

## **Components of Human Resource Management with a Productivity Approach of the Cultural, Heritage, Handicrafts and Tourism Organization**

### **Abstract**

Today, human resources are the main asset of organizations. In this regard, management can play a decisive role in increasing the efficiency of human resources. The Cultural Heritage Organization is one of the administrations that is established with the aim of preserving cultural assets and managing tourism. The concern raised here is to explain the effective relationship between the Cultural Heritage and Tourism Organization with human resources and management issues. In order to solve this problem, both quantitative and qualitative methods have been used. According to the topic, the research method used in terms of library-field environment is applied in terms of purpose, cross-sectional data collection time, descriptive-survey research method and correlational and causal. The statistical population is selected among university experts and officials and all employees of the Cultural Heritage, Handicrafts and Tourism Organization. The validity of the researcher-made questionnaire was confirmed through face, content and structure validity and its reliability is determined with Cronbach's alpha coefficient and combined reliability. In the qualitative part, the results of the interview were coded using software (MAXQDA) and in the quantitative part, descriptive and inferential statistics (structural equation modeling, Friedman test) were used. The results showed that the systematic model of human resource management with an efficient approach in the Organization of Cultural Heritage, Handicrafts and Tourism has three dimensions of input, process and output. Moreover, the input dimension has two components: employee motivation and work conscience, in addition, the process dimension has three components: employee retention, training, and talent management. The third dimension of the system model also includes the productivity of human resources.

### **Research objectives:**

1. Identifying the dimensions and components of the system model of human resource management in the Cultural Heritage, Handicrafts and Tourism Organization.
2. Determining the systemic fit of human resource management with a productive approach in the Cultural Heritage, Handicrafts and Tourism Organization.

### **Research questions:**

1. What are the dimensions and components of human resource efficiency in the Cultural Heritage, Handicrafts and Tourism Organization?
2. What system model can be provided for human resource management with an efficient approach in the organization of cultural heritage, handicrafts and tourism?

**Keywords:** System Model, Human Resource Management, Cultural Heritage Organization, Handicrafts and Tourism, Efficiency

## Introduction

Human resources are one of the basic foundations of the economy of societies and the management of these resources in accordance with the temporal and spatial requirements can play a decisive role in increasing its efficiency in institutions and organizations. This management avoids the problems that are created for the employees and by them or due to the inadequate level of human resources available and solves the problems that can become a great disaster. The goal of human resource management is to increase the efficiency of human resources in the organization. Regarding the necessity of this research, it should be said that the study of the performance of the Cultural Heritage, Handicrafts and Tourism Organization shows that this organization in the field of human resources and its performance indicators suffers from a large gap in the field of human resource management. Comparisons with similar devices in other countries are not defensible. In the discussion of handicrafts of Iran has a high diversity and potential in the production of handicrafts due to the diversity of ethnicities and living environment, but with poor management in the discussion of human resources, many talents and workforce that can create value for the country hence they are left out of the production cycle or their talents are not used properly. The study of human resource management in the Cultural Heritage and Tourism Organization of Iran indicates its relative stagnation compared to other organizations in terms of efficiency. According to the statistics published by the Iranian Handicrafts Exporters Association in 2016, the export of handicrafts has had an upward trend since 2013 (Performance Report of the Deputy of Handicrafts and Traditional Arts, 2017). It should also not be overlooked that the export of handicrafts creates more added value in the country than the exports of petrochemical industries, while in industries such as petrochemicals, the coefficient of technology and domestic labor is very low (Sharifi Kelvi, 2015). There is a significant relationship between the method of education and entrepreneurship development in handicrafts and education through focusing on investment in handicraft education is important (Dehdejani, 2019: 148). Therefore, according to the mentioned levels, the present study seeks to answer the question that what model can be provided for human resource management in the Cultural Heritage, Handicrafts and Tourism Organization to increase the efficiency of this organization?

