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Designing an Excellence Pattern for Effective Human Resources in the Oil Industry

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Abstract: The purpose of this study was to design an effective human resource excellence model in the oil industry. The statistical population of the study consisted of two groups: the first group consisted of experts familiar with human resources management and the second group included experts in the field of Iranian oil industry. The research method was descriptive-survey. Data collection was done using Human Resources Excellence Questionnaire and Organizational Effectiveness. Data were analyzed by SPSS version 21, 17.8.8, MINITAB and LISREL. The results indicate that there is a meaningful relationship between the strategies and dimensions of human resources with the components of effectiveness in the oil industry. There is a meaningful relationship between the processes and its dimensions with the components of effectiveness in the oil industry. There is a meaningful relationship between the empowerment and its dimensions with the components of effectiveness in the oil industry.

Keywords: human resource excellence, effectiveness, oil industry

INTRODUCTION

The newest approach for evaluation of an organization's human resources areas is the human resource excellence approach. This approach uses the best indicators in the human resources related areas of an organization (Yarovo, 2017). In other words, the model of human resource excellence provides a comprehensive framework of central values, criteria and superior indicators in all aspects of human resources of an organization so that through them using continuous evaluating of activities, processes and results of human resources, it is possible to identify and plan the strength points and areas for the improvement of an organization (McLean, 2018). Therefore, human resource excellence is a very effective framework that can guide companies and organizations in the field of human resources to human resource excellence. Models of human resource excellence were created in the 1950s (Dawson, 2017). These models were able to provide a suitable framework for human resource management in the competitive environment of the organization by modeling on the experiences of prominent companies all over the world (Vosoughi, 2009).

From a strategic management perspective, companies' human resources in order to respond to customer needs in a timely manner must have a sufficient number of human resources with appropriate skill levels and capacities. Based on the assumptions of the resources-based view, the type of human capital of the company should be scarce in the labor market in order to create a sustainable competitive advantage for the company (Sepahvand, 2014). In this regard, top managers believe that by creating models of human resource excellence, healthy competition can be created in the path of excellence of companies, organizations and firms to actually see the growth and prosperity of their human resources (Talei, 2010).

Research Questions

1. What is the relationship between the model of human resource excellence and the components of effectiveness in the oil industry?
2. What is the validity of the human resource excellence model using the components of effectiveness in the oil industry?

LITERATURE REVIEW

Hassanzadeh et al. (2012) conducted a research on "Assessing the level of organizational excellence using the EFQM model: a case study of the National Library of the Islamic Republic of Iran". The findings showed that the EFQM organizational excellence model is a suitable model for self-assessment of libraries and identification of strengths and areas that need to be improved.

Majdi and Mohammadi (2016) in their article entitled "A study of the relationship between social capital and individual effectiveness of bank employees (Case study: employees of state banks (public banks) in Sanandaj)" concluded that the correlation between social capital and individual effectiveness is equal to 0.458 and the independent variable of "social capital" only explains about 21% of changes in employee personal effectiveness. Regarding the dimensions of social capital, the results show that "social trust" has the highest correlation coefficient (0.416) and impact factor (0.291) on individual effectiveness, and in the next priorities, the variables of exchange ideas and cooperating norms are placed respectively.

Mirkamali et al. (2016) conducted their research entitled "Explaining the role of human resource excellence strategies on employee organizational commitment." The results showed that the status of human resource excellence strategies in the company departments was not different from each other, but the organizational commitment of the employees of the Safety and Health Management Department was different from the Human Resources Management Department.

Amozadeh et al. (2017) conducted a study entitled Establishment of Human Resources Excellence Model, a Step towards Productivity and Organizational Excellence in the National Petrochemical Company. The final model has 12 empowerment criteria in two areas of results and each of the empowerment criteria is consisted of four or five sub-criteria. Also, this model has five central values including: 1- Strategic leadership, 2- Communication participation and motivation, 3- Learning, development and continuous improvement, 4- Social responsibility and work ethic, 5- Focus on results and value creation.

Lutans (2017) conducted a study entitled "Designing a Model of Human Resource Excellence in Irish Government Organizations Using the Fuzzy Delphi Technique". The model of human resource excellence is designed in four dimensions, 19 components and 52 criteria and is presented as a proposed model for human resource pathology and the National Award for Human Resource Excellence in Irish government agencies.

Beer (2018) conducted a study entitled "Implementing the Model of Human Resource Excellence and Improving the Productivity of Manpower Research in the Russian Oil Refining Company". The results of the hypothesis test confirm the positive relationship between the implementation of the human resource excellence model and the improvement of human resource productivity in the Russian Oil Refining Company.

Ishimaru and Galloway (2014) reviewed a study entitled "Beyond Individual Effectiveness: Organizational Leadership Conceptualizing for Stocks". In this study, we provide a conceptual framework of balanced leadership performance that describes three factors accelerating organizational growth in 10 fair actions of the above leverage designed to reduce discrimination and differences for non-dominant students.

Dubois et al. (2015) conducted a study entitled "Explaining the relationship between managers 'competence with individual effectiveness of employees in government organizations". The results showed that there is a direct and significant relationship between managers' competence and its components with individual effectiveness of government employees, so that the principle of meritocracy is identified as a basic principle in the mentioned organizations.

McTaggart (2016) conducted a study entitled The Impact of Managers' Competence on Improving Individual Employee Effectiveness in Stockholm Government Offices. The results of this study showed that the competence of managers has a positive and significant effect on improving the individual effectiveness of employees in government offices in Stockholm.

David (2018) conducted a study entitled "The study of the relationship between managers' strategic intelligence and the effectiveness of Irish government employees". The results of this study showed that there is a positive and significant relationship between managers' strategic intelligence and the effectiveness of Irish government employees.

Research Method

In the present study, the research method is descriptive and correlational. In terms of purpose, this research is applied and developmental that through field research the data has been collected.

The present research process consisted of 4 steps and 16 actions. The statistical population of the present study consists of two groups, the first group includes experts familiar with the field of human resource excellence, whose number is unknown and are scattered throughout the country and their selection is selective. The second group includes employees working in The National Company of Southern Oilfields (3684 people), which are working in Khuzestan province, according to Cochran's formula, 351 of them were selected as a sample. In order to select a proper sample from the community of experts and university professors, selective non-random sampling method has been used. Based on this, 30 people were selected from the community of experts and university professors who had the necessary criteria to be included in the sample. Given that in this study, the

National Company for the South Oilfields (3684 people) do not have the same number of employees, each department should share as much in the sample as it does in the statistical community. To determine the sample size using the Cochran's formula, 351 employees are selected as the research sample, which uses random stratified sampling method commensurate with the stratified size. The data collection tools are: questionnaire, interview, observation, survey, document review and case studies. Ancillary data is data that has been collected and used by previous research for other purposes and can be used in existing research. In this study, two methods have been used to determine the validity. The first method of content validity of the questionnaires of the present study was first reviewed and approved by 20 experts in terms of face and conceptual validity, and then to assess its content validity, the content validity ratio or CVR method was used. The second method is the construct validity, which is used for the accuracy of the measurement, scale or test in measuring the desired feature. Factor analysis method is used to assess the construct validity. In this study, Cronbach's alpha was used to examine the internal consistency of the test. Considering that the alpha coefficient of both questionnaires is more than 0.7, it can be concluded that the human resources excellence questionnaire and the effectiveness questionnaire have acceptable reliability.

