

RESEARCH ARTICLE

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Identifying and Validating the Drivers of Labor Relations Anabatic Digital Human Resources (Case Study: Government Organizations)

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Abstract

Labor relations are a solution for solving organizational problems in order to solve the gaps in government organizations based on the macro policies of the administrative system. The purpose of the research is to identify and validate the drivers of labor relations for digital human resources in government organizations. The current research method is mixed (qualitative-quantitative) in terms of philosophical presuppositions of pragmatism (pragmatism), in terms of cross-sectional data collection, and in terms of exploratory nature, researchers use purposeful sampling in the qualitative phase to collect data using From the method of theme analysis (topic) to interviews with human resource experts in the executive field in the administrative and employment organization with 15 people, they reached theoretical saturation and in the quantitative stage by using G-power specialized software using the sampling method. A simple random sampling of 155 people with the position of executive expert was selected as a sample. The tool of data collection in the qualitative stage was an interview and in the quantitative part, a questionnaire. Validity and reliability were confirmed in the qualitative phase by experts and in the quantitative phase by using composite, Cronbach, and shared reliability in PIs software. The findings of the article showed that digital communication, structural innovation, organizational factors, digital culture, employee retention, and legal factors were introduced as drivers of labor relations.

Keywords: *Labor relations, Digital human resources, Theme analysis, Employee retention, Legal factors, Organizational factors*

Introduction

In the upcoming era, the environmental scenario has caused changes in the human resources management process in such a way that the work relations between employees and employers have undergone changes as a result, hence organizational human resources as a guide to work relations, a reservoir of has the potential that can use development measures in

order to compete and achieve excellence (Shirbagi et al., 2021: 141), has come to the fore due to the evolution of digital technologies, the most important organizational capital, digital human resources, which Alignment with the competition in the field of digitization is one of the factors of the organizational life of industries (Shirvani et al., 2021: 59). Digital

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transformation requires changes in the structure, standards and strategies of organizational growth, which at this stage has put a lot of pressure on traditional companies, which has led to a transformation in organizational performance (Verhoef et al., 2021: 893). In the past, industrial and mechanical economy was associated with colonial labor relations, but after the victory of the Islamic Revolution, efforts were made to create a new system in the economy and labor rights based on Islamic principles and values. Principles such as installments and justice, prohibition of enforcement, general cooperation, removal of deprivation, negation of exploitation, fair valuing of work and the like made the working community think of drafting an ideal labor law. The evolution of the legislation lasted until 1990 until the Council of Expediency had to take into account that the Islamic jurisprudence and civil rights, influenced by it, defined the work contract under the title of rental of persons, in these rulings, will and agreement play a role. The private relationship is work, and the other thing is that today's labor rights are the product of progress and transformation in the economy and industry. Therefore, it should have the aspect of public law, which oversees relations where one side is the society and the government, which was finally approved by the assembly (Sadeghi Amroabadi & Kazemi, 2022:177). According to the Civil Service Law, an employee in non-governmental sectors is considered to be a person who, based on the provisions provided in this law, performs all or part of the duties and administration of government affairs and other assignable affairs that will be determined according to the relevant laws and regulations are responsible, defined that such employees are considered covered by the non-governmental employer and the executive bodies do not have any obligation or responsibility towards these employees.

The labor relations system can be considered as a set of rules and regulations governing labor relations, which are implemented with the aim of protecting the rights of employees and regulating social relations between employees and employers (Caldwell, 2022: 4; Abashidze et al., 2023: 159). Labor relations in today's complex era are subject to many variables such as; Employment, labor rights, decent work and contract, which focuses its activities on their changes, for economic and social development, and on the one hand for the continuous progress of human rights, labor rights systems in line with the release of social and economic dependence, to establish laws In order to achieve individual and collective rights, in such a way that by establishing standards even before the employment of people and joining the organization, by defining factors such as labor rights, equal chances in employment and the establishment of professional training, organizations can be able to resolve disputes and In the future, judicial authorities will be able to create an excuse, in other words, by having a legal framework and legislation techniques and naming packages such as livelihood packages in order to meet the needs of employees, they will be faced with a reduction of vulnerability in the field of labor relations and a win-win situation will be created. The interests and demands of employees (users) are to be provided, and in order to implement such a thing, the existence of a regulatory body that can establish general regulations is necessary to protect the rights of individuals in equal conditions (Zengyi, 2018: 98; Xi et al, 2021: 11). However, the administrative system is one of the main infrastructures for the sustainable development of societies, and different variables affect its performance (Habibitabar, 2018: 102). In other words, the administrative system is considered as a foundation on which the activities of organizations are carried out by relying on it, and one of the most important issues that

organizational managers spend most of their time and money on in the administrative system is labor relations, which In other words, organizational managers and employees will be able to play a significant role in the formation of the correct model of labor relations by identifying labor relations and extracted components.

In this way, the administrative and organizational system as a governing body related to the people of the country with the aim of achieving the goals of the government, macro policies and upper documents of the Islamic Republic of Iran, a tool for implementing policies and managing public affairs has been identified as an effective institution that It can have an effect on different aspects of the management of organizations, including labor relations, which is the most dangerous activity of the managers of organizations, and in the direction of linking in improving the labor relations of employees and the government, and on the one hand, eliminating the challenges surrounding it, rule over the political system be In other words, macro-policies of the administrative system, according to the establishment or amendment of laws, can change the work relations between organizational people and end up in the formation of a work relations system based on the observance of the rights of both parties, which promises to bring distributive justice to the fore.

