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The Impact of the Dimensions and Consequences of Human Resource Management Development on the Performance Gap in the Social Security Organization

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ABSTRACT

The present study examines the impact of the dimensions and consequences of human resource management (HRM) development on the performance gap in the Social Security Organization. The research is applied in terms of purpose and descriptive–survey and causal in nature. The information was collected through a library method, and the required data were obtained by note-taking from books, articles, theses, and other relevant sources. The statistical population consisted of employees and managers of the Social Security Organization. The sampling method was simple random sampling, and due to the unknown size of the population, the sample size was determined to be 384 individuals. Data collection in the field was carried out using a researcher-made questionnaire. Data were analyzed using descriptive statistics (mean and standard deviation), inferential statistics, and structural equation modeling with the use of SPSS 26 and AMOS 24 software. The findings indicated that both the dimensions of HRM development and its consequences have significant effects on the factors influencing the performance gap, including human resources, organizational structure and processes, external environment, and managerial factors. The results further revealed that the dimensions and consequences of HRM development can play a significant role in reducing the performance gap within the Social Security Organization.

Keywords: Human Resource Management Development, Performance Gap, Consequences, Dimensions, Social Security Organization.

Introduction

In today's increasingly complex and competitive organizational environments, human resource management (HRM) and its systematic development have emerged as key strategic levers for enhancing performance and ensuring institutional sustainability [1]. The evolution of HRM from an administrative support function into a driver of organizational transformation reflects its centrality in achieving efficiency, adaptability, and innovation in modern institutions [2]. Within public and semi-public organizations—such as the Social Security Organization—the strategic development of HRM is not merely an operational necessity but a prerequisite for bridging the performance gap that arises from structural inertia, process inefficiencies, and the absence of coherent development frameworks [3].

Human resource management development (HRMD) refers to a set of systematic and planned efforts designed to enhance individual, team, and organizational competencies in alignment with strategic objectives [4]. It incorporates activities such as training, performance management, succession planning, career development, and organizational learning. When properly structured, these components collectively contribute to sustainable productivity and long-term performance excellence [5]. In the context of the Social Security Organization, HRMD is particularly relevant, given its complex service delivery structure,

its critical role in social welfare policy implementation, and the diverse competencies required across its administrative and operational units [6].

Scholars have consistently underscored that HRMD directly affects the quality of organizational performance by influencing motivation, engagement, and strategic alignment among employees [2, 7]. Empirical evidence suggests that performance gaps—discrepancies between expected and actual outcomes—can often be traced to weaknesses in HRM practices, including inadequate training, ineffective performance appraisal systems, and insufficient talent development mechanisms [3]. Therefore, closing performance gaps necessitates a multidimensional HRM development strategy that integrates technical, behavioral, and contextual components [8].

From a strategic management perspective, Armstrong [1] defines HRM as an integrated and coherent approach to managing people that promotes high performance and continuous improvement. The same principle has been reinforced in the literature on performance measurement and management (PMM), emphasizing that HRM should not be viewed in isolation but as a subsystem within a broader organizational performance architecture [9]. Indeed, modern organizations increasingly perceive HRM development as a dynamic process that must evolve in response to digital transformation, environmental changes, and shifts in workforce expectations [7].

Several models of HRM development stress the interdependence of human, structural, and environmental factors in shaping performance outcomes. For example, Yūsefī [10] demonstrated that HRM development in service industries, particularly in the hospitality and tourism sectors, requires an entrepreneurial and innovation-oriented approach to sustain competitiveness. Similarly, Alīpūr [11] highlighted the mediating role of business strategy in translating HRM initiatives into measurable performance outcomes, indicating that strategic alignment is crucial for HRM to fulfill its developmental potential.

At a conceptual level, Enos [12] proposed that performance improvement must be treated as an organizational system rather than a collection of discrete activities. In this framework, HRM development acts as the “human capital infrastructure” that sustains continuous improvement processes. Without such a foundation, organizations risk fragmentation between strategic intent and operational execution, leading to persistent performance gaps [13]. Accordingly, the Social Security Organization—faced with operational complexities, diverse service obligations, and an expanding beneficiary base—must adopt HRM development strategies that both address internal performance deficiencies and enhance adaptive capacity in a rapidly evolving policy and economic environment [6].