In the present study, both field and library methods were used to collect data. In this research, after data editing, coding and data entry, two methods of descriptive and inferential statistics and SPSS software version 21, MINITAB version 17 and LISREL version 8.8 have been used to analyze the data. Using frequency tables and column charts, a description of the status of demographic indicators and research hypotheses is provided. Then, in order to test the research hypotheses, exploratory factor analysis tests were used to find the components of human resource excellence, and a one-sample t-test was used to examine the status of effectiveness variables. In order to find the characteristics of the effective human resources excellence model, confirmatory factor analysis has been used and to measure the validity of the effective human resources excellence model, structural equation modeling has been used.

Research Findings

The relationship between Human Resource Excellence Model and Effectiveness Components

Question 1: Is there a relationship between the model of human resource excellence and the components of effectiveness in the oil industry?

The final structural equation model has been used to measure the relationship between the two main research structures (human resource excellence and effectiveness). The final model is presented in (Figure 1). This model is based on the output of LISREL software.

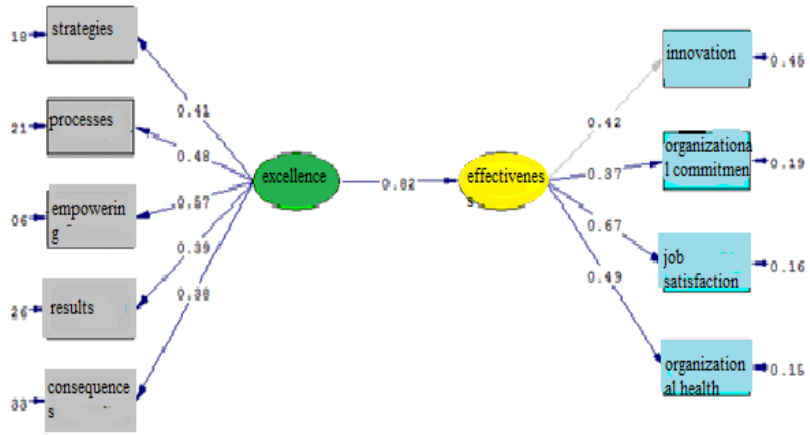

Figure 1. The Results of Confirming Final Model of the relationship between the Research Main Structures

The results of measuring the significance of the model data are also presented in (Figure 2) and (Table 1).

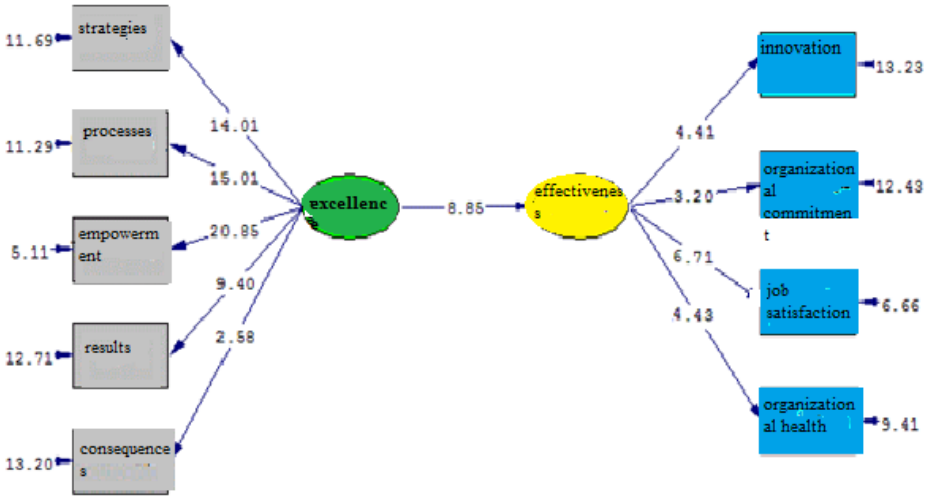

Figure 2. t-Value Statistic of the Results of Confirming the Final Model of the Relationship between Main Research Structures

Table 1. Studying the Main Research Hypotheses

Main hypotheses	Path coefficient	T statistic	Result
The relationship between human resource excellence and effectiveness components	0.82	8.85	Confirmed hypothesis

Question 2: How credible is the model of human resources excellence using the components of effectiveness in the oil industry?

To examine the above questions and hypotheses, the assumptions of structural equations are first examined and confirmed.

The output of LISREL software indicates the appropriateness of the proposed research model, so that the root mean square error of approximation (RMSEA) is 0.041, the normalized chi-square value (CMIN / DF) is 1.975, and the value of Goodness of Fit Index (GFI) is equal to 0.96. Other indicators for fitting the proposed research model are given in (Table 2).

Table 2. Other Indicators for Fitting the Research Proposed Model

Indicator	The reported value	The acceptable limit (bound)
Root mean square error of approximation (RMSEA)	0.041	≤ 1
Normalized chi-square (CMIN/DF)	1.975	≤3
Goodness of fit index (GFI)	0.96	≥ 0.9
Adjusted goodness of fit index (AGFI)	0.974	≥ 0.9
Comparative fit index(CFI)	0.996	≥ 0.9
Normalized fit index (NFI)	0.992	≥ 0.9
Tucker-Lewis index (TLI)	0.995	≥ 0.9
Incremental fit index (IFI)	0.992	≥ 0.9

The final structural equation model has been used to measure the relationship between the dimensions of human resource excellence and effectiveness components. The final model is presented in (Figure 3). This model is based on the output of LISREL software.

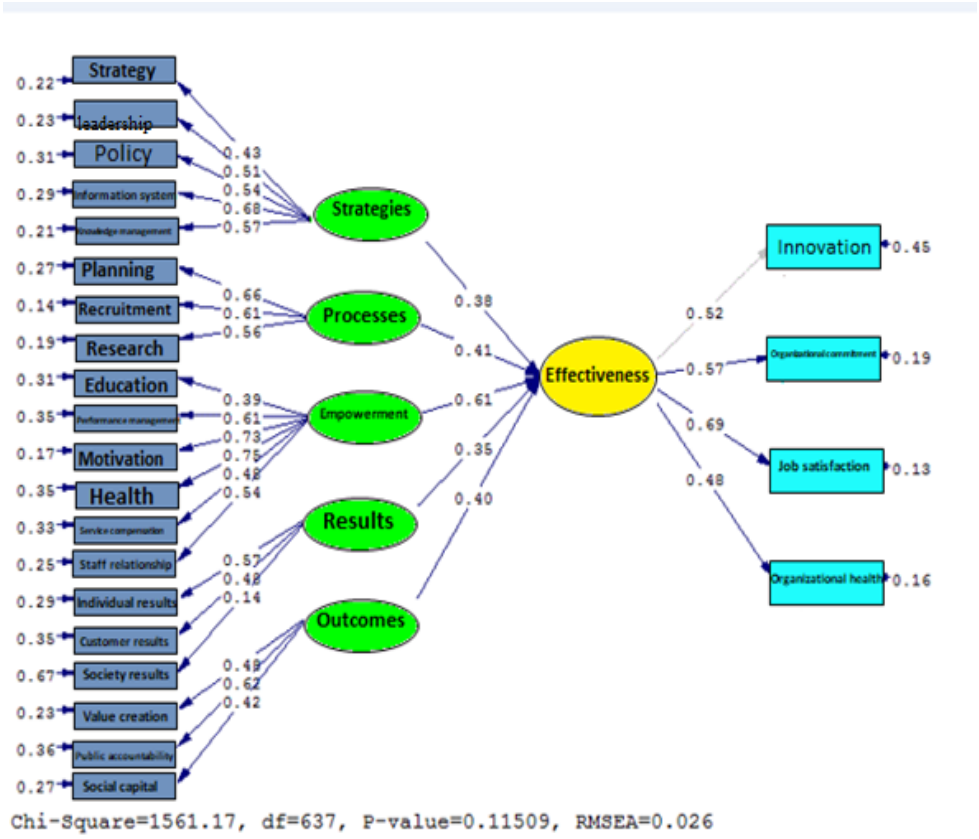

Figure 3. Confirmation Results of the Final Model of the Relationship between the Dimensions of Human Resource Excellence and Effectiveness components

The results of measuring the significance of the model data are also presented in (Figure 4).

