

Research Article

Investigating the Impact of Human Resource Strategies of the Student Selection Uniton Employee Participation in Providing Health and Treatment Services (Case Study: the Health Center of Gachsaran City)

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ABSTRACT

Skilled and efficient human resources are to be considered the most valuable asset and wealth of any organization. The issues related to human resources are among the factors that enhance human resource efficiency. The purpose of the present study is to investigate the effect of human resource strategies of the Student Selection Uniton employee participation in providing health and treatment services in the Health Center of Gachsaran City in 2013. A descriptive-survey method has been used in this study. The study population consists of all of the employees of Gachsaran Health Center with a total number of 400 employees. The reliability of the questionnaire was calculated (0.81) using Cronbach's alpha. The collected data were analyzed using SPSS software. The findings of the study showed that factors such as task-oriented strategy, developmental strategy, transformational strategy, and model-oriented strategy have a significant effect on employee participation in the health center of Gachsaran City.

Keywords: human resource strategies, employee participation

INTRODUCTION

Transcendental organizations carry out their mission and objectives by developing an organizational strategy focused on the interests of stakeholders. These organizations pay attention to, communicate with and encourage their employees in such a way that they can be motivated and committed to use their knowledge and skills for organizational interests. The organizations' goals and long-term plans are determined in their strategies, based on which organizations try to obtain and use the resources needed to maintain their competitive advantage in the market. Among the design strategies of the organization, the process of human resource strategy design is known as a process that is highly dependent on the process of designing organizational strategies. Human

resource strategy can both affect and be affected by organizational strategies. In fact, human resource strategies are the result of organizational strategies (Robbins, 2012). The successful managers of today's world attribute the success of their organization to the use of highly educated and competent people and believe that employees are the valuable assets that provide them with competitive advantage and maintain them pioneering in the competition. Therefore, considering that human resources are one of the main factors in fulfillment of organizations' missions, we have to prepare, develop and implement strategies for optimal management of this valuable resource (Bodtker, 2001). In order for businesses to be competitive, employees and products must be managed

successfully and human resource management or human resource strategies are more important than other aspects of organizational survival. Human resource strategy is critical for the effectiveness of organizations. Theorists regard the effective management of human resources as the key to organizational success, and despite the rapid movement of organizations toward technology, the role of human resources as a vital and strategic factor of organizations has been increasingly emphasized. Hence, attracting employees' satisfaction and making them more interested in their jobs and consequently achieving organizational goals are of particular importance. The proper use and management of human resource strategies can have a significant impact on employee participation and have good results for organizations (Azarinia, 2010).

The Student Selection Unit, as the most central unit in a university, plays an essential and inevitable role in providing health services and thus paves the way for employee participation in providing health care services by selecting appropriate strategies for employing effective human resources from the very beginning. This staff and organizational unit is the first and most important unit that faces the new employees and gets to know their qualifications so that can use evaluation as the most important strategy for absorbing their participation in the health care area (Ehsani, 2010). Health care services are very important for people's health and we can achieve the best results and the most fundamental findings out of it if we institutionalize in the employees the motivational factors and collaborative spirit through appropriate strategies. The researcher's experience at the Student Selection Unit also reflects the fact that considering the use of human resource strategies and expressing tasks in the field of activities through managerial solutions and expectations from employees can increase the quality of health services and result in efficient human resources at the university and consequently in its subordinate units (Saeidi, 2010). These strategies include the task-oriented strategy, the developmental strategy, the transformational strategy, and model-oriented strategy, which can encourage the newly employed staff's participation to continue their

services. Many of the employees who have been encouraged in this way during the researcher's period of services are among the most successful employees serving people in the area of health and treatment.

This research explains the role of human resource strategies of the Student Selection Unit in the employee participation rate. To account for this relationship, we have used David Hussey's four human resource strategies, that is, the Task-Oriented, Developmental, Transformational, and model-oriented strategies.

Human resource strategy

Today, human resource strategy is recognized as a key element in improving the organization's performance, and increasing the effectiveness and efficiency of the human resource management and development activities of organizations that have reached a proper level of maturity in this area. The purpose of the development and implementation of human resource strategy is to link the policies and methods of human resources with the strategic goals of human resources (Daft, 2014).