Despite this importance, so far no research has been done in the government organization under labor relations and digital human resources in the government organization, so the current research can be considered as a novel method in the methodology and subject of the labor relations system as a subset of human resources.

Based on the general policies of the administrative system, there are drivers of labor relations in the realization of digital human resources, the purpose of the above

research is to identify and validate factors based on the opinions of experts, and it wants to address the question of the research under the title of identifying the drivers of labor relations for human resources.

Theoretical Framework Labor Relations Pattern

In the definition provided by Schmid, (2022) regarding the formation of the pattern of labor relations, he addressed the necessity of the issue as the openness of the social system, integrated requirements of changes in external variables (political, economic, social); internal (company strategy and career growth); Special (training and development of skills) requires that employers must comply with the norms (wages and tariff rates, working hours and labor protection laws); Procedural institutions (government regulators and conciliation and arbitration bodies) have become flexible and aligned with the conditions so that correct and appropriate social relations are formed and labor relations and interdependence can improve the situation in practice and by getting to know the values and ideology of the worker. (User) to the proportional payment variables, attention to health and professional standards, efficiency and work relations can be achieved (Samadpouri Javid et al., 2023: 149). In other words, when the variables affecting work relations are identified by the employer, the model of two-way work relations will take shape from the communication of people, which will be able to properly meet the needs and rights of both parties.

Labor Relations in Public Sector

Labor relations deals with the legal leveling of the position of men and women and the manager (employer in the public sector, the government) and the employee (broker or employee in the public sector) in social and work relations (Inshyn, 2022: 430). The labor relations system as a subset of human resources

management is a set of rules and regulations governing labor relations, which are divided into two categories; Laws that determine the quality or content of relationships, laws that determine the methods and how to realize the desired content. In other words, it can be stated that labor relations are the process of coordinated decisions within the framework of political, economic and social conditions in order to regulate the relations of workers and management in order to respect the rights of the parties. In other words, labor relations can be defined as keeping employees safe from adverse working conditions and using equal employment opportunities as a policy of labor relations that can be extended in the organization (Hensel, 2023: 43). The political discourse of our country shows the long history of policy-making on labor relations that the far-sighted measures of the wise leader of the Islamic Revolution can be the result of the formulation of the policies communicated by the administrative system (Murphy & Turner, 2023: 7), which the purpose of the present research can be in line with special attention to paragraph 22 The macro policy of the administrative system.

Labor Relations and Digital Human Resources in Administrative System

In the last decade, the effects of technology on increasing business performance and optimizing the operational activities of organizational departments have led to the formation of the fourth industrial revolution, which raises the concept of digitalization. In the leading countries in the field of human resources, labor relations have been emphasized and the approach based on determinism has not been adopted and in some way it has not shown resistance in accepting the digital revolution, but rather the technological developments of human resources management, which form the concept of digital human resources (Aminrad

et al., 2023: 57). it is, we welcome that based on the internal audit, the position of the Islamic Republic of Iran, based on the reports of the organizations and the monitoring carried out, shows that, despite this importance, the organizations are in the initial stages of using the key indicators of digital human resources. Based on the orders of the Supreme Leader in the implementation of Article 110 of the Constitution in the field of social security, general policies have been announced in order to provide comprehensiveness and coherence to the efforts of the system and jump in this field. and deprivation, support for the target groups of social services, including the homeless, the disabled, the disabled, the elderly, and the goals of welfare and social security stated in Principles 3, 21, 28, 29, 31, and 43 of the Constitution. It is necessary to design and implement an efficient, empowering, justice-based, dignifying and comprehensive system for the social security of all, which is based on Islamic-Iranian models and based on an efficient administrative system, eliminating unnecessary organizations and removing undue discrimination and taking advantage of people's participation (Jabbari et al., 2023: 2420). The mentioned factors are presented as subsets of labor relations, which can also establish a solid link between the general policies of the administrative system and labor relations. According to the proposal of the administrative and employment organization of the country, in the implementation of the general policies of the administrative system notified by the Supreme Leader and the road map for the reform of the administrative system, and in order to continue the reforms in the administrative system of the country, a comprehensive program for the reform of the administrative system has been formulated, as well as the macro policies of the administrative system. In response to the inadequacies and inefficiencies of the ruling political system and

