The role of human resource governance in behavior modeling: Applied research in Baghdad Teaching Hospital

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Abstract

The main purpose of this research is to identify the importance of the role played by human resources governance in modeling their behaviors, as it is possible through governance to define a set of criteria and indicators that are adopted in determining the nature of acceptable behaviors when implementing activities and tasks assigned to human resources within the organization, as the research problem indicates Decreased knowledge awareness and conceptual perception among the respondents of the importance of employing the dimensions of human resources governance in modeling their behaviors, and therefore the importance of research emerges in providing a set of treatments that would limit the impact of this problem, while the objectives of the research were represented in the research attempt to determine the reality of applying the variables discussed and from Then test the relations between them within the organization field of application. The descriptive analytical approach was adopted in the application of this research in order to conform to its objectives, as the questionnaire was adopted in data collection, which was prepared according to a number of criteria and ready-made indicators, which were distributed to a sample of (163) specialists in Baghdad Teaching Hospital, and after data processing using a number of The statistical tools available in the ready statistical program (SPSS), a number of results were reached, which confirmed a positive correlation between the variables discussed and the significance of their impact, so the assumptions from which the research was launched were accepted, and on the basis of that the research concluded that there is an actual application of the variables discussed within the organizations in the field of application Despite the low awareness of its knowledge, it was recommended that a set of training courses and seminars should be prepared that enhance the knowledge of human resources within the research organization and as far as the issue of human resource governance and behavior modeling is concerned.

Keywords: human resource governance, behavior modeling, hospitals, transparency, meaning of action.

Introduction

Human resources constitute the primary engine for all other resources owned by the organization, so it is necessary to set a set of criteria and indicators that guide their behavior when implementing the activities and tasks assigned to them within the organization, and here the importance of human resources governance is highlighted as a tool through which to control the behavior and performance of human resources from On the one hand, and giving them freedom and independence at work on the other hand, as behavior modeling is one of the contemporary trends through which the organization can rationalize the behavior of its human resources and direct it in a manner that is consistent with the

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nature of its strategic directions and the goals it seeks, and here the main idea of   research emerged in an attempt Learn the importance of employing human resource governance in behavior modeling. In order to achieve this idea, this research was divided into four topics, the first dealt with the scientific research methodology and some previous intellectual efforts, while the second topic discussed the variables discussed in theory, and the third topic came to identify the reality of the variables discussed and the nature of the relationship between them through the applied side, Finally, the fourth topic presented the most important conclusions and recommendations that were reached.

Research Methodology

First: research problem

The research problem includes in its content a variety of research motives in a way that serves the health sector, as it is one of the sectors on which the development standards of society affect and affect the life of the individual. Iraqi in particular in light of the governance of human resources on the one hand and functional perfection on the other

Hence the main research problem has emerged and its effect (What is the role of modeling doctors 'behavior in light of the relationship between human resource governance and health proficiency(?

According to the main research problem, sub-questions that the research seeks to answer can be asked as follows:

1-What is the level of availability of doctors' behavior modeling according to the opinion of the research sample?

2- What is the level of availability of human resources governance according to the opinion of the research sample?

3-What is the level of linkage of human resources governance in modeling doctors 'behavior according to the response of the research sample?

4-What is the extent of the influence of human resource governance in modeling the doctors 'behavior according to the response of the sample?

Second: The importance of research

The importance of the research is as follows:

1-The services sector is witnessing a rapid development and enormous diversity, and in the focus of the research specifically health services, as the research is interested in finding ways to develop a specific aspect of the health sector, which is how to find and activate ways to improve the behavior of doctors to reach the level of job proficiency through modeling.

2-The research is interested in clarifying the levels of job proficiency in the health sector, represented by the sample surveyed and specifying the procedures followed for the application of human resource governance.

Third: Research objectives

 The research seeks to achieve the following goals:

1-Diagnosing the availability of doctors 'behavior modeling application for the studied sample.

2- Evaluating the human resources governance in the health sector through the response of the researched sample.

3-Test the correlation between the research variables represented by the independent variable (the rule of human resources), the intermediate variable (modeling the behavior of doctors), and the dependent variable (functional mastery) according to the response of the sample.

4-Analyzing the effect of the independent variable (the rule of human resources), in the dependent variable (functional proficiency) directly and indirectly through the intermediate variable (modeling the behavior of doctors).