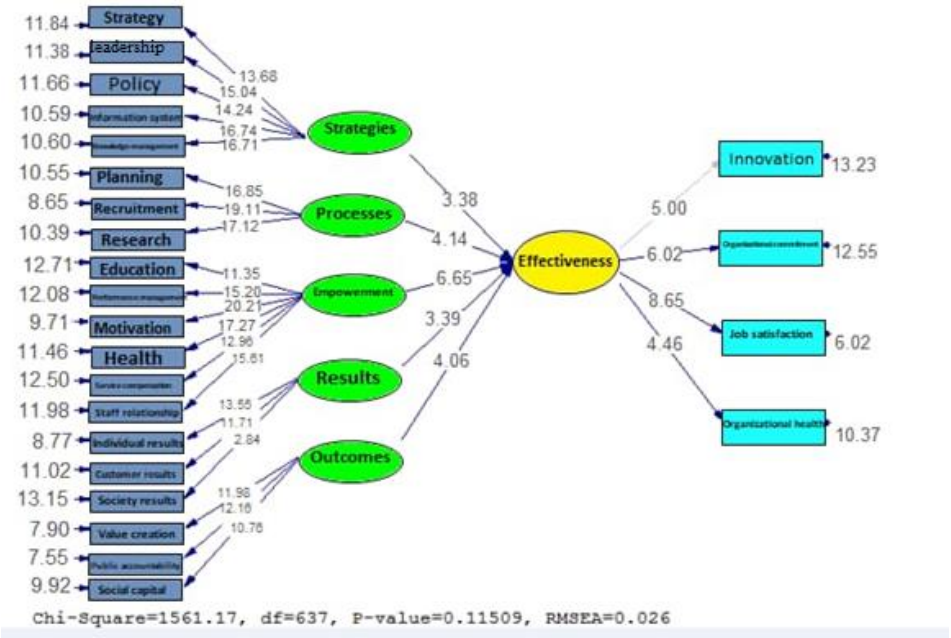

Figure 4. t-Value Statistic of the Final Confirming Results of the Relationship between Human Resource Excellence and Effectiveness Components.

Furthermore, the output of LISREL software indicates the appropriateness of the proposed research model, so that the root mean square error of approximation (RMSEA) is equal to 0.026, the value of the normalized chi-

square (CMIN / DF) is equal to 2.451 and the value of goodness of fit index (GFI) is equal to 0.991. Other indicators for fitting the proposed research model are listed in (Table 3).

Table 3. Studying the Fit Indicators of the Proposed Research Model

Indicator	The reported value	The acceptable limit (bound)
Root mean square error of approximation (RMSEA)	0.026	≤1
Normalized chi-square (CMIN/DF)	2.451	≤3
Goodness of fit index (GFI)	0.991	≥ 0.9
Adjusted goodness of fit index (AGFI)	0.931	≥ 0.9
Comparative fit index(CFI)	0.946	≥ 0.9
Normalized fit index (NFI)	0.916	≥ 0.9
Tucker-Lewis index (TLI)	0.939	≥ 0.9
Incremental fit index (IFI)	0.945	≥ 0.9

The final structural equation model has been used to measure the relationship between strategies and effectiveness components. The final model is presented in (Figure 5).

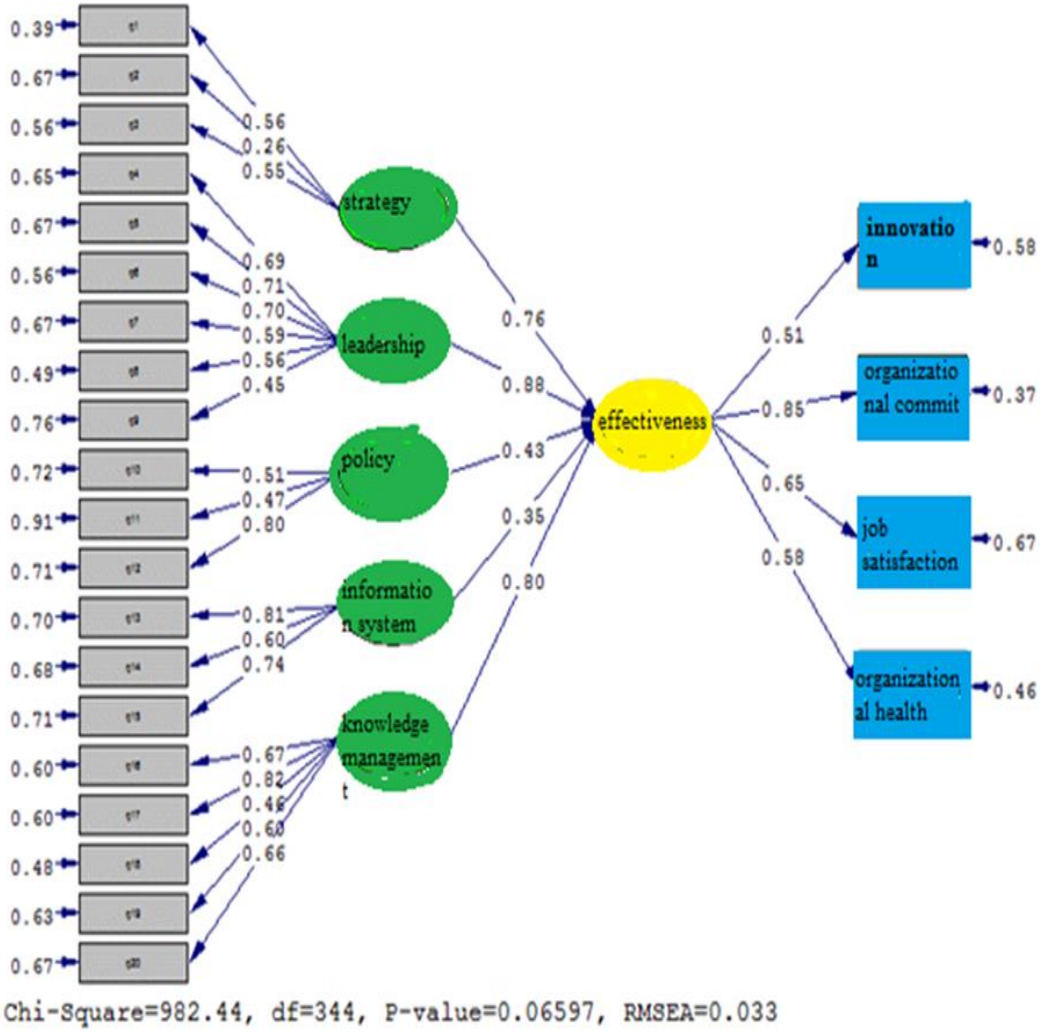

Figure 5. The Results of Confirming Final Model of the Relationship between Strategies and Effectiveness Components

The results of measuring the significance of the model data are also presented in (Figure 6).