on the one hand to fill the void in the governance system of the Islamic Republic of Iran due to the lack of structures, the system has become very important with regard to the role of the jurist to guide and manage the society. Therefore, the legislators in Iran have made special reference to the necessity of monitoring the good implementation of the general policies of the administrative system and referring to the general policies of the system in response to the demands of individuals (Dehghani Soltani et al., 2021: 80). In another description, to get out of the deadlock of incorrect work relations, the solution of familiarizing employees with technological skills can be a suitable platform for the formation of digital communication, structural innovation, organizational factors, digital culture, employee retention and legal factors to identify and fill the gaps caused by Lagging behind in the field of technology, equipping employees with digital skills and supporting digital projects are the investments that are formed in the direction of the digitalization of organizations, which means that digital human resources can be described as a platform. It operates digitally in recruitment, selection, recruitment, training, labor relations and staffing and maximizes the use of digital tools in order to advance its territory (Tourani, 2022: 278). Digital human resources can also be expressed as the replacement of computer technology in manual work or the adaptation to international changes and the motivation of human resources with technology in the use of an internet-based structure in order to integrate the function of human resources with artificial intelligence. And the digital platform and web-based systems are for organizational development. In this opinion, it can be said that digitalization in human resources will help to create innovation, cooperation and efficient strategy in the organization to improve work relations (Wan et al., 2022: 182-184). It can be acknowledged

that environmental change and dynamism has caused diversity in the needs of people in the global village, and at the same time, organizations should pay attention to employees and their expectations in order to meet individual needs and organizational needs. For this purpose, it is necessary to identify the drivers of labor relations model based on digital human resources in order to validate the extracted model while measuring labor relations variables. In this point of view, document review and research literature show that there has not been any research on labor relations against digital human resources in government organizations based on the general policies of the administrative system, and the present research can answer this research gap.

Government Organization

Government organizations change their governing paradigms in order to converge with international organizations and the global network. A government organization refers to an organization that takes steps on behalf of the central government to implement government activities and in line with its assigned missions. According to their important role, government organizations play in realizing the democratic values of the society (Mgbemena, 2022: 50).

Research Background

-Baykal (2022) research findings dedicated the latest developments, organizations earned the capabilities to carry out their functions more efficiently and rapidly. Having several tasks affecting both interior and exterior customers, human resources departments also benefited from these technological developments. Owing to the digital revolution, e-HR emerged as a new way of practicing HRM activities with the latest web-based and computer-based tools and applications. These applications eased the work of HR professionals and served them the opportunity to focus on their core work, namely strategic

human resources activities rather than procedural paperwork of the department. With a holistic and integrative approach, this digital transformation in HRM has been dispersed among all services in human resources including recruitment, career management, training and development, performance management, and compensation.

-Zhu et al., (2022) research findings showed that Affected by the worldwide digital technology revolution and industrial transformation, based on the new stage of high-quality development characterized by digitalization, domestic and foreign scholars continue to pay more attention to digital transformation. Although some progress has been made, research in the field of enterprise digital transformation mostly focuses on the impacts of digital transformation on macro-management issues, while research in micro-management areas such as organizational behavior and human resources is still in its early stage. Given this status quo, this article focuses on enterprise human resource management (HRM) issue related to digital transformation and proposes path map regarding talent management, performance and compensation management, labour relation, recruiting, training and development programs. This article hopes to advance and promote current understanding on human resource management issues after transformation.

-Charlwood & Guenole (2022) research findings showed that the way that the AI industry is currently constituted and wider trends in the use of technology for organising work mean that there is a significant risk that AI use will degrade the quality of work. Viewing different scenarios through a paradox lens, we argue that both positive and negative visions of the future are likely to coexist. The HR profession has a degree of agency to shape the future if it chooses to use it; HR professionals need to develop the skills to ensure that ethics and fairness are at the centre

of AI development for HR and people management.

-Kuzior (2022) research findings showed that there can be a positive correlation between digitalization and increased organizational sustainability. This result is significant not only for the human resources specialists but can indicate a direction for a general business strategy.

-Da Silva et al., (2022) research findings showed that digital trends resulting from Industry 4.0 affect the field of HRM in 13 different themes, promoting trends and challenges for HRM, the workforce, and organizations. This paper seeks to promote insights for studies on the interference of digitalization in HR for the evolution of the digital age, as well as for companies that want to become more productive, human, and digital.

-Anamul Haque & Sharmin Nishat (2022) research findings showed that though certain digitalized HRM practices like e-compensation management and e-career impact significantly on employee extra-role performance they contribute insignificantly on employee in-role performance. Additionally, it has been found that e-performance appraisal management has a significant positive impact on the in-role performance of the employees. The study also made an effort to advise management body of the RMG firms to digitalize some HRM procedures that can improve employee and organizational performance.

-Tabatabayei et al., (2022) research findings showed that the model of school management model and the improvement of the organizational structure based on the general policies and the fundamental change in education is valid, consisting of financial, educational, moral, cultural, strategic, and administrative elements.

Research Methodology

Based on the reasoning method, this research is part of pragmatism research. The explored model is interpretive and in the test part, it is a positivist model. Thematic analysis strategy was used to analyze the qualitative data. In the first step, qualitative research data were collected and refined through semi-structured interviews with experts. The sampling method in the qualitative section is purposeful. At this stage, taking into account the need to reach theoretical saturation, the sample size is 15 academic and executive experts. At this stage, using MAXQDA software using the theme analysis technique of Clark (2006), homogenous themes were identified in the form of sub-themes. The following table shows the research protocol in the qualitative content analysis section of the research with thematic analysis strategy. The statistical population of the research was labor relations managers and human resources managers in the geographical area of the administrative and employment affairs organization of the country who were active in 1401. In the qualitative stage,

including 20 experts and human resource managers who have more than 20 years of work experience in the relevant field with a doctorate degree, who were selected by the purposeful sampling method, and with their selection, the research researchers reached theoretical saturation. In order to compile the data, the tacit and explicit knowledge of the experts was found out from the semi-structured interview through the review of the subject literature and upstream documents. The statistical population in the quantitative part was executive experts of the countries administrative and employment affairs organization with master's degrees, students and doctoral students were chosen. In order to check the validity and reliability of the extracted codes, the codes were returned to the experts and their opinions were applied in the research. In order to analyze the research data, Spss26 software was used, and confirmatory factor analysis was used to examine the relationships between variables and indicators.