Fourth: The hypothesis of the research and its hypotheses

1-The hypothetical research scheme:

In the light of the research problem and its objectives, the hypothesis of the research was constructed, which clarifies the correlation and influence between the search variables, as the movement of the two-way arrow indicates the

correlation relationship, while the movement of the arrow in one direction indicates the effect and the movement of the arrow in one direction is intermittent, representing the indirect effect, as shown in Figure(1)
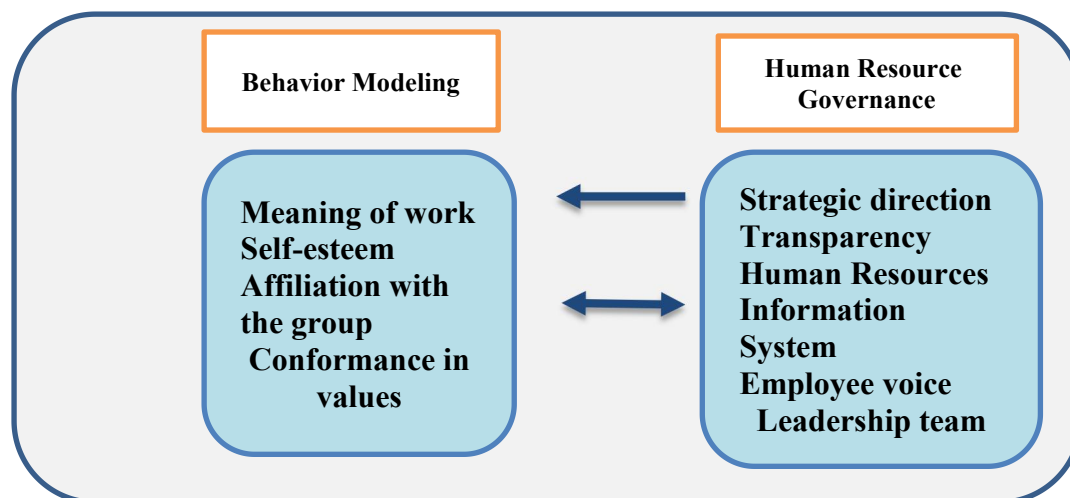

Figure (1) research hypothesis

2-research assumes

According to the research hypothesis, a number of hypotheses were adopted to test the model. The research hypotheses are as follows:

The first hypothesis: There is a positive correlation with statistically significant between human resource governance and moral behavior modeling

Of the sample being searched.

The second hypothesis: There is a positive and statistically significant effect of human resource governance on modeling the doctors 'behavior of the sample.

the theoretical side

The concept of behavioral modeling

Behavior Modeling is a training process that was first developed in 1970 to build an individual's skills in dealing with difficult personal situations. That is, it represents a system of training in the required motivational skills that try to maintain individual self-esteem and in contrast to traditional personal training processes that try to change attitudes, as behavior modeling seeks to change the way people behave in certain situations without going through the process of changing the behavior and that the behavior of workers within Their jobs will change as a result of active work (Robertson, 1990.(

He also explained (Pew and Mavor, 1998) that behavioral modeling expresses models that either mimic the behavior of one person or the collective actions of a group of people that are well documented and discussed in a variety of applications. In the field of behavior of doctors and workers in health institutions, the process of modeling human behavior expresses the simplification of its behavior into its main components as a basic result that human behavior is

very complex and is a function of both personal variables and circumstances, and given this complexity it has been shown that it is possible to simplify human behavior to Its main components. Thus, behavior modeling is anything used to represent all or part of human behavior variables (Omotoyinbo, et.al. 2017: 106.(

)Afolabi, et.al 2016: 43) has indicated that modeling human behavior has two main purposes. First, defining hypotheses and developing the theory of human behavior, secondly to explain the current state of the theory of human behavior. In general, researchers mention that modeling human behavior has comprehensive and partial purposes, as these purposes include identifying all or part of the variables of the workers, as it explains the basic relationships between the specific variables as well as clarifying the steps or flows in the decision or operational relationships between the variables of the workers' behavior.

