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Design a Model for Human Resource Optimization in the Red Crescent Society of Yazd

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Original Article

Abstract

INTRODUCTION: Management systems mainly aim to improve human resources to increase social responsibility in the Red Crescent Society of Yazd.

METHODS: The present study is descriptive correlational research. Questionnaires were used to collect data. The statistical population is the managers and experts of the Red Crescent Society of Yazd. Network analysis and the DEMATEL technique were used in the present study.

FINDINGS: According to the results, the final weight of each sub-criteria of the model was calculated using the ANP technique. Accordingly, the sub-criterion of "spending idle time to provide services" with a normalized weight of 0.0796 has priority. Also, feeling sympathy for the deprived people, answering by phone or online during idle time, trying to satisfy associates with external rewards, performing civic duties before one's duties, Participating in social problem solving, constantly accepting new responsibilities, performing dedicated and challenging tasks, considering the interests of future generations when formulating public policies, and emphasizing ethical practice for government employees are 0.0512, 0.0446, 0.0445, 0.0445, 0.0436, 0.0373, 0.0355, 0.0342 and 0.033, respectively.

CONCLUSION: The results indicated that self-sacrifice is the first sub-criterion of sacrifice. In addition, criteria of compassion, commitment to public values, job promotion, the attractiveness of service, external and internal rewards, and work-life interface are the other priorities.

Keywords: Multi-criteria decision making, Optimization, Public service motivation.

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Introduction

The Red Crescent Society is a social system that requires a strong connection between its components and constituent elements to continue working. The present study aimed to investigate how to design a model for human resource optimization. Optimizing human resources is crucial for disaster relief organizations such as the Red Crescent Society to become an everlasting organization in society by changing many presuppositions, equations, and predictions with a wide sight and in the light of substantive rationality (1). Iranian Red Crescent Society is a non-governmental organization that is active in humanitarian aid inside the country and other parts of the world (2). Public service motivation has been created to enhance motivation in employees to provide relief (3). Duties of the Red Crescent Society in the country include: providing relief services by rescuers in case of disasters, planning and taking action to deal with accidents and public education in this field, training required relief staff and manpower, and trying to alleviate human suffering (4). Public service motivation assumes that some managers and government employees are motivated by compassion, civic duty, and self-sacrifice which are beyond self-interest (5).

Schwarz et al. indicated that human resource optimization, responsibility, legality, political loyalty, and network governance are all positively associated with the level of public service of employees and job performance (6). Belrhiti et al. concluded that leaders should reinforce human resource optimization and organizational motivation if they are to increase public services (7). Andersen et al. mentioned that motivation for sacrifice can play a key role in attracting and retaining people in providing public services (8).

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Miao et al. stated that although the relationship between human resource optimization and job performance has received more attention, limited knowledge is available about the underlying mechanisms and their effects (9). McCarthy et al. found that the results indicated a higher average in the public sector and no significant difference was observed in the effect of public service motivation on employee performance in departments; however, the motivation to provide services greatly impacts the intention to leave in the private sector (10). Therefore, the present study aimed to design a model for human resource optimization.

Methods

The present study aimed to design a model for human resource optimization in the Red Crescent Society of Yazd, Iran using multi-criteria decision-making. According to the purpose of the study, an appropriate model of network analysis has been designed in Super Decisions software based on identified criteria and sub-criteria and based on the analytical network process method (ANP) which is designed in two stages and four steps. In the first stage, the researcher tries to extract the categories (dimensions), concepts (components), and (indicators) of optimal human resources by systematically reviewing theoretical issues and presenting a proposed model. The second stage is mathematical modeling with four steps. The first step is identifying the main criteria. In the second step, the internal relationship between criteria and sub-criteria was identified using the existing research literature or models and then entered into the model using pairwise comparisons. In the ANP, this step is also passed and entered as a W22 vector in an asymmetric supermatrix. In this study, the DEMATEL technique has been used to identify internal relationships. The third step is determining general priorities for which the initial supermatrix of the network structure is formed. According to the theory of Saaty, the next step after the initial supermatrix is prioritization. The concept of normalization and the weighted average is used to determine the priority (Saaty, 2018). The weighted average will be calculated from the values of each row after normalization. The following formula is used to normalize values without using software:

$$r_{ij} = \frac{\bar{a}_{ij}}{\sum_{i=1}^{m} a\,ij}$$

In this formula, rij is the normalized entry corresponding to the entry aij in the initial supermatrix. The last step is performing a compatibility test. A comparative matrix of several options and criteria is possible to create after unifying the theories and preferences of different experts. ANP method uses a scale from 1 to 9 for relative weighting. These weightings are entered as values (supermatrix). As a result, the relationships between each criterion and the option are reflected in this matrix. In the ANP method, decision-makers and experts who have expressed their views should be tested for compatibility. This test is performed based on the consistency ratios (CR) of the consistency index (CI).