Table 1. *Interview protocol*

Activists of the qualitative sector	Condition	Background	Qty	Part of the interview questions
Scientific experts	Academic staff members of public administration departments of prestigious universities in the country	Over 20 years	8	Conceptually, what is digital human resources-based labor relations?
	Invited members of public administration groups of prestigious universities in the country	Over 20 years	7	Which indicators are there in digital labor relations? Are digital work relations in Iran and government organizations relevant? What are the antecedents of digital work relations in government organizations?
Executive experts	High government managers	Over 20 years	5	If digital work relationships are implemented, what future drivers will be envisioned?

Qualitative data collection was examined in terms of validity based on Creswell's (2007) perspective with the method of matching

participants' perspectives. At this stage, qualitative data was provided to the activists. First, the corrected data of the experts were

counted, and then the homogeneity coefficient of the coding of the colleagues' data was matched. The results showed that more than 80% of sub-themes were coded. Therefore, quantitative data was collected with a sample

of 200 people to explain exploratory factor analysis and categories of main themes. Table number (2) shows the results of exploratory factor analysis based on the output of SPSS software version 26.

Table 2.

Exploratory factor analysis of the model

Variable	KMO	Bartlett	Test Result
Digital communication	0.823	0.000	Approved
Structural innovation	0.851	0.000	Approved
Organizational factors	0.701	0.000	Approved
Digital culture	0.796	0.000	Approved
Employee maintenance	0.712	0.000	Approved
Legal factors	0.782	0.000	Approved

Based on the output of the exploratory factor analysis (Table 2), all 6 research variables show a coefficient of more than 0.7, and also considering that Bartlett's sig coefficient is less than 0.5, so the adequacy of the sample for exploratory factor analysis is confirmed and a gender The presence of variable questions was confirmed. In the testing phase of the exploratory model, research data was collected from the statistical population of managers of knowledge-based companies in Tehran. The target sample in this section is made up of managers of knowledge-based companies,

which has been quantitatively sampled through the simple random sampling method. G-POWER specialized software was used to determine the suitable size of the research sample in the quantitative section. According to Cohen, the lower the level of alpha error, the more the generalizability of the results of the sample to a larger sample increases. Also, the higher the power of the test, the less likely the type II error will be reduced (Cohen 1998). Chart (1) shows the output of the software for determining the sample size of the research.

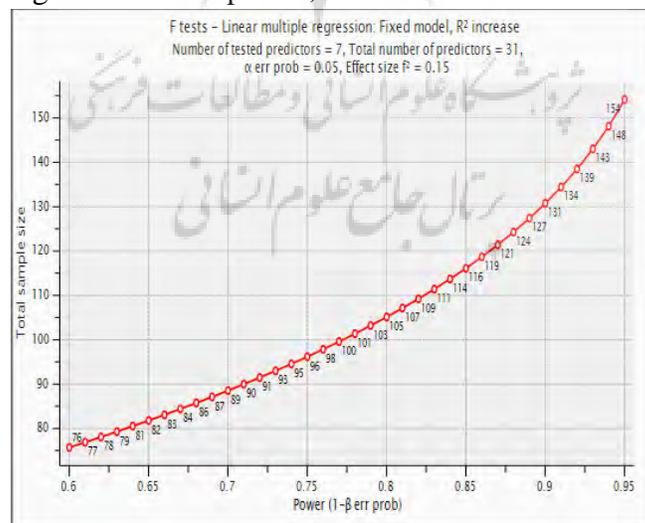


Chart 1. Sample size chart (source: research calculations)

According to the output of the software based on Chart (1) at the error level of 0.15 and the test power of 0.95% and the number of 7 hidden variables and 31 obvious variables, the statistical sample of the research is estimated to be 155 cases. It is also worth mentioning that the content validity of the quantitative measurement tool was checked and confirmed through two relative coefficients of content validity (CVR) and content validity index (CVI). Therefore, since the research model is newly discovered, it is in accordance with the opinion of Hair (2009) for validation. It used the variance-based structural equation modeling technique.

Findings

In the report of analysis and research findings, it is necessary to mention the qualitative analysis with the aim of identifying indicators (subtopics) and variables (main topics) in theorizing and exploring the research model, as well as validating it with the structural variance equation modeling technique. The axis has been done in two separate sections, qualitative analysis and quantitative analysis.

Qualitative Analysis

In this section, first, an attempt has been made to examine the demographic status of the research actors in the qualitative part (experts) of the research. In this section, information on gender, education, field of study of the activists was received and refined as follows. The received information shows that the qualitative part of the research (experts) consists of 10 men and 5 women. Also, according to the level of education of the research experts, 12 people are at the doctorate level and 3 people are at the post-graduate level.