Dimensions of behavioral modeling

Behavioral modeling is one of the most important and most recent methods that are based on the rules of learning, and it contains dimensions that can cause a positive amendment or change in human behavior, and there are some basic dimensions that help in understanding what behavioral modeling is, as these dimensions are the key through which getting to know Behavioral modeling in all its axes, as follows:

1-Meaning of work

It is difficult to define the meaning of work precisely because the boundaries of work are not clearly defined, some activities may be seen as work in some cases, but the same activities can be considered free time activities in other cases, and therefore the activity itself is not the most important but rather the circumstances and consequences On the activity and the most prevalent definition of work is based on an economic approach that means work as "what people do to obtain financial compensation in order to earn a livelihood." This economic approach narrows the definition of work in several ways. It does not take into account activities that the individual does not charge for a fee, either because it is Part of the gray economy or is domestic or voluntary work. Moreover, the definition of work purely economically is also a problem because it narrows the concept of work to the concept of activity carried out for external motives, while ignoring work performed with a fundamental motivation, such as "doing activity for the inherent satisfaction of the activity itself (Ryan & Deci, 2000: 1). The meaning of work is defined by the cultural environment, which may change over time, so it is not possible to separate the different work definitions from the specific age and society when and where they were defined, so researchers have defined the meaning of work in several different ways, including expressing it as beliefs, values, and attitudes of the individual with It is about work, which is also the understanding of what people do in work the importance of what they do, and researchers define the concept of meaningful work as work or as a context that one sees as meaningful and important (Chalofsky, 2003: 70).

2-Self-esteem

Self-esteem refers from a psychological point of view to the overall positive individual evaluation of the self, meaning that the high self-esteem consists of an individual who respects himself and considers himself worthy, just as self-esteem refers to the individual's perception or his personal assessment of his self-esteem, his feelings of his self-esteem, his self-confidence and his persistence over the individual Or negative perspectives on self, self-esteem is also related to personal beliefs about skills, abilities and social relationships, and self-esteem is also defined as a global standard for self-assessment that includes knowledge assessments about the general self-value and emotional experiences of the self associated with these global assessments, so self-esteem involves an evaluation The self is followed by an emotional response to itself (Murphy, et al. 2005: 203.(

Self-esteem consists of two elements: First: to consider one as effective and confident in the individual's ability to think and learn, to choose the correct decisions and overcome them, and to challenge and make changes, and secondly:

to respect himself and trust in the right of the individual to be happy and trust that people deserve the respect, love and realization of the self that appears In their lives, self-esteem has recently been seen as consisting of two distinct dimensions: efficiency and value, and on the basis of these two elements self-esteem is defined as "the experience of being able to face life's challenges and deserving of happiness" and in psychology, there is a well-known distinction between personality and condition Based on this distinction, some authors distinguished between self-esteem of their traits, i.e. stability in time because it is part of the personality and self-esteem of the immediate state of the individual, which is more distinguishable, and is influenced by events, attitudes and emotions (Abdel-Khalek, 2016: 5.(

3-Affiliation with the group

Social interaction can meet many human needs, as one of these needs is "the need for belonging", and is known in theory as the need to establish and maintain positive affectionate relationships with other people who wish to admire and love, for a person is social in nature and thus the affiliation represents The motive behind escaping loneliness and isolation, however, is that individuals are different in their level of need to belong and that they make choices to the extent that they are willing to subordinate their own desires to the desires of the member groups or society as a whole (DiBerardinis, 1979: 103). Humans in general need to communicate with others and spend a large part of their lives in the company of other people. Belonging means a tendency to search for others, even if their closeness is not felt in particular and external relations can be considered an essential engine as people search for an ideal set of social communication. When individuals face a lot of isolation, they seek social media until their preferred motivation is satisfied; And when they experience increased social contact, they seek isolation to restore the optimal level of relationships,

4- Value adjustment

Values were visualized in different ways. On the basic level, the theorists focused on two types of values. The first is the value that the individual places on an object or result (such as the value that the individual pays), and these things or results gain value through their effective relationship with other things or results that In turn, it plays a fundamental role for other objects or outcomes. The second type of value is used to describe a person, rather than an object. These values are divided into useful values and terminal values. Final values are self-sustaining end states that a person seeks to achieve (for example, a comfortable life, wisdom). As the name implies, the distinguishing feature of the station's values is that it follows for its own benefit while effective values are patterns of behavior (for example, honesty, auxiliary) rather than states of existence (Meglino & Ravlin, 1998: 353). Values are defined as transient goals of desirable situations that guide the way in which social actors choose actions and assess people and justify their actions and evaluations, and the values also represent a response to the global requirements of community action