- Calculation of the weighted sum vector: The pairwise comparison matrix was multiplied by the "relative weight" column vector and the new obtained vector is called the weighted sum vector.
- Calculation of the compatibility vector: The elements of the weighted sum vector are divided by the relative priority vector, and the resulting vector is called the compatibility vector.
- Obtain λmax: The mean of the elements of compatibility vector gives the λmax.
- Calculation of consistency index: The consistency index is calculated by the formula (4):

Formula (4)

$$CI = \frac{\lambda_{\max} - n}{n-1}$$

n is the number of options in a problem.

The method of the approximate geometric mean of formula (5) is mostly used instead of calculating λmax.

Formula (5)

$$L = \frac{1}{n}\left[\sum_{i=1}^{n}(AW_i / W_i)\right]$$

- The parameter L is an approximate value of λmax.
- The AWi vector is equal to the product of the pairwise comparison matrix of the criteria multiplied by the priority vector.
- The Wi vector is the same as the criteria priority vector.

Therefore, dividing each of the entries of this vector by the corresponding entry of the Wi vector is sufficient and then the obtained values

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are added together after calculating the AWi.

The value of L is obtained by dividing the resulting number by the number of criteria (n).

- Calculation of random index: The random index is extracted from Table 2.
- Calculation of the consistency ratio: The consistency ratio is obtained by dividing the consistency index by a random index. A consistency ratio of 0.1 or less indicates consistency in comparisons. Finally, research components are prioritized using the AHP technique and a model for human resource optimization is designed by SMART-PLS software. The GoF index shows the compromise between the quality of the structural model and the measured model by formula (6) $GOF = \sqrt{\overline{AVE}} \times \sqrt{\overline{R^2}}$ in which $\overline{AVE}$ and $\overline{R^2}$ is the average of AVE and R2.

The value of the GoF index greater than 0.4 indicates model fit. In addition, the value of the fit index greater than 0.4 indicates a suitable model fit.

Statistical Population and Sample of the Research

The statistical population in the construct validity was 478 senior staff and experts of the Red Crescent Society of Yazd, Iran which was also the statistical population of the present study. Cochran's formula (1) is one of the most widely used methods for calculating statistical sample size. In the present study in which the size of the population is determined, the parameters are formulated as follows:

In this formula:

Formula (1)

$$n = \frac{NZ^2pq}{Nd^2 + Z^2pq} = \frac{(487)(1.96)^2(0.5)(0.5)}{487(0.05)^2 + (1.96)^2(0.5)(0.5)} = 215$$

n= Sample size

N= Statistical population size (487 managers of the Red Crescent Society)

t or z= Percentage of the standard error of acceptable reliability

p= Proportion of the population without a definite attribute (male population)

q (1-p) = Proportion of the population without a definite attribute (female population)

d= Degree of confidence or optimal possible accuracy

According to the abovementioned formula, if the sample size has a population gap of 0.5 means that half of the population has a certain trait and the other half does not. The value of z is usually 1.96, moreover; d can be 0.01 or 0.05. Sampling was performed at a 15% confidence level and taking into account a 5% error to minimize the error p= q= 0. 5 in the above formula. The value of p and q is considered to be 50% using the precautionary method. The instrument error is also considered 5%. Therefore, the sample size equals 215 using the above formula.

Furthermore, the population size in this study was 215 among which 132 samples were selected for distribution of the questionnaire using Cochran's formula with an error rate of 0.05.