Code of research sub-themes: Based on the theme analysis technique algorithm, in the first step, after collecting, refining and implementing qualitative data in MAX QDA software, hidden content was analyzed in the form of sub-theme coding. Therefore, at this stage, the exploratory codes based on thematic correlation and closeness of the themes have been classified in terms of conceptualization in the form of sub-codes (sub-themes) and main themes. Table (3) shows the codes of the sub-themes and the main themes discovered.

Table 3.

Codes of sub-themes and main themes explored

Row	Sub themes	Main themes
1	Availability of cloud servers	Digital communication
2	Promoting creativity and gaining opportunities in the field of labor relations technology	
3	Digital library based on labor relations information	
4	Structural changes in the organization based on up-to-date technology in labor relations	Structural innovation
5	Configuration of structures and technological tools based on labor relations	
6	Creating the technological infrastructure of labor relations	
7	Development of the technological communication network of internal labor relations in the organization	
8	Knowledge and learning of virtual technologies in the field of labor relations	
9	Implementation of the use of applied technologies of labor relations in social media	
10	Providing strategies for mutual benefit of labor relations	

Row	Sub themes	Main themes
11	Learning digital tools in the field of labor relations	Organizational factors
12	Homogeneity between the environmental work relations governing the organization and the external environment	
13	Strengthening the competencies of labor relations based on external technologies	
14	Promoting the spirit of committed work relationships among employees to achieve the technology-oriented goal of the organization	Digital culture
15	Integration in employee and organization technology-based goals	
16	Aligning the value and goals of the organization with modern technologies in the field of labor relations	
17	Compilation of technology-oriented norms of labor relations based on the organizational mission between employees and the organization	
18	Existence of exchange of opinion between the employee and the government in the field of working conditions in labor relations	Legal factors
19	Raising awareness of employees in the field of labor relations in the presence of formal contracts and contractual agreements	
20	Peaceful skill enhancement of the employer (government) in labor relations jurisdictions	
21	Transparency in explaining the rights of the government and employees in the field of labor relations	
22	Evaluation of course learners	
23	Choice of multiple welfare benefits by employees	Employee maintenance
24	The use of artificial intelligence algorithm in providing occupational safety and health of people	
25	Management of the career path of human resources in the organization	
26	Re-engineering of HR functions including labor relations	

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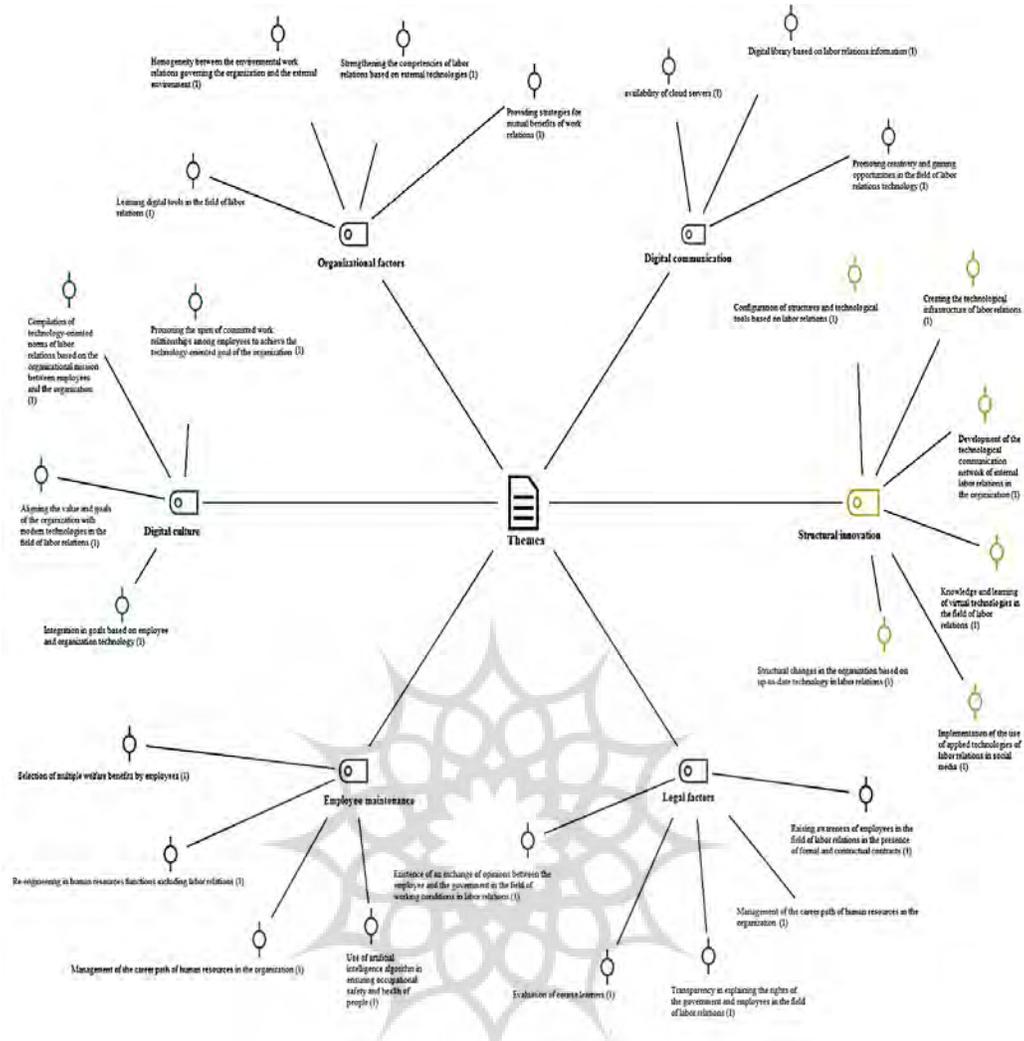