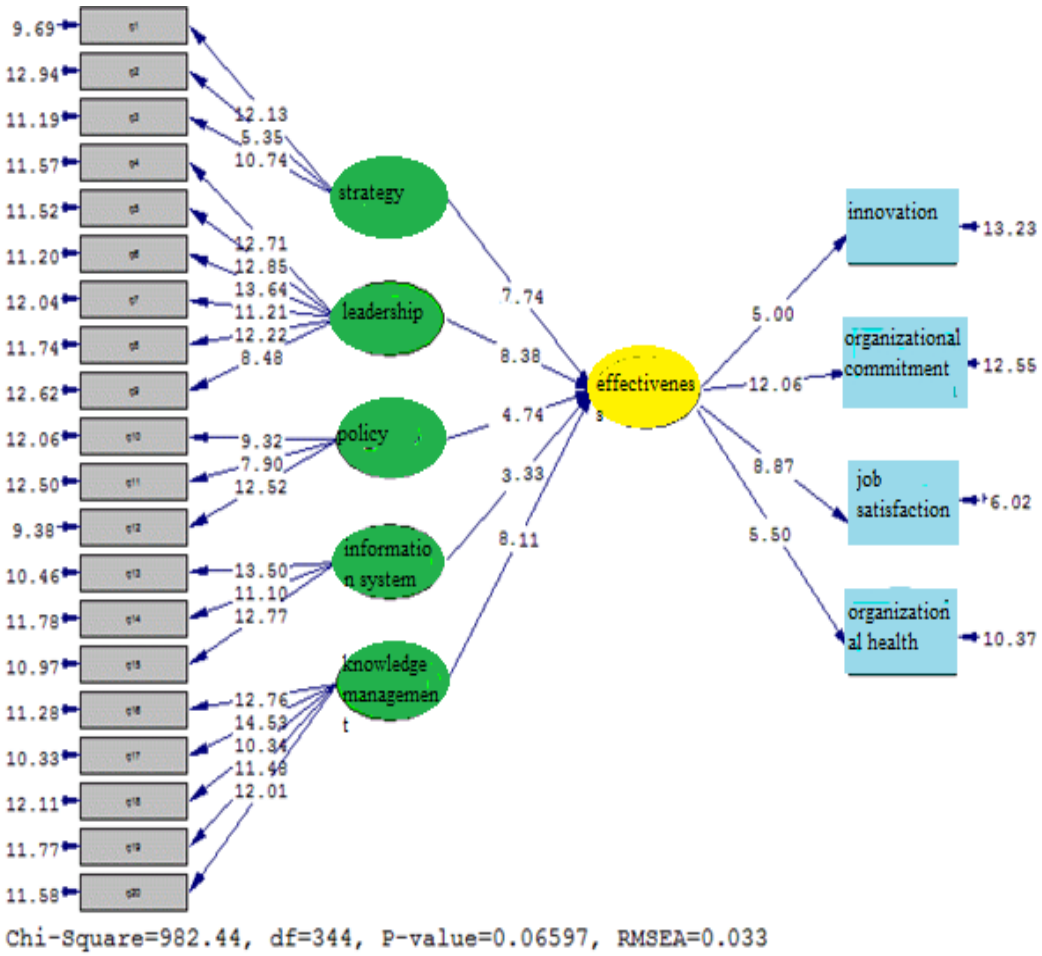

Figure 6. t-Value Statistic of the Results of Final Model Confirmation of the relationship between Strategies and Effectiveness Components

Moreover, the output of LISREL software indicates the appropriateness of the proposed research model, so that the root mean square error of approximation (RMSEA) is equal to 0.033, the value of the normalized chi-square (CMIN / DF) is equal to 2.856 and the value of Goodness of Fit Index (GFI) is equal to 0.948. Other indicators for fitting the proposed research model are listed in (Table 3).

Table 3. Studying Fit Indicators of the Research Proposed Model

Indicator	The reported value	The acceptable limit (bound)
Root mean square error of approximation (RMSEA)	0.033	≤ 1
Normalized chi-square (CMIN/DF)	2.856	≤3
Goodness of fit index (GFI)	0.948	≥ 0.9
Adjusted goodness of fit index (AGFI)	0.961	≥ 0.9
Comparative fit index(CFI)	0.951	≥ 0.9
Normalized fit index (NFI)	0.923	≥ 0.9
Tucker-Lewis index (TLI)	0.947	≥ 0.9
Incremental fit index (IFI)	0.931	≥ 0.9

The final structural equation model is used to measure the relationship between processes and effectiveness components. The final model is presented in (Figure 7).

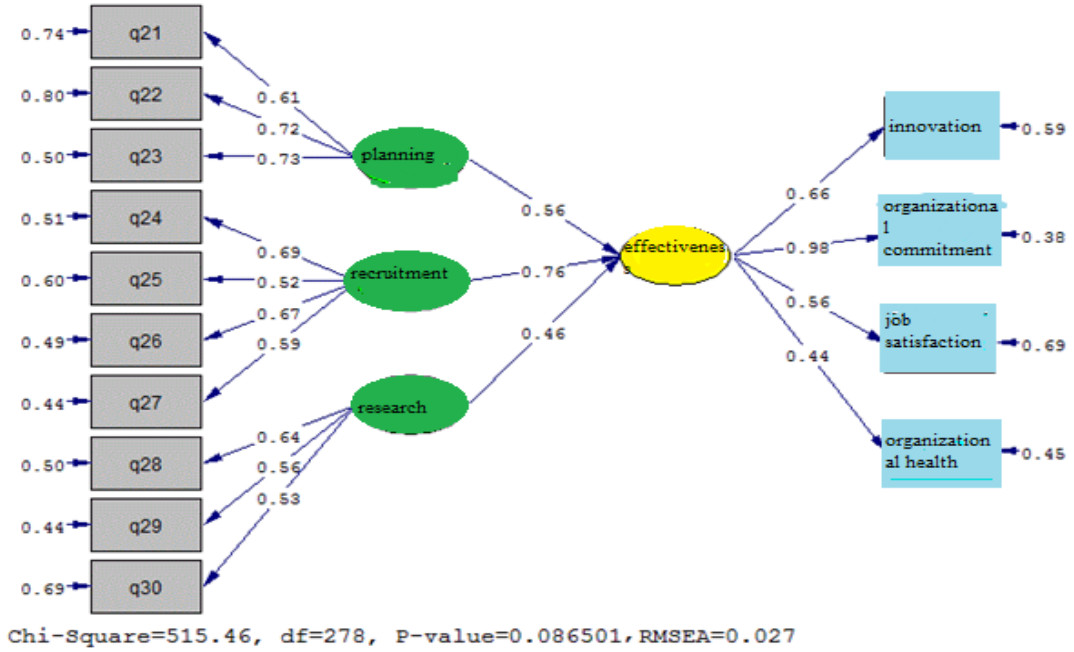

Figure 7. The Final Model Confirmation Results of the Relationship between Processes and Effectiveness Components

The results of measuring the significance of the model data are also presented in (Figure 8).