Human resource strategies are about decisions that affect the use and improvement of employees and the relationships existing between the management and those under their supervision. These strategies reflect organizations' desires about how to manage the resources (Armstrong, translated by Seyyed Mohammad Aarabi and Davoud Izadi, 2010).

Task-oriented Strategy:

The task orientation style is a behavior characterized by the manager's high tendency to determine the roles of employees. In the management using the low task orientation and low relationship orientation style, the manager is described with a minimum tendency to task orientation and the minimum tendency to the relationship orientation.

• Developmental strategy

Using this strategy, orientations seek to expand the current activities.

• Transformational strategy:

This is a conscious ethical and spiritual process that creates equal patterns of power relations between leaders and followers in order to achieve a collective goal or real transformation. Transformational leadership is the process of

creating commitment to organizational goals and empowering followers to realize those goals (Armstrong, 2010).

Many other theorists, such as Tafkler, Schwann, and Berg Kobst also suggest that today's organizations cannot stop the process and rate of the changes, but can only turn the doubts, fluctuations, and instabilities into opportunities for learning, consistency and compatibility. In order to cope with this uncertain environment and continuous changes, organizations need people in the leadership role.

Transformational Leadership is one of the leadership paradigms in organizational psychology that has been subjected to extensive research on subordinate satisfaction (Buffer, 2008).

Organization Strategy

We need to define a model in order to formulate the organization's strategy. Strategic models of various dimensions have been developed and presented by management scholars. Each one of these models has considered particular dimensions of strategic planning depending upon the circumstances and requirements as well as the researcher's view (Batcheldor, 2000). The strategies and policies of the organization are closely interrelated and determine the framework, and scope of the operational programs and projects, thus affecting all areas of the management of the organization. Although strategy is defined and analyzed in different ways and used for planning, it generally refers to the process of determining the mission, goals and objectives of the organization and adopting the flow of measures and allocation of resources essential for achieving the goals of the organization (Daft, 2014).

Participation

Participation means a person's mental and emotional involvement in a group situation which encourages and motivates them to help the group's goals, share themselves in the responsibilities of that group, and try to contribute to goal achievement in the group (Brady Gastle, 1994).

Employee participation

Employee participation refers to transfer of decision-making to the bottom levels of the organization, where the operations take place. A

comprehensive definition of employee participation involves three key components of power, information, knowledge and skills, and rewards.

Employee participation is defined as follows: "the employees' positive attitude towards the organization and its value. A collaborative employee is aware of the commercial field and works with his or her colleagues to improve his or her performance in the interests of the organization. The organization needs to strive to increase employee participation, which involves a two-way communication between the employees and the employer (Alper et al., 2000).

LITERATURE REVIEW

Ehsaniconducted a study entitled "Investigating the Relationship between Principles of Primary Health Care in Screening of Blood Pressure Disease among Citizens of Khodabandeh City," in 2011, concluding that providing appropriate and effective strategies for people's referring to health and treatment centers and attracting their participation in order to detect and control blood pressure can help promote the level of health of people with high blood pressure. In this study, providing education through the media and advertising in the public has been regarded as one of the most important strategies for attracting employee participation in identifying people with high blood pressure.

Azarini carried out a study entitled "Investigating the Role of Appropriate Educational Strategies in Raising Public Awareness about the Quality of Services in Sabzevar Health and Treatment Centers" as his Master's thesis in health and treatment services management at the Islamic Azad University of South Tehran, and came to the conclusion that the educational strategy is the most important strategy which can be used for attracting employee participation in providing health services. He showed that speech, audio, and visual media have a positive and significant correlation with employee participation attraction by 0.54, 0.43 and 0.67 respectively. This means that the greater these strategies are used to raise people's awareness of the quality of health services, the more the people will become

aware and participate in in the use of the services provided in the health and treatment centers.

Mostafapoor (2002) performed a study entitled "A survey of Attitudes of Citizens of Tehran's 7th district towards Participation in Urban Management", concluding that the citizens' participation is associated with: high feeling of ownership of the public property and the city, high belief in the commitment of urban managers, high sense of belonging to society, low level of social alienation, the number of family members, gender, and marital status.

Abbaszadeh conducted a study entitled "Investigating the Factors Affecting Citizens' Participation in the Urban Affairs of the city of Esfahan in 2008", concluding that the educational strategy is the most important strategy for attracting public participation in the provision of health and treatment services and this strategy has a significant positive association with public participation.