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum s_i^2}{s_x^2}\right)$$

α = Cronbach's alpha coefficient

K = number of questions in the questionnaire

Si2 = variance of question i

Sx2 = total variance of the test

The validity and reliability of this study have been confirmed by supervisors, consultants, and management experts. After entering the data, the reliability coefficient (Cronbach's alpha) was calculated using SPSS software (Table 1). The formula (3) for calculating Cronbach's alpha is as follows:

Formula (3)

Cronbach's alpha coefficient: $\alpha = \frac{n}{n-1}\left(1 - \frac{\sum s_j^2}{s_t^2}\right)$

n= number of tests s_j^2= variance of the question s_t^2= Total variance of the test

The value of the alpha coefficient obtained from this method for questionnaire items and all questions is higher than 0.7 which indicates the high compatibility of the questionnaire.

Table 1. Calculation of Cronbach's alpha coefficient

Dimensions	Number of Questions	Cronbach's Alpha Coefficient
Total Number of Questions	25	0.824
Attractiveness of Service	13	0.845
Commitment to Public Values	3	0.835
Work-life Interface	4	0.721
External Reward	5	0.803

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Table 2. Random Index (RI)

N	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
RI	0	0	0.58	0.9	1.12	1.24	1.32	1.41	1.45	1.49	1.51	1.48	1.56	1.57	1.59

Findings

The present study has been compiled by using various software. In this study, first, the analytic network process technique and software (ANP) have been used to prioritize the main criteria through four stages. Then, the internal relations between the research criteria have been determined by the DEMATEL technique in five steps.

Based on the output of Supermatrix, the output limit of Super Decisions software is designed by the human resources optimization model in the Red Crescent Society of Yazd using SMART-PLS software. Kendall's W has been used to calculate the coordination of experts' views as presented in Table 3. Step 1: Designing the Analytic Network Process (ANP) Model

According to the purpose of the study, an appropriate model of network analysis has been designed in Super Decisions software based on the identified criteria and sub-criteria. According to this model, the analytic network process (ANP) diagram will be as shown in Table 4.

Table 3. Kendall's W

	Number of Items	Number of Experts	Degrees of Freedom	Kendall's W	P- value
First Round	31	10	30	0.319	0.001
Second Round	32	10	31	0.745	0.001

Table 4. ANP of priority of sub-criteria in Super Decisions software of symbols used in sub-criteria

Criterion	Symbol of Criterion	Sub-Criterion	Symbol of Sub-Criterion
Attractiveness of Services	C1	Admiring for contribution to the community	S11
		Participating in social-problem solving	S12
		Emphasizing public services for all people	S13
		Trying to establish common interests for all members of society	S14
Commitment to Public Values	C2	Emphasizing equal opportunities for citizens	S21
		Obliging to continuously provide services	S22
		Considering the interests of future generations when formulating public policies	S23
		Emphasizing ethical practice for government employees	S24
Work-life Interaction	C3	Spending idle time to provide services	S31
		Answering by phone or online during idle time	S32
Self-sacrifice	C4	Sacrificing for the benefit of society	S41
		Endangering personal health to help the community	S42
		Endangering personal interests to support society	S43
		Agreeing on a good plan to create a better life for the deprived people even poses a cost to the individual	S44
		Performing civic duties after one's duties	S45
Compassion	C5	Feeling sympathy for the deprived people	S51
		Feeling sympathy for those who are in trouble	S52
		Being upset about the unfair treatment of some people by others	S53
		Noticing the welfare of others	S54
External Reward	C6	Trying to satisfy associates with external rewards	S61
		Creating a pleasant work environment among associates	S62
		Trying to provide comprehensive social benefits (e.g., pensions, medical care, etc.) for all employees	S63
		Trying to provide long-term benefits (e.g., transportation service, discounts on gym memberships, etc.) for all employees	S64

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Table 4. Continued

Internal Reward	C7	Performing challenging and self-sacrificing tasks	S71
		Constantly accepting new responsibilities	S72
		Having independence in planning and decision making	S73
		Continuously gaining knowledge and professional skills	S74
Job Promotion	C8	Creating and following a job plan and promotion for all employees	S81
		Training subordinates	S82
		Following the expertise and project jobs in the organization	S83
		Accepting responsibility for the duties in the Red Crescent Society	S84
		Accepting responsibility for management duties	S85

As the opinion of more than one expert has been used in the present study; therefore, the geometric mean technique has been used to prioritize the views of experts.