Figure 1. Coding diagram of Maxqda software output research themes

As can be seen, 26 sub-themes and 6 main themes were identified as the main indicators and variables of digital human resources in government organizations. Therefore, based on an in-depth literature review, interview and in-depth theoretical exploration, research variables were theorized in the form of predictors of labor relations towards the realization of digital human resources. Figure (2) shows the relationships of the exploratory model.

Research Model

After explaining the categories of the model, at this stage, we organized, presented and formulated the research theories based on the Glaser method. It is worth considering that before designing the model, a sensitivity analysis has been done to ensure the non-collinearity of the variables input to the model. Figure (2) shows the conceptual model of organized research theories.

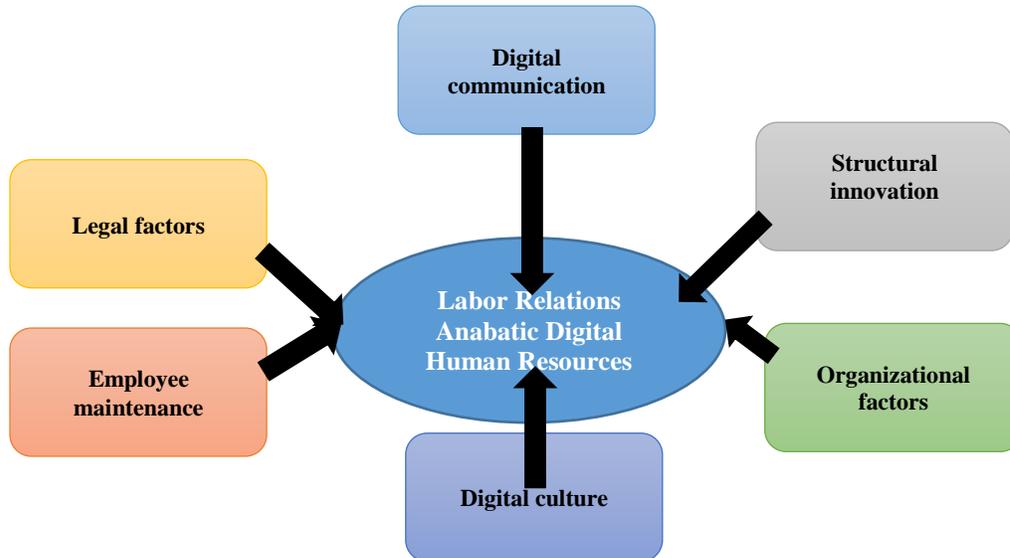


Figure 2. *Discovered Conceptual Model*

Figure (2) shows the relationships on the research model. In fact, it can be stated that factors such as digital communication, structural innovation, organizational factors, digital culture, employee retention and legal factors are considered as predictive factors and in other words effective factors on labor relations in government organizations.

Quantitative analysis

Analyzing the indicators, components and variables of the research that constitute the theory developed in the research that in the quantitative stage of the newly born model research according to Hir (2017) to the test of the model and the analysis of the relationships of the path of the model by using structural equation modeling with Variance based method is discussed.

Research measurement model

By using structural equation modeling (PLS) method, it is possible to measure the reflective model in which the degree of correlation, the validity of the indicators and obvious measures are obtained, and with the help of it, a confirmatory factor analysis can be performed, which indicates the homogeneity of the indicators and the component. It showed the existing variables in the measurement model. Figure (3) shows the output of the PLS software in the standard mode, which shows the possibility of checking the factor loadings of variable measures and construct validity indices, which include divergent validity and convergent validity and model reliability, including combined reliability, common reliability, and Cronbach's alpha.

