management systems, *Article 4, period 10, NO. 1-Issue 31, PP. 77-104*