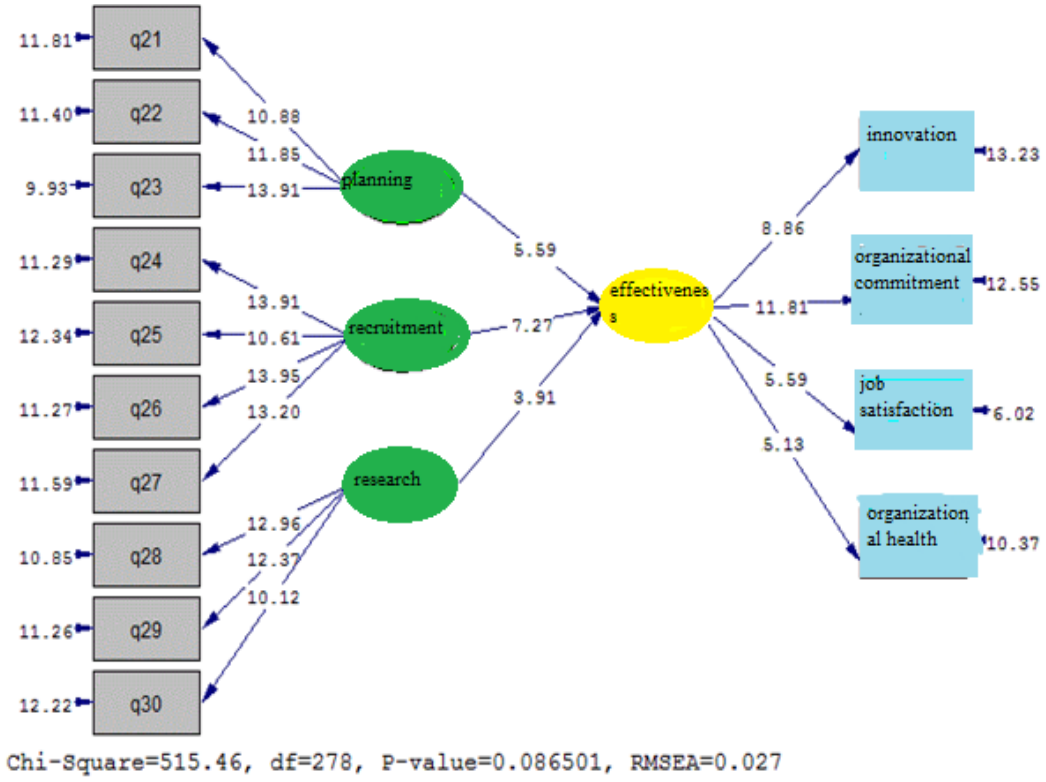

Figure 8. The results of measuring the significance of the model data are also presented

Furthermore, the output of LISREL software indicates the appropriateness of the proposed research model, so that the root mean square error of approximation (RMSEA) is equal to 0.027, the value of the normalized chi-square (CMIN / DF) is equal to 1.854 and the value of goodness of fit index (GFI) is equal to 0.93. Other indicators for fitting the proposed research model are listed in (Table 4).

Table 4. Studying the Fit Indicators of the Research Proposed Model

Indicator	The reported value	The acceptable limit (bound)
Root mean square error of approximation (RMSEA)	0.027	≤ 1
Normalized chi-square (CMIN/DF)	1.854	≤3
Goodness of fit index (GFI)	0.93	≥ 0.9
Adjusted goodness of fit index (AGFI)	0.95	≥ 0.9
Comparative fit index(CFI)	0.94	≥ 0.9
Normalized fit index (NFI)	0.93	≥ 0.9
Tucker-Lewis index (TLI)	0.95	≥ 0.9
Incremental fit index (IFI)	0.94	≥ 0.9

The final structural equation model has been used to measure the relationship between the enablers (empowerments) and the effectiveness components. The final model is presented in (Figure 9).

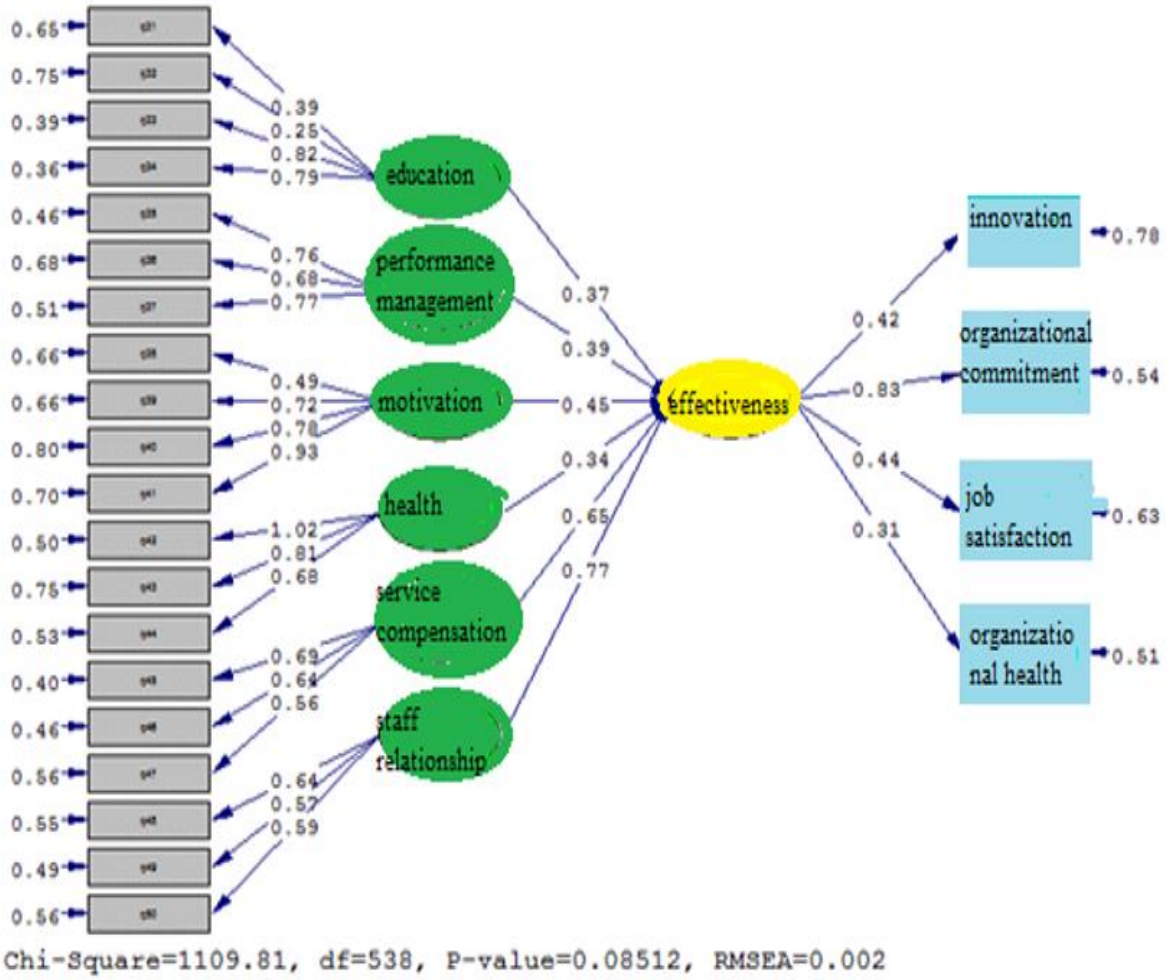

Figure 9. The Final Model Confirmation Results of the relationship between Empowerments and Effectiveness Components

The results of significant measurement of model data are also presented in (Figure 10).