Step 2: Prioritizing based on the target components in human resource optimization (W21) to design an analytic network process (ANP) model (Table 5)

First, the main criteria are compared in pairs based on the target components in human resource optimization to perform analysis.

The special vector of priority of the main criteria will be W21 based on the output of Super Decisions software.

$$W21=\begin{pmatrix}0.121\\0.139\\0.022\\0.261\\0.179\\0.096\end{pmatrix}$$

The incompatibility rate is 0.080 which indicates that pairwise comparisons are desirable. Ensuring the consistency of the comparisons is difficult when their numbers increase and this trust should be achieved by using the adjustment rate.

Based on the obtained eigenvectors:

The criterion of "self-sacrifice" with a normalized weight of 0.261 is the first priority.

The criterion of "compassion" with a normalized weight of 0.179 is the second priority.

The criterion of "commitment to public values" with a normalized weight of 0.139 is the third priority.

The criterion of “job promotion" with a normalized weight of 0.124 is the fourth priority.

The criterion of “attractiveness of services" with a normalized weight of 0.121 is the fifth priority.

The criterion of "external reward" with a normalized weight of 0.096 is the sixth priority.

The criterion of "internal reward" with a normalized weight of 0.059 is the seventh priority.

The criterion of "work-life interaction" with a normalized weight of 0.022 is the last priority.

Step 3: Pairwise comparison of sub-criteria

Pairwise comparisons have been performed in eight stages (number of criteria) in this step. At each stage, the sub-criteria for each main criterion are compared in pairs.

Step 4: Determination of the priority of attractiveness of services

The calculations performed to determine the priority of the attractiveness of services are presented in Table 6. Pairwise comparison has been done in Table 6 as this criterion consists of four sub-criteria.

Based on the obtained eigenvector:

The sub-criterion of "participating in social-problem solving" with a normalized weight of 0.351 is the first priority.

The sub-criterion of "trying to establish common interests for all members of society" with a normalized weight of 0.225 is the second priority.

The sub-criterion of "admiring for contribution to the community" with a normalized weight of 0.220 is the third priority.

The sub-criterion of "emphasizing public services for all people" with a normalized weight of 0.240 is the last priority.

The incompatibility rate of the comparisons is

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Table 5. Prioritization of key criteria based on target components in human resource optimization in analytic network process (ANP) model design

	Attractiveness of Services	Commitment to Public Values	Work-life Interaction	Dedication	Compassion	External Rewards	Internal Rewards	Job Upgrading	Geometric Mean	Eigenvectors
Attractiveness of Services	1	0.457	6.795	0.399	1.240	1.178	2.205	0.830	1.161	0.121
Commitment to Public Values	2.188	1	6.271	0.435	0.646	1.325	1.987	0.965	1.330	0.139
Work-life Interaction	0.147	0.159	1	0.126	0.183	0.149	0.301	0.151	0.209	0.022
Self-sacrifice	2.508	2.297	7.962	1	1.476	2.547	5.402	1.654	2.503	0.261
Compassion	0.807	5.468	5.468	0.678	1	3.810	3.084	0.392	1.716	0.179
External Reward	0.849	0.755	6.697	0.393	0.262	1	1.931	0.586	0.917	0.096
Internal Reward	0.453	0.503	3.326	0.185	0.324	0.518	1	0.478	0.571	0.059
Job Promotion	1.205	1.036	0.604	0.604	2.551	1.706	2.094	1	1.195	0.124

Table 6. Determination of the priority of sub-criteria in attractiveness of services

	Admiring for Contribution to the Community	Participating in Social-problem Solving	Emphasizing Public Services for all People	Trying to Establish Common Interests for all Members of Society	Geometric mean	Eigenvector
Admiring for Contribution to the Community	1	0.522	0.897	1.422	0.903	0.220
Participating in Social-problem Solving	1.918	1	1.215	1.842	1.439	0.351
Emphasizing Public Services for all People	1.115	0.823	1	0.530	0.835	0.204
Trying to Establish Common Interests for all Members of Society	0.703	0.543	1.888	1	0.921	0.225

0.0621 which is less than 0.1; therefore, the comparisons can be trusted.

Determination of the Pattern of Relationships between the Main Criteria by DEMATEL

DEMATEL has been used to reflect the interrelationships between the criteria.