Regarding the components of human resource management with the efficiency approach of the Cultural Heritage, Handicrafts and Tourism Organization, no independent and practical work has been written so far. However, an article on human resources in cultural heritage has been written. This article is entitled: "Conceptual model for the development of human resource development strategies in the field of tourism and cultural heritage", written by Saeed Mousavi in which the author has tried to look at the educational issues of tourism and cultural heritage with a strategic view and provide a conceptual model that can provide appropriate strategies for this sector in the field of human resource development. In this work, based on organizational culture, organizational values and human resources, environmental values, the author has introduced his conceptual model (Mousavi, 2008: 39). Contrary to the above article, the present study, based on the analysis of quantitative and qualitative data, seeks to provide a systematic model for human resource management in the cultural heritage organization that is fully consistent with existing capacities and new requirements.

The method of this research was to use the statistical population of the qualitative part of the research, including academic experts and officials of the Cultural Heritage, Handicrafts and Tourism Organization,

who were selected as the sample size by purposive sampling and saturation principle. The second group of the statistical population included all the employees of this organization that 240 people were selected as a sample by random cluster random sampling. In this study, data collection was performed by library-based method, semi-structured interview (qualitative part) and researcher-made questionnaire (quantitative part). The experts confirmed the validity of the interview. It showed that the interview was valid. The validity of the researcher-made questionnaire was also confirmed through face, content and structure validity and its reliability with Cronbach's alpha coefficient and combined reliability. In the qualitative part, the interview results were coded using MAXQDA software and in the quantitative part, descriptive and inferential statistics (structural equation modeling, Friedman test) were used. According to the above, the purpose of this study is to provide a systematic model of human resource management with an efficient approach to these resources in the Cultural Heritage, Handicrafts and Tourism Organization.

## **Conclusion**

Today, human resources are the most imperative asset of any organization and the main source of competitive advantage and basic capabilities of any organization. An association that cannot grow and expand the knowledge and skills of its employees and use it in the best way in the profitability of the organization, will not be able to solve its profitability problems. Therefore, creating a human resource management system can play an effective role in creating a dynamic management. The system model of human resource management in the Cultural Heritage, Handicrafts and Tourism Organization has three dimensions of input, process and output, the input dimension has two components of employee motivation and work conscience, and the process dimension also has three components of maintenance. Employees are training and talent management, and the third dimension of the system model includes productivity. Work conscience and employee motivation are related to each other as two input variables, so that work conscience affects employee motivation. This effect is positive meaning with increasing work conscience, employee motivation also upsurges. This can be justified by the fact that work conscience can be one of the primary factors in influencing the systemic model of human resource management and as a variable that has more spiritual burden, it can to some extent affect the motivation of employees who are more motivated by material incentives. Therefore, paying more attention to this issue, i.e. increasing work conscience, can also affect other input variables of the model. Work conscience as an input variable affects employee retention as a process variable. In this way, with the increase of work conscience, the maintenance of employees also increases. This variable can be psychologically effective on other process variables as well as on the other two variables in the process area, namely training and talent management, and causes them to increase. Therefore, such a spirit causes the impact and acceptance of the effects of other variables in the process area on the person to be more, and therefore the person is more in the direction of increasing efficiency in the organization.

Motivation as an input variable can pave the way for greater effectiveness or greater impact of process variables in the human resource management model because it has a significant impact on other variables in the process area such as staff retention, training and talent management. Functions considered in this process include motivational theories and job design, performance appraisal and management, reward and compensation systems, and employee benefits. In the component of job motivation, it can also be

stated that Woody to the Cultural Heritage, Handicrafts and Tourism Organization must have the necessary motivation to play a role in the organization.

On the other hand, the relationships between process sector variables are also significant. In this way, training also has an impact on talent management and provides an opportunity to increase and improve talent management. Increasing the efficiency of organizations depends on increasing the efficiency of human resources and increasing the efficiency of human resources depends on training and developing knowledge and skills and creating desirable behaviors for successful jobs. Of course, trainings can create and increase efficiency that is purposeful, continuous and rich in content and is planned and implemented by experts, professors and experienced trainers in educational affairs. Another process pillar of the human resource management model is staff retention and its strategies. If human resource capabilities are not systematically maintained, the organization may incur replacement and retraining costs. An organization's manpower retention rate is typically measured at the rate of personnel change. Staff training and improvement is a very important strategic issue for organizations and is considered as a tool through which organizations determine the scope in which their human assets They are considered fixed assets. Another effective factor in the field of talent management process that requires special attention to human resource management. In effective talent management, the quantitative and qualitative need of the organization for talents is determined based on business strategy and goals.

## **Resources**

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