The concept of corporate governance

)Al-Shahat, 2007: 295) has indicated that the concept of governance as a term is a set of rules, laws, standards and procedures according to which effective organizations are managed, and it is their responsibility to regulate the relationship between the actors in the organization and stakeholders, and helps those in charge to determine direction and performance. The organization, through which the interests and financial investments of shareholders can be protected, as well as maximizing the organization's profits and market value in the long run, and regulating the relationship between senior management that includes (the executive management and the board of directors) and the shareholders and stakeholders associated with the organization.

) Al Qasimi, 2007: 15) defined the governance of organizations as a set of controls, standards and procedures that achieve organizational discipline in the management of the organization in accordance with international standards and methods, by defining the responsibilities and duties of members of the Board of Directors and the executive

management of the organization, taking into account the protection of rights Shareholders and stakeholders, (266Baret, 2013 :) pointed out that corporate governance and human resource management are important concepts, and they are fundamental practices for the management of organizations at the present time. Realizing the complementary nature of both concepts helps organizations adopt best practices in their dealings on the one hand, while ensuring Achieving the requirements and desires of stakeholders in the long run from the other hand, and the corporate governance is considered a concept of limited value if the process is defined on the basis of compliance and the application of rules and laws in a predetermined manner, as the direction of corporate governance has become how the performance of the board of directors contributes to adding value to shareholders, as well Corporate governance emphasizes issues related to the overall direction, control, and accountability of organizations,

 It can be said that the essence of corporate governance embodies how organizations should be managed in a variety of areas, and in this regard, Shabi, 2014: 76) explained that the concept of human resource governance is based on a resource-based perspective as it indicates that human resource practices may be A source of competitive advantage and when these practices are in line with the strategies, they become of a special nature for the organization, and this applies to the practices that support corporate governance, as the resource-based view is compatible with the emergency theory that indicates that the strategies are not global but depend on the staff of the organization who implement them, And the participation of human resources in formulating the strategy promotes the alignment of human resources practices with the organization's strategy, and this argument can be expanded to include the goals of corporate governance in providing an environment in which the implementation of human resource strategies becomes effective, and described it (Jassim and Saleh, 2016: 287) as the compass that can Through which the roles, responsibilities and rules of human resources are defined to guide, control, control and monitor the way they relate to each other and make it integrally with the parties The other in ways that prevent deliberate and unintentional confusion and interruptions

Second: The importance of human resources governance

   Human resource governance is an important aspect of corporate governance in general, as it has become an imperative necessity for good governance because the idea of   establishing institutional trust has become the core of the intellectual framework for governance, and what has increased the importance of government in this area is that one of the most sensitive elements in dealing with the organization They are individuals because they are an intangible resource, it is difficult to deal with their performance and ensure their behavior as required, and considering that human resources governance is a capacity of human resources, this is reflected in its importance, as it can make individuals' decisions more effective for business, including managing HR risks Ensuring compliance with labor laws and human resource norms and standards and raising them from business partners to the rulers of human resources, as the importance of human resources governance is the assessment and management of human resource risks (moral hazard, preparedness risk, vacancy risk, risk of transfer, portfolio risk, etc.) (Jassim and Saleh, 2016: 287. (

Martin, 2010: 4) noted the importance of governance in assisting organizations to meet the needs of stakeholders, making decisions that balance innovation and risk, training employees at work in order to gain skill and proactively dealing with crises, and on the other hand, adhere to the ethical values   and compliance standards set by the organization and the industry To which it belongs, and the principles of governance seek to provide human resources services in a manner that adds value to the human resources function, which has become strategic.