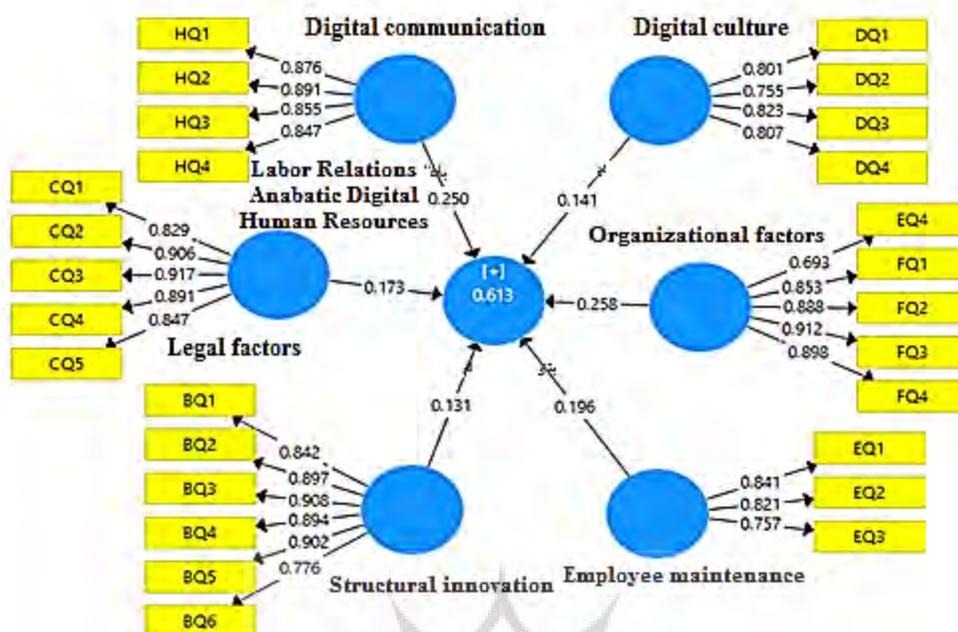


Figure 3. Standard model (source: research calculations)

In the step after the implementation of the standard model, the reliability and validity of the research structure is explored, and table

number (4) shows the standard model and reliability of the research.

Table 4.

Standard table and reliability of the model (source: research calculations)

AVE	CR	Spearman reliability	Cronbach's alpha	Latent Variables
0.727	0.929	0.903	0.903	Legal factors
0.635	0.874	0.820	0.810	Digital communication
0.752	0.924	0.964	0.890	Structural innovation
0.652	0.903	0.866	0.865	Organizational factors
0.759	0.950	0.939	0.936	Digital culture
0.772	0.944	0.938	0.926	Employee maintenance

As it shows from the information extracted from table (4), the coefficients of Cronbach's alpha, combined reliability and shared reliability of the research variables are above

0.7, which indicate the approval of Cronbach's alpha, combined reliability and shared reliability in the test.

Table 5.

Fornell and Larcker test (source: research calculations)

Variables	Fornell-Larcker Criterion					
	Legal factors	Digital communication	Structural innovation	Organizational factors	Digital culture	Employee maintenance
Legal factors	0.852					

Fornell-Larcker Criterion						
Digital communication	0.189	0.797				
Structural innovation	0.534	0.228	0.867			
Organizational factors	0.614	0.354	0.625	0.807		
Digital culture	0.305	0.245	0.389	0.473	0.871	
Employee maintenance	0.203	0.123	0.333	0.404	0.337	0.879

According to the report in table (5), and according to Hir et al., (2017), if $AV \leq 0.5$ and $CR \leq 0.7$ indicators, it indicates the confirmation of convergent validity is to eliminate misappropriation and correlation

between research or validity indicators. Divergent tests can be used by Fornell and Larcker tests, which are among the most important divergent validity test.

Table 6.

Test of several characteristics and several validity and reliability methods (source: research calculations)

Variables	Heterotrait-Monotrait Ratio (HTMT)					
	Legal factors	Digital communication	Structural innovation	Organizational factors	Digital culture	Employee maintenance
Digital workforce						
Digital communication	0.218					
Structural innovation	0.596	0.259				
Organizational factors	0.693	0.414	0.709			
Digital culture	0.329	0.275	0.421	0.522		
Employee maintenance	0.215	0.160	0.361	0.444	0.358	
Legal factors	0.748	0.359	0.610	0.744	0.447	0.200

Divergent validity and comparison of combined reliability and the average variance extracted for convergent validity are important things that according to the view of Hensler et al. (2009), the AVE of each variable must be higher than the squared correlation or other variable that is the output of PLS software in Table (6) (HTMT), a reliable index, is used to confirm divergent validity (Fornell and Larcker, 2015). It can also be said that from table number (6), it can be seen that there is no critical correlation between the indicators of

the structures in the discovered and tested model. According to table number (6), the coefficients between the variables are smaller than 1, indicating the lack of critical convergence and, in other words, confirming divergent validity.

Structural model

According to the algorithm of Structural Equation Modeling (PLS) model, after dealing with the measurement model, it is necessary to check the research hypotheses according to the

path analysis in a significant state. Therefore, Figure (4) shows the model in the state of significant coefficients, showing the analysis

of the hypotheses and theories discovered in the research.