Brady Gastle (1994) carried out a study entitled "The Role of Employee Participation in Promoting Organizational Objectives in the Uttar Pradesh State of India", concluding that

management styles combined with organizational structure have a direct relationship with the achievement of organizational goals.

Research Objectives:

- 1- Determining the relationship between the task-oriented strategy and employee participation,
- 2- Determining the relationship between the developmental strategy and employee participation,
3. Determining the relationship between the transformational strategy and employee participation, and
4. Determining the relationship between the model-oriented strategy and employee participation.

The conceptual model of the research

The conceptual model of the research, which has been drawn by the researcher, shows the impact of human resource strategy components including the task-oriented, developmental, transformational and model-oriented strategies on employee participation.

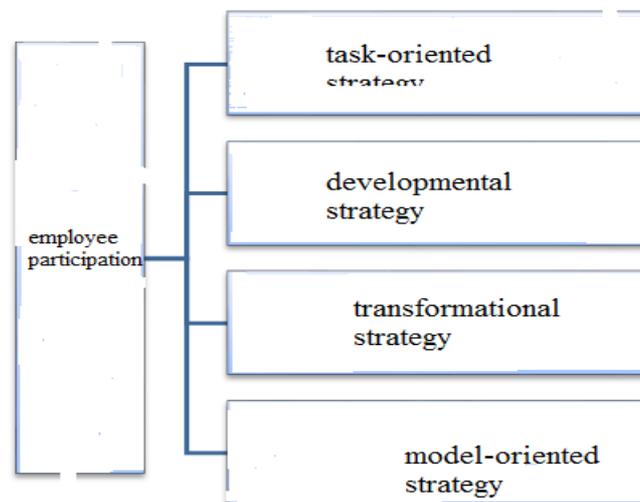


Figure 1: The conceptual model of the research

RESEARCH HYPOTHESES

- 1- There is a significant relationship between the task-oriented strategy and employee participation.
- 2- There is a significant relationship between the developmental strategy and employee participation.
- 3- There is a significant relationship between the transformational strategy and employee participation.
- 4- There is a significant relationship between the model-oriented strategy and employee participation.

METHODOLOGY

This is an applied research terms of the purpose, and a descriptive- survey type of research in terms of the data collection method. The required data have been collected from the employees of the Health Center of Gachsaran City and their statistical characteristics and their relationships were tested and described. The study population consists of the employees of the Health Center of Gachsaran City, among

whom 400 employees were selected as the sample size and the questionnaires were distributed among them and the statistical analysis was performed on them. The reliability of the questionnaire was calculated by Cronbach's alpha (0.81) method. The collected data were analyzed using both descriptive and inferential statistics, Pearson correlation coefficient and SPSS software.

Description of the demographic variables:

Information about the respondents' gender, education, and background is presented in the following tables. The following tables include information about the respondents' gender, level of education and work experience

gender	frequency	percentage
male	391	95
female	9	5
total	400	100

Table 1- Frequency in terms of gender

In terms of gender, 95 percent of the respondents were male and 5 percent of them were female.

degree	frequency	percentage
Diploma (high school degree)	15	3.75
Associate's degree	80	20
Bachelor's degree	250	62.5
Master's degree	55	13.75
PhD	0	0
total	400	100

Table 2- Frequency in terms of educational level

In terms of the level of education, 3.75 percent of the respondents had the high school diploma degree, 20 percent had the associate's degree, 62.5 percent had the bachelor's degree, and 13.75 percent had the master's degree.

Work experience (year)	frequency	percentage
2 years	30	7.5
2-5 years	50	12.5
5-10 years	130	32.5
More than 10 years	190	47.5
total	400	100

Table 3- Frequency in terms of work experience

In terms of work experience in the Health Center of Gachsaran City, all of the 400 respondents were experienced and almost 92 percent of them had a work experience over two years.