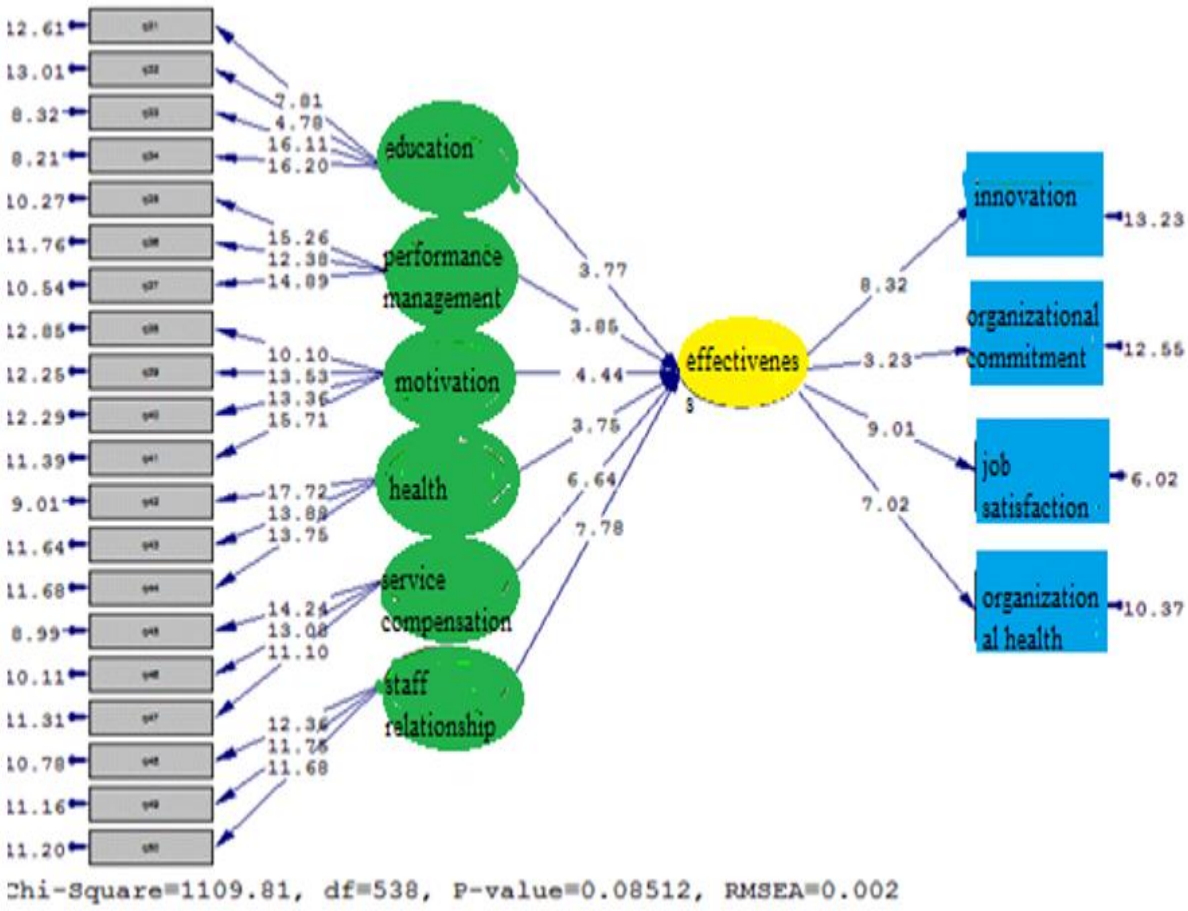

Figure 10. t-Value Statistic of the Results of Confirming the Final Model of the relationship between Empowerments and Effectiveness Components

Furthermore, the output of LISREL software indicates the appropriateness of the proposed research model, so that the root mean square error of approximation (RMSEA) is equal to 0.002, the value of the normalized chi-square (CMIN / DF) is equal to 2.062 and the value of goodness of fit index (GFI) is equal to 0.95. Other indicators for fitting the proposed research model are listed in (Table 5).

Table 5. Studying the Fit Indicators of the Research Proposed Model

Indicator	The reported value	The acceptable limit (bound)
Root mean square error of approximation (RMSEA)	0.002	≤ 1
Normalized chi-square (CMIN/DF)	2.062	≤3
Goodness of fit index (GFI)	0.94	≥ 0.9
Adjusted goodness of fit index (AGFI)	0.95	≥ 0.9
Comparative fit index(CFI)	0.96	≥ 0.9
Normalized fit index (NFI)	0.95	≥ 0.9
Tucker-Lewis index (TLI)	0.95	≥ 0.9
Incremental fit index (IFI)	0.95	≥ 0.9

The final structural equation model is used to measure the relationship between results and effectiveness components. The final model is presented in (Figure 11).

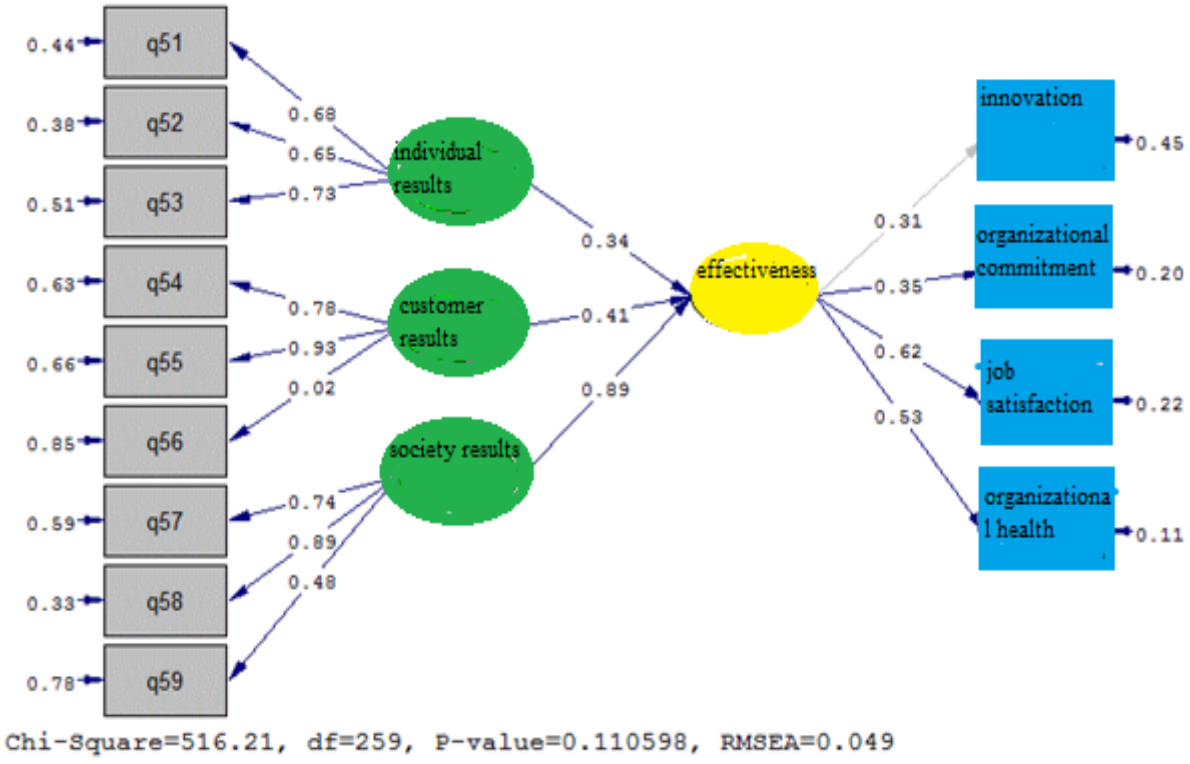

Figure 11. The Results of Confirming Final Model of the relationship between Results and Effectiveness Components

The results of measuring the significance of the model data are also presented in (Figure 12).