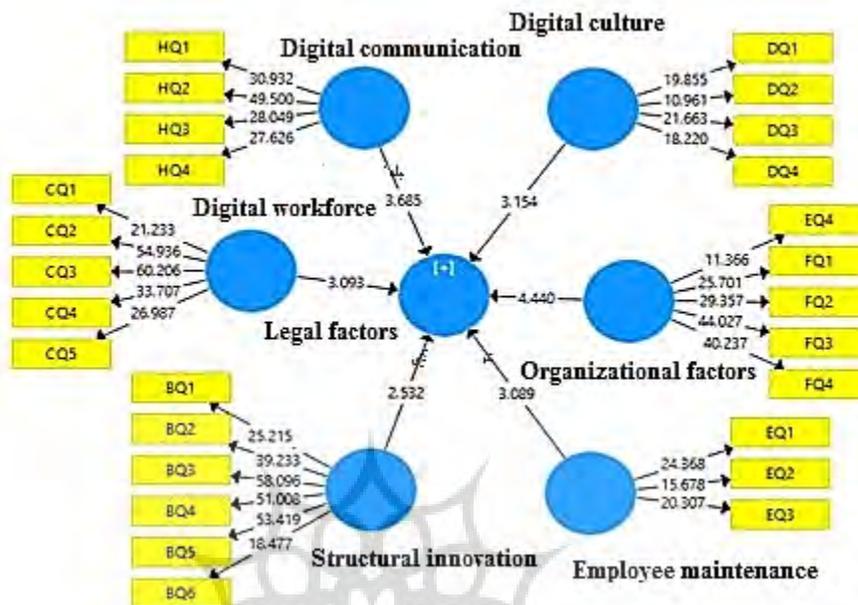


Figure 4. Research model in meaningful mode (source: research calculations)

Model Regression

In order to determine the fit of the measurement model according to (Hire, 2012), we prepared the model measurement quality

test. This test replaces goodness and fit indices in variance-based software, the results of which can be seen in Table (7).

Table 7. Quality of research measurement model (source: research calculations)

Variables	Model quality coefficients	Result
Digital communication	0/387	Strong
Structural innovation	0/539	Strong
Organizational factors	0/456	Strong
Digital culture	0/624	Strong
Employee maintenance	0/611	Strong
Legal factors	0.346	Medium

Based on the output of the software (PLS) in table (7), the quality of the research measurement model is discussed, which represents the coefficients of the variables of

the research, which was greater than or close to 0.35, which according to Cohen (1998), it can be argued that the research model at the level It is considered strong.

Conclusion

The current research has been done with the aim of identifying and validating the working relationships of digital human resources in government organizations. After reviewing the theoretical literature and compiling the initial framework and confirmatory factor analysis of the obtained themes of the research, drivers were introduced in six variables of digital communication, structural innovation, organizational factors, legal factors, digital culture and employee retention. The investigations carried out show that the lack of holding sufficient courses for training managers in identifying the factors of labor relations, focusing on decision-making and legal proceedings, the absence of transparent and multi-faceted discussions between employees and managers, and neglecting the necessity of maintaining Organizational capitals in the shadow of the formation of labor relations can all be a sign of problems in the sub-system or subset of Iran's administrative system related to labor relations. The result obtained with the background of the research shows the neglect of the organizational managers of the labor relations based on digital human resources, which is used in industrialized and advanced countries, and in return for the lack of attention, the largest organizational budget is spent on it. The research proposals are presented in two macro-political and practical sections; In terms of political and macro analysis, it can be argued that the results of research conducted in government organizations have been reviewed, which can be used in private organizations, knowledge-based organizations, and other organizations with commercial, service, and industrial purposes, and by testing the model Its results can be specified. In this way, by collecting data from different organizations, a database can be created that by using the output of each research, it is possible to provide a comparative model of the administrative

system policies of the organizations to find out the strengths and weaknesses of the administrative system model of each organization clarified and the strengths of the organizations can be extended to other executive organizations in the implementation of government administration by observing its prerequisites. On the other hand, with the support of the administrative and employment affairs organization, and placing a line in the budget of each organization, managers and employees who act on the basis of 26 model policies of the country's administrative system, can be given a reward, in other words, the spirit of promoting work relations. Principles away from human conflicts should be institutionalized in organizational people, which is in accordance with paragraph 3 of the general policies of the 7th plan, or in other words, trying to regulate relations and administrative relations based on psychological, social, economic, health, cultural security, as well as the relative well-being of society members. So that paragraph 22 of the general policies of the administrative system is fully realized. From a practical point of view, the application of the following proposals in government organizations can be considered as a turning point; Embedding the audit of the implementation of administrative system principles in organizations, providing solutions and applications from human resources specialists in the field of identifying the existing point and removing the obstacles of the desired point, highlighting non-material welfare benefits such as the definition of work room and health factors in Herzberg's theory. Greater transparency and flexibility in the organization of the administrative system, the unity of the goals of the employees and government managers of the organizations in order to implement the macro visions of the government, updating the transformation document in the organizational policies and regulations in accordance with the general

policies of the 7th five-year plan. , the alignment of organizations in the transformation of the administrative system, such as smartening and elimination of parallel organizations with the aim of reducing damage to the labor relations between employees and government managers in accordance with paragraph 25 of the general policies of the 7th Development Program and creating a system of transparency in the legal affairs of public sector managers As one of the entries of the organizational conflicts of the employees in order to cover its solution, it is based on paragraph 19 of the general policies of the resistance economy. The findings of this research are in line with the research findings of Zhu et al., (2022), Da Silva et al., (2022), Tabatabayei et al., (2022) and Kuzior (2022).

The limitations of the research include the non-cooperation of managers in disclosing information and on the one hand the busyness of people, the temporary nature of data collection, the lack of access to organizational managers as research experts due to the prevailing organizational hierarchy in the public sector and the lack of resources and data. It is possible to mention the necessary factors in the research variables that limit the generalizability of the research results to other organizations.

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