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The Designing an Effective Human Resource Management Model Based on Participatory Organizational Culture in the Public Section in Iran

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Abstract

Effectiveness is one of the important topics for all managers of public sector organizations and the general disagreement about the characteristics of effective organizations is their differentiation from the point of view of their specific goals and missions and their different cultures. This research aims to fit human resource management based on participatory organizational culture in order to improve the effectiveness of organizational performance. In this research, quantitative and qualitative methods are used for collecting data. The data gathering tools are used by questionnaires and interviews. The statistical population of the study is university experts with human resource management expertise and policy experts in the field of human resource management in the administrative system of the country, and the number of statistical samples in the first stage to complete the questionnaire of 40 academic experts and in the second stage, 10 expert experts in the organization. The administrative and employment of the country has been determined by the professors of guidance. To analyze the quantitative data from the questionnaire, an algorithm for implementing the fuzzy Delphi technique was used and the content analysis technique was used to analyze the

qualitative data obtained from the interview. Finally, it can be concluded that despite the legal provisions in the public sector regarding the implementation of a committed strategy in participatory organizational culture, empowerment, teamwork and capacity development indicators should be formulated and approved in a more appropriate legal framework so that in this type of culture The effectiveness of human resource management and, ultimately, organizational effectiveness.

Introduction

In Iran, the policies and programs of reforming the administrative system of the country, which are in accordance with the law on service management of the country and the five-year development plans of the country under the general policies of the administrative system communicated by the Supreme Leader, have been drafted and communicated to the executive agencies. Transparent and clear, but executive agencies have different behaviors in enforcing the rules and implementing these policies. In many cases, justifying executives of executive agencies is the non-enforceability of these policies in their own organization. What is certain about the inability of executive agencies and the inappropriateness of policies is that the failure of implementing agencies in practice can not be achieved by ignoring organizational conditions in policies and policies. A significant part of these policies relates to the field of human resource management and one of the most important organizational conditions that should be included in policy and implementation of programs is the organizational culture associated with the conditions of each organization. In this regard, the question arises: "How should human resource management be effective in a participatory organizational culture in the Iranian public sector?" Or, in other words, if the collaborative organizational culture in a set contributes to the effectiveness of its activities, then what kind of human resource management will be useful to participatory culture, which will strengthen and decouple this culture and, ultimately, organizationaleffectiveness. To answer this question, this research, while clarifying the systems for entering, maintaining and withdrawing human resources in effective human resource management as an associated variable in participatory organizational culture as an independent variable with respect to the focus of focus and control based on Denison's organizational culture model (2008), has proposed a conceptual model of research in governmental organizations of the country in order to appropriately define and execute effective human resources systems in participatory

organizational culture in view of the degree of cultural differences in governmental organizations.

Case study

In this research, tools of the questionnaire and interview are used to collect data. The statistical population of the experts is as follows: the number of them is small and limited. According to the opinion of the professors, their number is in the first stage for the interview of 5 academic staff and for completing the questionnaire 35 academic experts and in the second stage 10 experts Certified in Government Organizations. In this research, the statistical population is the experts who are in the first stage of human resources management academic staff and in the second stage of the policy-makers of human resource management with experience in the public sector in the administrative and employment organization of the country. In addition to the related education, they have a history of executive And management in this field has been at least 15 years old and their views are collected in the form of expert interviews. The data of this research is fuzzy and in the first stage, by designing a researcher-made questionnaire based on theoretical foundations and views of the experts, a research model will be developed. Then, in the second phase, interviews with experts from the public sector of the country were extracted from their views.

Materials and Methods

In this research, the research methodology (survey), documentary study and Delphi are used. In the first step, the interviewing tools are used by experts from the fuzzy Delphi method to adapt the organizational culture and human resources strategies. To use the Fuzzy Delphi method to match the core of organizational culture and human resources strategies, experts use the questionnaire tool. The second step is the research tool, interviewing experts in the public sector.

Discussion and Results

In order to investigate the answers to the research questions and based on the research methodology, In the first, the axes of organizational culture model and human resources strategies were matched by the first level experts. so the questionnaire for conforming the above mentioned axes was matched by the second-level experts. By matching the axis and headings of the culture model Organizational and Human Resource Strategies It can be concluded that Denison's collaborative organizational culture (engagement with work) is consistent with the Bambergers' and Bashmerger's committed human resource strategies.

Conclusion

So the organization's effectiveness is achieved with the flexibility and focus of the organization within the organization, the organization must act in such a way that employees engage strongly in their work through the empowerment of employees, teamwork, and the development of organizational capabilities. Accept This increased conflict with work will strengthen a specific organizational culture (participatory culture) and, ultimately, the effectiveness of the organization.

Key Words: Effective Human Resources Management, Participatory Organizational Culture, Human Resources Entry System, Human Resources Management System and Human Resources Exit System