Hota, 2019: 330) has explained that the importance of governance is focused on working to develop the capabilities of organizations, especially in difficult times and during dealing with crises, as the health organization aims to protect its future and the interest of all stakeholders from employees to shareholders and vendors, and this is done through choosing Appointing the main administrative employees and CEO and preparing them in a manner that is appropriate

for the culture and behavior of the organization, whether that organization is industrial or a service organization such as health organizations, for example, and enables the board of directors to pave the way for the sustainable growth of the organization, and then maintain all dealings and adhere to the high standards of corporate governance to ensure compliance Ethical organizational behavior, ethical policy development, and proactive behavior in the organization. Here it is indicated that the role of senior management in organizational culture is vital because it works as a role model for employees and can also influence in a way

<p style="text-align:center">The practical side</p>

First: Presentation, analysis and interpretation of the responses of the research sample to the dimensions of the independent variable (human resource governance(

Table (1) shows the paragraphs according to which the value adjustment was measured after the total mean of the dimension was (3.589), i.e. with a good level of transparency, and with a standard deviation of (0.941), i.e. with a good level of dispersion, and with a different coefficient of (0.263), i.e. a percentage of dispersion (26%), in general there is a compatibility between the culture of doctors, specialization in all its aspects (values, attitudes, doctors 'personality, etc.) with the general culture of the researched hospital. In general, this compatibility allows the researched hospital to draw its policies in a more flexible way, due to the somewhat positive reactions that these policies encounter and thus accept their implementation.

Table (1), mean, standard deviation, coefficient of variation, and evaluations for items after value matching

Source: Researcher relying on outputs (SPSS V.24)

Precedence	evaluation	coefficient	standard	mean	Dimensions	
first	good	0.211	0.772	3.652	Dimension1	1
third	Average	0.286	0.977	3.408	Dimension2	2
fourth	Average	0.328	1.137	3.463	Dimension3	3
second	good	0.229	0.881	3.835	Dimension4	4
	good	0.263	0.941	3.589	**TOTALE**	

First: testing the correlation hypotheses

This paragraph aims to test the correlation hypotheses, which is the hypothesis of correlation between research variables, which is the independent (governance of the human resource) and the mediator (modeling the behavior of doctors) and the dependent (health proficiency), as the three main hypotheses and their sub-hypotheses will be tested by the Pearson correlation coefficient (person), by analyzing the simple linear correlation to determine the extent of the correlation and the strength of that correlation or not, as SPSSV.24 program was used, and as shown below:

1-Analyzing the relationship between human resources governance and modeling the behavior of doctors

This aspect was devoted to testing the first main hypothesis, which is the correlation hypothesis, which states that ((there is a positive correlation relationship with statistical significance for human resource governance and modeling the behavior of doctors)) and its sub-hypotheses- :

The table (2) showed that there is a positive correlation relationship of significant significance between the independent variable (human resources governance) and the intermediate variable (modeling the behavior of doctors), and that the correlation between them has reached its value (0.853 **) and (sig) reached (0.000), i.e. At the level of significance (0.01) and (0.05), and the total of relationships (5) was (100%), and this means that the researched hospital administration creates a kind of complementarity between human resource governance and doctors 'behavior modeling, as the change in human resource governance is offset by A change in the modeling behavior of the doctors, the respondents.

 The highest value of correlation coefficients between the leadership team dimension and the doctors behavior modeling variable was (0.819 **) and (sig) reached (0,000), i.e. at the level of significance (0.01) (0.05), and this reflects the existence of a relationship of moral significance and function The relationship between them is strongly explained, as for the lowest value of the correlation coefficients between the HR system dimension and doctors 'behavior modeling, it reached (** 0.673) and that (sig) reached (0,000), i.e. at the level of significance (0.01) (0.05), and this reflects the presence A significant relationship between them.

We conclude from the total results of the table (2) that the governance of human resources with their dimensions is related to a positive moral significant relationship with modeling the behavior of doctors with their dimensions, and from here we infer the acceptance of the first main hypothesis that ((There is a positive correlation with statistically significant significance of human resources governance and modeling the behavior of doctors)), And its sub-hypotheses.