Step 1: Calculation of the direct connection matrix (M)

An arithmetic mean of comments is used and a direct connection matrix or M is formed when the view of several experts is used.

Step 2: Calculation of the normal direct relation matrix: N = K*M

The sum of all rows and columns is calculated, firstly. The inverse of the largest number forms rows and columns k. Based on this, the largest number is 22.870 and all the values in the table are multiplied by the inverse of this number to normalize the matrix.

Formula 7:

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$$k = \frac{1}{\max \sum_{j=1}^{n} a_{ij}} = \frac{1}{22.870} = 0.044$$

⇨ N = 0.044*M

Step 3: Calculation of the complete correlation matrix

The identity matrix (I) is first formed to calculate the complete correlation matrix. Then the identity matrix is subtracted from the normal matrix and the resulting matrix is reversed.

Finally, the normal matrix was multiplied by the inverse matrix according to formula (8):

Formula (8)

$$T = N \times (I - N)^{-1}$$

Step 4: Display the network relations map

The threshold value must be calculated to determine the network relationship map (NRM). Partial relationships can be omitted and a network of significant relationships can be drawn in this method. Only relationships with values greater than the threshold value in the T matrix will be displayed in the NRM.

Step 5: Determination of the final priority of model criteria by ANP technique

The initial (unbalanced) supermatrix, the balanced supermatrix, and the limit supermatrix must be calculated to determine the final priority of the model criteria with the ANP technique. The final priority of the sub-criteria is represented in Table 7 by adapting the limit matrix.

Therefore, according to the calculations, the final weight of each of the model sub-criteria has been calculated by the ANP technique. According to this:

The sub-criterion of "spending idle time to provide services" with a normalized weight of 0.0796 is the first priority.

The sub-criterion of "feeling sympathy for the deprived people" with a normalized weight of 0.0512 is the second priority.

The sub-criterion of "answering by phone and online during the idle time" with a normalized weight of 0.046 is the third priority.

The sub-criterion of "trying to satisfy associates with external rewards" with a normalized weight of 0.045 is the fourth priority.

The sub-criterion of "performing civic duties before one's duties" with a normalized weight of 0.045 is the fifth priority.

The sub-criterion of "participating in social-problem solving" with a normalized weight of 0.036 is the sixth priority.

The sub-criterion of "constantly accepting new responsibilities" with a normalized weight of 0.0333 is the seventh priority.

The sub-criterion of "performing challenging and self-sacrificing tasks" with a normalized weight of 0.0355 is the eighth priority.

The sub-criterion of "considering the interests of future generations when formulating public policies" with a normalized weight of 0.0342 is the ninth priority.

The sub-criterion of "emphasizing ethical practice for government employees" with a normalized weight of 0.033 is the tenth priority.

Human resource optimization model design: In this section, confirmatory factor analysis was conducted using SMART-PLS software based on the output matrix of Super Decisions software which is to design a human resource optimization model.

Diagram (1) indicates the research model in the absolute value of significant coefficients (t-value). According to this model, all load factors are greater than 0.4. Therefore, these indicators remain in the model.

According to this model, all t-values are greater than 1.96. The results indicate that all load factors are significant at a 95% confidence level. Table 8 presents the validity and reliability indicators for all research variables.

Discriminant validity is also considered in the present study which means that the markers of each structure ultimately provide a suitable separation in terms of measurement relative to other structures in the model. All studied structures were found to have an average variance extracted higher than 0.5. Composite reliability and Cronbach's alpha were used to evaluate the reliability of the questionnaire and the reliability of these indices is confirmed if they are higher than 0.7. All these coefficients are higher than 0.7 which indicates that the measuring instrument is reliable. The GoF index shows the compatibility between the quality of the structural model and the measured model of formula (9) which is equal to (Formula 9)

$GOF = \sqrt{\overline{AVE}} \times \sqrt{\overline{R^2}}$ in which AVE and R^2 are the means of AVE and R2. GoF value index higher than 0.4 indicates the model fit. Simply

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Table 7. Final priority of sub-criteria