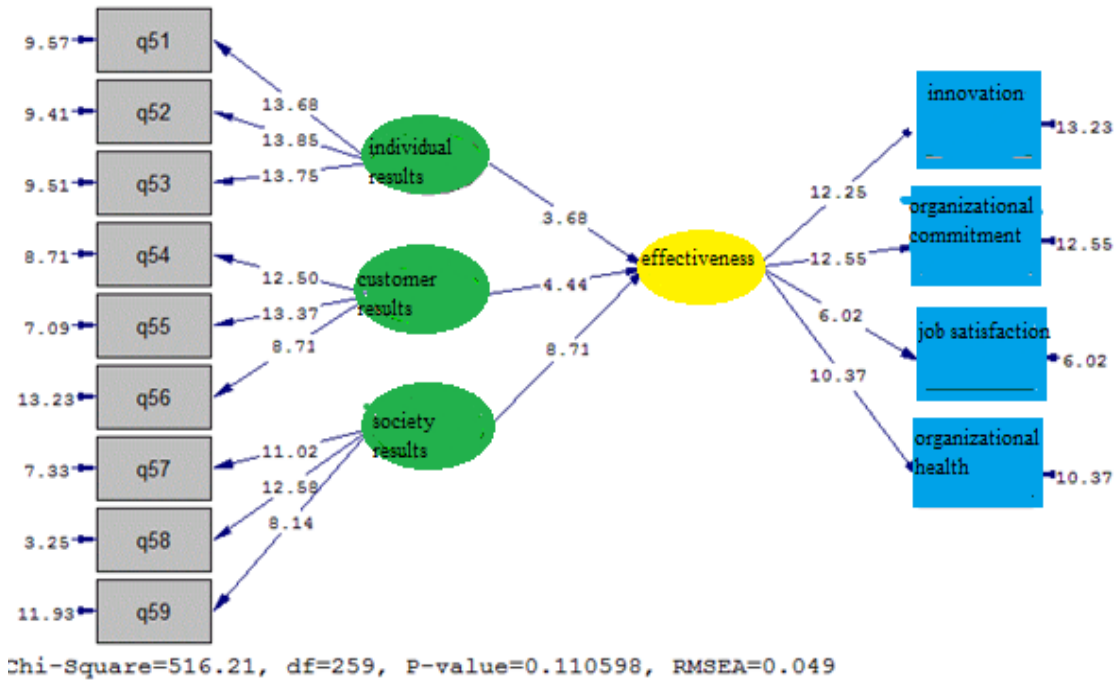

Figure 12. t-Value Statistic of the Confirming Final Model Results of the relationship between Results and Effectiveness Components

In addition, the output of LISREL software indicates the appropriateness of the proposed research model, so that the root mean square error of approximation (RMSEA) is equal to 0.049, the value of the normalized chi-square (CMIN / DF) is equal to 1.993 and the value of goodness of fit index (GFI) is equal to 0.93. Other indicators for fitting the proposed research model are given in (Table 6).

Table 6. Studying the Fit Indicators of the Research Proposed Model

Indicator	The reported value	The acceptable limit (bound)
Root mean square error of approximation (RMSEA)	0.049	≤ 1
Normalized chi-square (CMIN/DF)	1.993	≤3
Goodness of fit index (GFI)	0.93	≥ 0.9
Adjusted goodness of fit index (AGFI)	0.94	≥ 0.9
Comparative fit index(CFI)	0.95	≥ 0.9
Normalized fit index (NFI)	0.96	≥ 0.9
Tucker-Lewis index (TLI)	0.94	≥ 0.9
Incremental fit index (IFI)	0.95	≥ 0.9

The final structural equation model is used to measure the relationship between outcomes and effectiveness components. The final model is presented in (Figure 13).

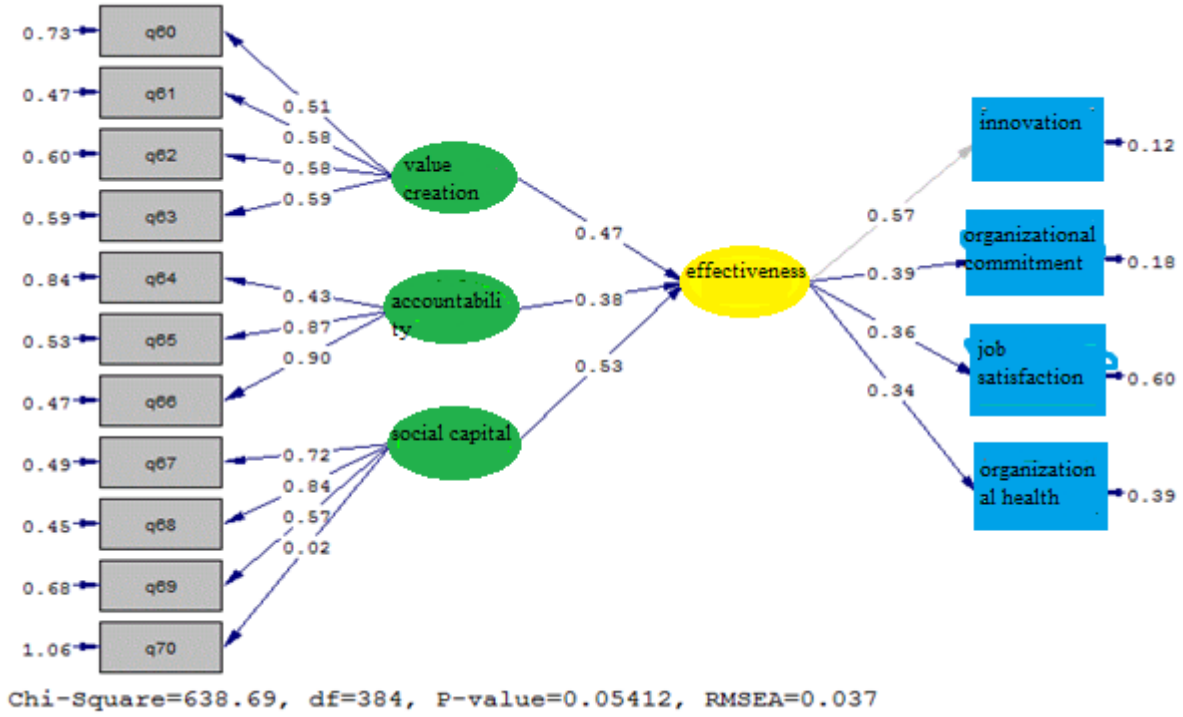

Figure 13. The Results of Confirming Final Model of the relationship between Outcomes and Effectiveness Components

The results of measuring the significance of the model data are also presented in (Figure 14).