Table (2) Analysis of the correlation between human resources governance and modeling the behavior of doctors

		Modeling the behavior of doctors							
The ratio	numbe r	intermediat e variable	Value matchin g	Affiliatio n	Self-esteem	Meanin g of work	Variables / dimensions		
100 %	5	0.722**	0.687**	0.658**	0.652**	0.589**	Correlatio n	Orientation Strategic	Human Resource Governance
		0.000	0.000	0.000	0.000	0.000	Sig		
100 %	5	0.683**	0.646**	0.631**	0.600**	0.572**	Correlatio n	Transparenc y	
		0.000	0.000	0.000	0.000	0.000	Sig		
100 %	5	0.673**	0.609**	0.583**	0.654**	0.567**	Correlatio n	Information system	
		0.000	0.000	0.000	0.000	0.000	Sig		
100 %	5	0.703**	0.683**	0.614**	0.602**	0.627**	Correlatio n	Voice The employee	
		0.000	0.000	0.000	0.000	0.000	Sig		
100 %	5	0.819**	0.777**	0.719**	0.754**	0.685**	Correlatio n	Leadership team	
		0.000	0.000	0.000	0.000	0.000	Sig		
100	5	0.853**	0.807**	0.760**	0.773*	0.716**	Correlatio	he sum of	

%					*		n	the independent variable	
		0.000	0.000	0.000	0.000	0.000	Sig		

The table (2) shows that the fourth main hypothesis related to the direct effect of the independent variable (human resources governance) in the intermediate variable (modeling doctors 'behavior) is statistically and statistically significant by (β = 0.853), (CR = 20.832), and at a significant level (p < 0.01). As for the coefficient of interpretation, it reached (0.727), that is, human resource governance (X) explains (72%) of the change in doctors 'behavior modeling (Z) and the rest due to random errors or other factors not included in the model, and that this result indicates acceptance The fourth main hypothesis (H4) ((The governance of human resources in its dimensions has a statistically significant statistical effect on modeling the behavior of doctors)), so the policies, procedures, and activities of governance practiced by the human resources management on the hospital staff surveyed are positive and enhance the modeling of doctors' behavior in the manner that leads them to best performance through Their values   and social identity.

Conclusions

This research expresses the most important conclusions reached by the researcher through analyzing the theoretical side and the results that appeared in the practical side, as follows:

1-The hospital's research administration is concerned with the governance of human resources at a good level, because of its implications for many organizational variables, and perhaps the most important one is the training and organizational work based on a clear and understandable strategic direction.

2-The hospital hospital administration has a great interest in the strategic direction that governs the work of its human resources in a participatory manner, as the hospital hospital keeps making its vision accurate and deep understanding emanating from the general work ethics and rules on this side, and on the other hand, the hospital hospital mapping its vision and policies according to The aspirations for success in the work and to achieve the goals of the specialist doctors working in it, according to the studied time.

3-The hospital investigated shall judge its specialized physicians by setting goals and policies in a medium-clear manner for them, so that they can be identified, applied and understanding the level of investigation from them, and this is done by making a share for doctors specializing in participating in their manufacture.

4-Although the hospital's level of interest in the human resources information system is well researched, it contains many gaps that need to be addressed, especially in the field of the type of system used and the extent to which it is modern and distinguished from other systems in other hospitals, the basis of resource governance Mankind is the existence of an information system that accurately documents everything related to specialty doctors in the hospital being searched.

5- There is a fairly good interest in hearing the voice of the specialist (medical professionals) and their personal problems and goals, and this is evident by the fluctuating level between the narrow gap that exists between the hospital's research objectives and the goals of the specialist doctors

Recommendations

1-The necessity of enhancing the hospital's research interest in human resource governance, as it has a role in making the work performance in the best way, by developing and improving policies and procedures for this topic, and this can be done by delegating this task to expertise, capabilities and intellectual leadership within the higher leaders.

2-The necessity of employing the best leadership leadership competencies to build a clear and transparent approach to work in order to maintain a high level of performance by preventing intersection and contradiction of responsibilities and tasks in progress.

3-The need to increase the motivation of the doctors to specialize in order to make them participate in building the perceptions of the hospital being researched and introduce them to the extent of their accomplishment, as the doctors 'definition of the extent of the completion of their work supports them for future participation in its future manufacture.

4- The necessity of developing the human resources information system in line with the modern and developed systems in the work environment, because it is considered the basic structure in human resources governance, as well as supporting the information technology department within the hospital continuously researched in order to acquire and bring global expertise and technology in this field.

5- The necessity of working to open and strengthen direct channels through the departments and its function is to listen to the problems and orientations of the specialized doctors and their participation in order to create a kind of understanding and acceptance of the work, which leads to a positive feedback that is reflected in increasing the efficiency of the work performance and overcoming the obstacles before the specialist doctors in the researched hospital

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