Sub-Criterion	Symbol of Sub-criterion	Final Weight	Ranking
Admiring for contribution to the community	S11	0.0273	17
Participating in social-problem solving	S12	0.0436	6
Emphasizing public services for all people	S13	0.0253	22
Trying to establish common interests for all members of society	S14	0.028	15
Emphasizing equal opportunities for citizens	S21	0.0241	25
Obliging to continuously provide services	S22	0.0315	11
Considering the interests of future generations when formulating public policies	S23	0.0342	9
Emphasizing ethical practice for government employees	S24	0.033	10
Spending idle time to provide services	S31	0.0796	1
Answering by phone or online during idle time	S32	0.0446	3
Sacrificing for the benefit of society	S41	0.0293	13
Performing civic duties after one's duties	S42	0.0445	5
Endangering personal interests to support society	S43	0.0196	29
Agreeing on a good plan to create a better life for the deprived people even poses a cost to the individual	S44	0.0194	31
Endangering personal health to help the community	S45	0.0182	32
Feeling sympathy for the deprived people	S51	0.0512	2
Feeling sympathy for those who are in trouble	S52	0.0211	28
Being upset about the unfair treatment of some people by others	S53	0.027	20
Noticing the welfare of others	S54	0.0264	21
Trying to satisfy associates with external rewards	S61	0.0445	4
Creating a pleasant work environment among associates	S62	0.0297	12
Trying to provide comprehensive social benefits (e.g., pensions, medical care, etc.) for all employees	S63	0.0232	26
Trying to provide long-term benefits (e.g., transportation service, discounts on gym memberships, etc.) for all employees	S64	0.0273	18
Performing challenging and self-sacrificing tasks	S71	0.0355	8
Constantly accepting new responsibilities	S72	0.0373	7
Having independence in planning and decision making	S73	0.0283	14
Continuously gaining knowledge and professional skills	S74	0.0229	27
Creating and following a job plan and promotion for all employees	S81	0.0274	16
Training subordinates	S82	0.0271	19
Following the expertise and project jobs in the organization	S83	0.0249	23
Accepting responsibility for the duties in the Red Crescent Society	S84	0.0195	30
Accepting responsibility for management duties	S85	0.0244	24

Table 8. Validity and reliability indicators of the final model of human resource optimization of construct validity

Hidden Variables	AVE	CR	R2	Cronbach's Alpha	$\sqrt{AVE}$	$\sqrt{R^2}$	GOF
Human resource optimization	0.561	0.912		0.900			
Attractiveness of Services	0.527	0.713	0.661	0.723			
Commitment to public values	0.521	0.811	0.652	0.788			
Work-life interaction	0.684	0.812	0.327	0.738			
Self-sacrifice	0.526	0.782	0.674	0.749	0.754	0.737	0.555
Compassion	0.592	0.794	0.522	0.758			
External reward	0.591	0.852	0.530	0.769			
Internal reward	0.522	0.708	0.552	0.799			
Job Promotion	0.588	0.757	0.429	0.714			

put, if the GOF is more than 0.4 of the data in this study, it has a good fit with the factor structure and theoretical foundation of the research which indicates that the questions are in line with theoretical structures for designing a human resource optimization.

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Discussion and Conclusion

The results of the study indicated that self-sacrifice is the first criterion in prioritizing human resource optimization the greater the sacrifice of individuals and the higher the self-sacrificing spirit will reduce casualties which is consistent with the study conducted by Adhami et al. (2019). The results of the final priority of each of the model sub-criteria with the ANP technique revealed that the sub-criterion of spending idle time to provide service is the first priority which is in line with the study of Salehi which stated that health care providers can provide better services by increasing the ethics of their employees while increasing their organizational commitment. Prioritizing criteria of human resources optimization in the Red Crescent of Yazd are self-sacrifice, compassion, commitment to public values, job promotion, the attractiveness of services, external reward, internal reward, and work-life interaction. In addition, the results of the final priority of each of the sub-criteria of the model with the ANP technique presented that the sub-criterion of spending idle time to provide services is the first priority. The sub-criteria of feeling sympathy for deprived people, answering by phone or online during idle time, trying to satisfy associates with external rewards, performing civic duties before one's duties, participating in social-problem solving, considering the interests of future generations when formulating public policies, performing challenging and self-sacrificing tasks, constantly accepting new responsibilities and emphasizing ethical practice for government employees are the other priorities.

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Conflict of Interests

None

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