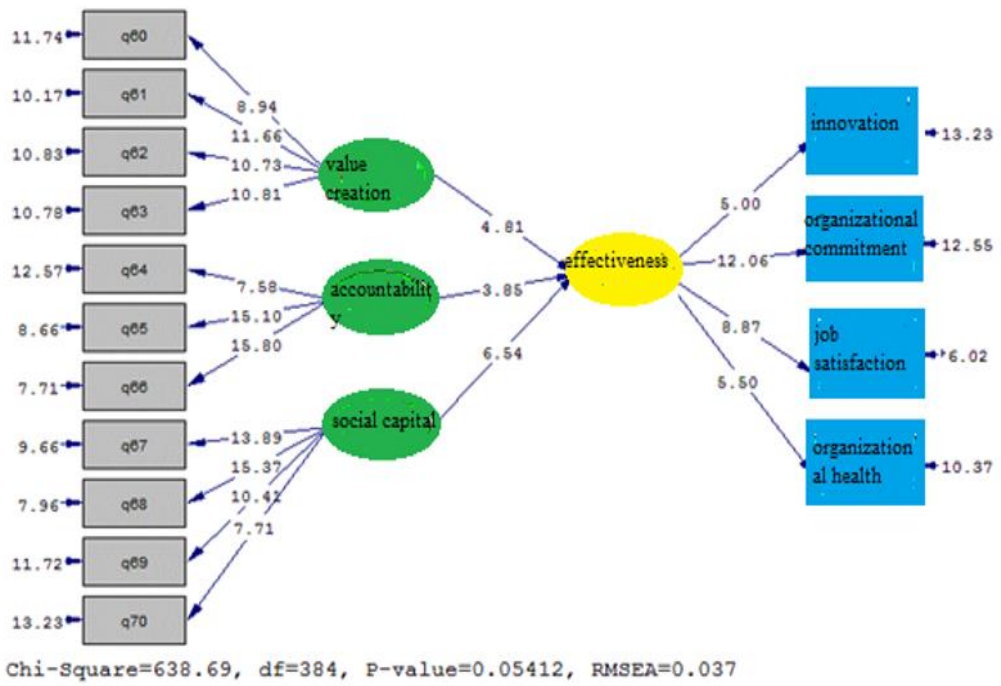

Figure 14. t-Value Statistic of Confirmation Final Model Results of the relationship between Outcomes and Effectiveness Components

In addition, the output of LISREL software indicates the appropriateness of the proposed research model, so that the root mean square error of approximation (RMSEA) is equal to 0.037, the value of the normalized chi-square (CMIN / DF) is equal to 1.663 and the value of goodness of fit index (GFI) is equal to 0.95. Other indicators for fitting the proposed research model are given in (Table 7).

Table 7. Studying Fit Indicators of the Research Proposed Model

Indicator	The reported value	The acceptable limit (bound)
Root mean square error of approximation (RMSEA)	0.037	≤ 1
Normalized chi-square (CMIN/DF)	1.663	≤3
Goodness of fit index (GFI)	0.95	≥ 0.9
Adjusted goodness of fit index (AGFI)	0.95	≥ 0.9
Comparative fit index(CFI)	0.96	≥ 0.9
Normalized fit index (NFI)	0.94	≥ 0.9
Tucker-Lewis index (TLI)	0.95	≥ 0.9
Incremental fit index (IFI)	0.96	≥ 0.9

DISCUSSION AND CONCLUSION

The dimensions and components of the human resource excellence model are based on the criteria proposed by experts in strategies, processes, empowerments, and outcomes. The average of all dimensions is between 4 and 5 (between completely inappropriate and completely appropriate) and this means that according to the experts of this study, there is a fit between all dimensions of the model of human resource excellence based on the proposed criteria. Most researchers who have compared models of human resource excellence have concluded that the three models of Deming, Baldrige, and the European model of excellence have been used as a global reference and have become the basis for building other models. Regarding human resource excellence as the key to the excellence of organizations in the public sector, it should be noted that most models of human resource excellence in the criteria related to human resource management have weaknesses and are generalized and have nothing to do with its effectiveness. The problem leads to the confusion of human resource managers when evaluating, planning and managing employees and do not pay much attention to the effectiveness of human resources. Accordingly, designing an effective human resource excellence model is the basis of all organizations and managers.

Question 1: Is there a relationship between the model of human resource excellence and the components of effectiveness in the oil industry?

Based on figures 4-38 and 4-39 the strength of the relationship between human resource excellence and effectiveness components is calculated to be 0.82, which shows that the correlation is desirable. The t-test statistic was 8.85, which is greater than the critical value of t at an error level of 5%, i.e. 1.96, and shows that the observed correlation is significant. Therefore, question 4 and hypothesis 1 of the research are confirmed and it can be said that at this level H0 is rejected and H1 is confirmed: in other words, there is a relationship between the model of human resource excellence and the components of effectiveness in the oil industry.

Question 2: How credible is the model of human resource excellence using the components of effectiveness in the oil industry?

The output of LISREL software indicates the appropriateness of the proposed research model, so that the root mean square error of approximation (RMSEA) is 0.037, the value of the normalized chi-square (CMIN / DF) is 1.663, and the value of goodness-of-fit index (GFI) is equal to 0.95. Therefore, based on the findings and results of research, it can be said that the model of human resource excellence using the components of effectiveness in the oil industry has a good validity.

The correlation and strength of the relationship between these two variables is desirable and these results are in line with the findings of Seyed Naghavi et al. (2015) who designed a model of human resource excellence in Iranian government organizations and this model includes: causal conditions (inefficiencies, expectations and requirements), Main phenomenon (excellence of human resources in the public sector), background conditions (theory of modern government services, culture of excellence and laws), intervening conditions (sub-models, characteristics of public management and differences between the public and private sectors), strategies (government, political officials, organization Human resources, human resource functions, administrative ethics, people, partners and family), results (human and organizational resources), consequences (organizational, community and ideal) and perceptions (people and colleagues). Human beings as the key to the excellence of organizations in the public sector should be considered that most models of human resource excellence in the criteria related to human resource management have weaknesses and are generalized and have nothing to do with its effectiveness, and this issue causes human resource managers to be confused when evaluating, planning and managing staff and do not pay much attention to the effectiveness of human resources. Accordingly, designing an effective human resource excellence model is the basis of all organizations and managers.

Practical suggestions

-Integrating the human resources plans of the five main companies in the southern oil-rich regions and preparing and setting up a comprehensive plan for the oil industry in the short-term, medium-term and long-term horizons in interaction with the relevant organizations.

-Announcing the comprehensive plan of human resources of the oil industry on the subsidiary organizations for operational planning and compliance of operations based on the assumptions of the approved plans and readiness to respond to it.

- Preparing and adjusting or modifying macro orientations, strategies, policies, policies, patterns, rules and instructions related to the field of development of managers at the level of the oil industry.

-Supervising the proper implementation of laws and regulations related to planning, supply and training of human resources, development of managers and human resources research announced from inside and outside the oil industry.

-Organizing all matters related to planning, supply and training of human resources, development of managers and human resources research in the oil industry

- A comparative comparison between the implementation of training systems in the oil industry and successful companies and the reform of the system after receiving feedback.

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