



Original Article (Qualitative)

Presenting and explaining a model for organizational values based on skill-based human resources

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Abstract

The aim of this research is to present and explain a model for organizational values based on skill-based human resources. The present research is applicable in terms of its purpose, and descriptive-survey of the field branch in terms of data collection. The statistical population of the present research includes employees of government organizations in Lorestan province in 2022-2024, numbering 1290 people, selected with a sample size of 296 people determined by the available random sampling method. The collection tool in the present research includes a questionnaire. The face and content validity of the questionnaire in this research was examined by experts and the construct validity was examined by factor analysis. Cronbach's alpha was used to measure its reliability. The values related to the estimated Cronbach's alpha coefficient for themes were reported to be higher than 0.7, which indicates high internal correlation in the basic codes. SPSS and PLS software were utilized to analyze the findings. The results showed that contextual factors include strong organizational culture, ethical values, and team interactions; intervening factors such as government regulations, digital transformation, and economic conditions; causal factors include technological development, environmental complexities, and new attitudes; strategic factors include employee empowerment and reforming organizational structures; and the consequences of the model include increased productivity, reduced organizational conflicts, increased public satisfaction, and sustainable development of the organization. The findings show that implementing this model can lead to improved performance of government organizations, increased employee efficiency, and the creation of a dynamic organizational culture.

Keywords:

Organizational values,
Skill-based human resources,
Organizational culture,
Employee empowerment

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Extended abstract

Introduction

In order to maintain competitiveness and improve performance, organizations need to focus on human resources as a valuable asset, and human resource development is one of the necessities of the organization, the need to link it with ethical values is inevitable because negligence and injustice in its implementation lead to a lack of individual and organizational development (Hajiloo et al., 2021). Human capital is of great importance not only in organizational environments but also at the national and international levels. Countries that pay more attention to human resource development tend to perform better in terms of innovation, job creation, and economic growth. Therefore, to achieve sustainable success, organizations and governments must develop comprehensive programs for human capital development and facilitate the path of progress through training and upgrading the skills of the workforce (Fuller, 2024).

Performance management is a process for evaluating, improving, and guiding employee performance in line with organizational goals. This process involves determining performance indicators, providing feedback, and developing improvement plans (McRae et al., 2024) and organizational values are a set of principles, beliefs, and norms that shape the behaviors, decisions, and culture of an organization. These values serve as a guide for employees and influence how the organization interacts with customers, stakeholders, and society. Organizational values can include things like honesty, transparency, innovation, accountability, and collaboration. These principles not only help create an organizational identity, but also play a role in formulating strategies and achieving macro-goals (Valeau & Paille, 2019). Skill-based HR refers to an approach to human resource management that focuses on developing and applying employees' specialized skills. This concept is based on the principle that organizations should emphasize improving employee skills through training, personal development, and the use of new technologies, rather than focusing solely on work experience (Harney & Collings, 2021). Currently, many government agencies use traditional human resource management models that are mainly based on work history, education, and bureaucratic structures. This traditional approach has led to recruitment and promotion processes being carried out based on fixed and inflexible criteria, which has resulted in challenges such as mismatching human resource skills with current labor market needs, reduced productivity, and a lack of focus on employee skill development. Given the above explanations, the researcher seeks to answer the question: what is the appropriate model for organizational values based on skill-based human resources?

Theoretical Framework

Organizational values

A set of principles, beliefs, and norms shape the behaviors, decisions, and culture of an organization. These values serve as a guide for employees and influence how the organization interacts with customers, stakeholders, and society (Arieli et al., 2020).

Skill-based Human Resources

Skill-based is an approach that emphasizes the development and application of specialized skills of employees to increase the productivity and efficiency of the organization. This concept is based on the principle that organizations should emphasize the improvement of employees' skills through training and personal development, rather than focusing solely on work experience (Hancock et al., 2024). Shariati et al. (2025) studied the identification of factors affecting employee performance management with a human resources development approach in research and technology organizations. According to the interviews conducted, 6 dimensions of the paradigm model, 23 components, and 105 indicators were extracted. Then,



according to the paired comparison questionnaire to identify influential and influenced dimensions, it was determined that among the 23 components, the components of the work environment, laws and regulations, socio-cultural factors, human resource planning, role clarity, performance measurement, organizational climate, reward system, employee communication, training, performance appraisal, professional ethics, leadership style and motivational factors are the most influential in that order. Altman et al. (2023); The future of work through workforce ecosystems: This study emphasizes that traditional human resource models must evolve into broader workforce ecosystems. In government agencies, this concept can help develop skills-based organizational value models, because organizations need to coordinate their human resources with technological and social developments.

Research Methodology

The present study is an applicable study in terms of purpose and data collection, and a descriptive-survey research of the field branch. The statistical population of the present study included 1290 employees of government organizations in Lordestan province in 2022-2024, selected with a sample size of 296 people and by available random sampling method. The collection tool in the present study includes a questionnaire. The face and content validity of the questionnaire in this study was examined by experts and the construct validity was examined using factor analysis. Cronbach's alpha was used to measure its reliability. The values related to the estimated Cronbach's alpha coefficient for themes were reported to be higher than 0.7, which indicates high internal correlation in the basic codes.

Research findings

SPSS and PLS software were used to analyze the findings. The results showed that contextual factors include strong organizational culture, ethical values, and team interactions; intervening factors include government regulations, digital transformation, and economic conditions; causal factors include technological development, environmental complexities, and new attitudes; strategic factors include employee empowerment, organizational structure reform; and the consequences of the model include increased productivity, reduced organizational conflicts, increased public satisfaction, and sustainable development of the organization. The findings indicate that implementing this model can lead to improved performance of government organizations, increased employee efficiency, and the creation of a dynamic organizational culture.

Conclusion

The present study aimed to present and explain a model for organizational values based on skill-based human resources. The results of this study are consistent with the results of Shariati et al. (2025), Altman et al. (2023), Baier et al. (2023), BCG (2023), Jooss et al. (2023), Gheiravani et al. (2023), Yousef-Kandi (2022), Zamani & Rafiei. (2021), and Hajiloo et al. (2021). Jooss et al. (2023) showed that organizations, especially government institutions, should emphasize the development of their employees' skills in order to increase productivity and organizational cohesion. Considering the results of this study, the following suggestions are made:

- Developing professional skills through holding training courses, increasing independence in decision-making and implementing incentive programs.
- Increasing attention to honesty and responsibility, developing ethical guidelines, and holding relevant training programs.
- Reviewing supportive laws, creating more flexible policies, and optimizing regulations to facilitate the implementation of changes.