The inferential findings of the research:

Hypothesis	Dependent variable	Independent variable	b	Level of significance	number	result
1	employee participation	task-oriented strategy	0.4	0.000	400	confirmed
2	employee participation	developmental strategy	0.06	0.01	400	confirmed
3	employee participation	Transformational strategy	0.21	0.000	400	confirmed
4	employee participation	model-oriented strategy	0.171	0.01	400	confirmed

Statistical data related to the research hypotheses

First hypothesis:

Considering the significance level of zero, we conclude that the hypothesis about the relationship between the task-oriented strategy and employee participation is accepted. The impact of this variable on employee participation is 0.4. The applied research having already been conducted by Saeidi et al. (2010) identified the factors affecting human resource efficiency and ranked them using the fuzzy TOPSIS technique. The initial results of this research indicated that management factors, psychosocial factors, cultural factors, environmental factors, individual factors, and economic factors influence the human resource efficiency. The results of this research are consistent with those of the present research.

Second hypothesis:

Considering the significance level of zero, we conclude that the hypothesis about the relationship between the developmental strategy and employee participation is accepted. The impact of this variable on employee participation is 0.6. The applied research having already been conducted by Saeidi et al. (2010) identified the factors affecting human resource efficiency. The initial results of this research indicated that management factors, psychosocial factors, cultural factors, environmental factors, individual factors, and economic factors influence the human resource efficiency. The results of this research are consistent with those of the present research.

Third hypothesis:

Considering the significance level of zero, we conclude that the hypothesis about the relationship between the transformational strategy and employee participation is accepted. The impact of this variable on employee participation is 0.21. The research having already been conducted by Torres (2001) emphasized the values, attitudes and perceptions among organization members. Therefore, the environments with a common prospect provide the sense of responsibility, authority and freedom of action for individuals and groups, which results in employees' innovation. The results of this research are consistent with those of the present research.

Fourth hypothesis:

Considering the significance level of zero, we conclude that the hypothesis about the relationship between the model-oriented strategy and employee participation is accepted. The impact of this variable on employee participation is 0.171. Therefore, the health center will make better use the productivity of its staff if: the employees are aware of their role in the overall process of the organization, the employees are looking for solutions to problems and ways to identify them, individuals and teams are encouraged to reflect the actions that lead to success or failure, and the employees are encouraged to understand the views of individuals in other situations. The research conducted by Shu and Chi (2010) on more than a thousand prominent and active investment companies, entitled "System perspective of knowledge management organizational learning and organizational innovation" showed that in Economics, companies need to be up-to-date and adaptable to the current situation in order to maintain their capabilities. The results of this research are consistent with those of the present research.

CONCLUSION

In transcendental organizations, the role of human resource strategy is to create conditions in which the human resources of the organization can achieve the capability and productivity necessary to meet the goals and plans of the organization and achieve the goals and policies included in the organization's strategy, which is a sign of integration and consistency in the development of human resource strategies and organizational strategies in the sense that these organizations consider organization strategy for planning and deploying human resource strategies, and plan the human resource strategy based on their long-term goals and predetermined goals, the result of which is consistency in the optimal deployment of the resources and the coordination and association between the activities of the organization and the activities of the human resources. The main purpose of this research was to investigate the effect of the human resource strategy of the Student Selection Unit on employee participation

in the provision of health services (case study: Health center of Gachsaran City) in Kohgiluyeh and Boyer-Ahmad province in 2013. The results of the data analysis showed that there is a significant positive relationship between the components of human resource strategy (task-oriented strategy, developmental strategy, transformational strategy, and model-oriented strategy) on employee participation in the Health Center of Gachsaran City. Considering the positive impact of the components employee resource strategy (task-oriented strategy, developmental strategy, transformational strategy, and model-oriented strategy) on employee participation, it is suggested that: the health center managers strive to improve and promote learning in their organization by welcoming the challenges and changes in the organization, creating an organizational environment allowing the employees' viewpoints and giving them freedom of action in performing their duties, using the participatory decision making methods and decentralization in the decision making process, interacting with different research centers and consultants, and paving the way for the employees' access to the information that they require. In addition, They may make use of other strategies such as employing highly competent and qualified people, appointing highly talented people in the important occupations, identifying the employees' needs for succession planning management, the vertical movement (upgrading) of the employees and their horizontal movement in the organization, improving the communication networks at work, outlining the organizational goals and missions, and removing the work barriers and eliminating discrimination and inappropriate relationships among individuals in the workplace. The managers' supporting, encouraging and inviting the employees of the Health Center of Gachsaran City to participate in innovative processes and projects can also be effective.

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