In public organizations, performance management systems often suffer from structural weaknesses, including unclear performance criteria, limited accountability mechanisms, and insufficient integration between evaluation and development processes [13]. To overcome these deficiencies, HRM development must emphasize capacity building, empowerment, and organizational learning. According to Khānī [5], performance appraisal and organizational learning play complementary roles in fostering green HRM practices, suggesting that sustainable organizational performance depends on the organization’s ability to embed learning-oriented HR systems. This aligns with the findings of Garengo [9], who emphasized the growing intersection between HRM and PMM in contemporary research, particularly in the context of integrated performance frameworks.

Furthermore, empirical research confirms that HRM development directly influences both the quantitative and qualitative dimensions of performance. Otoo [14] demonstrated that HRM practices enhance organizational effectiveness primarily

through the mediating role of employee competencies. Similarly, Singh [15] found that HRM development indirectly affects performance through constructs such as organizational justice, psychological empowerment, and job satisfaction. These relationships illustrate the multi-layered pathways through which HRM development shapes both individual and organizational outcomes.

In the Iranian context, numerous studies have explored HRM development and performance measurement across various organizational domains. For instance, Gholīzādeh [4] constructed a human resource development model for the National Tax Affairs Organization, emphasizing the importance of productivity enhancement through structural equation modeling. Likewise, Mašāyekhī [3] identified the key elements of the performance gap in the Social Security Organization, stressing the need for a paradigmatic shift from conventional training toward competency-based development. The findings of Beygi [16] and Delāvar [17] further underscore the role of individualized development plans (IDPs) and performance evaluation systems in public sector efficiency, illustrating how structured HRM processes can reduce inefficiencies and align employee behavior with institutional goals.

While HRM development frameworks often prioritize skill acquisition and competency enhancement, contemporary scholarship increasingly advocates for an integrative perspective that includes digital transformation, innovation, and sustainable governance [7, 18]. In this respect, HRM development serves as both an enabler and a beneficiary of digital transformation. Digital tools enhance data-driven decision-making, streamline HR processes, and foster continuous feedback loops, thereby narrowing the performance gap and supporting long-term organizational adaptability. The integration of digital HRM systems also promotes transparency and accountability, two key principles in performance governance [8].

The relationship between HRM development and organizational performance is not merely causal but reciprocal. As Dash [19] argued, HRD practices embedded within high-performance work systems (HPWS) create a self-reinforcing cycle of development, motivation, and innovation. These practices cultivate a performance-oriented culture that translates individual competence into organizational resilience. This cyclical relationship is particularly critical in public institutions, where performance outcomes are shaped not only by internal efficiency but also by external policy and social expectations [9].

From a methodological standpoint, HRM development research emphasizes both quantitative and qualitative dimensions of performance assessment. The integration of structural equation modeling (SEM) in HRM research allows scholars to test complex relationships among variables such as HRD dimensions, performance indicators, and mediating mechanisms [4]. This analytical approach enhances the validity of findings and provides practical insights for organizational reform. Ahmadi Khaṭīr [6], for instance, designed a performance evaluation model for the Social Security Organization that operationalizes HRM variables to measure developmental outcomes and identify latent inefficiencies.

Moreover, the development of HRM within the public sector must also consider cultural and contextual factors. As Kūlak [8] and Khānī [5] pointed out, managerial perceptions, organizational climate, and leadership behavior play decisive roles in shaping the success of HRM initiatives. The interplay between structural constraints and human agency becomes evident in contexts where bureaucratic rigidity coexists with professional autonomy. Therefore, adaptive HRM systems must balance centralized policy frameworks with decentralized innovation to maintain equilibrium between accountability and flexibility.

In global terms, the convergence of HRM development practices across nations reflects a growing consensus about the importance of human capital as a driver of organizational excellence [2, 14]. However, contextual variation remains significant, especially in developing countries where resource constraints, political influences, and institutional inertia impede

HRM modernization. Purwanto [7] observed that in university settings, digital transformation amplifies HRM effectiveness only when accompanied by leadership commitment and a supportive cultural infrastructure. These insights parallel the challenges faced by the Social Security Organization, where technological and procedural reforms must be synchronized with human development initiatives.

In addition, sustainable HRM development increasingly intersects with the principles of corporate social responsibility (CSR) and green management. Khānī [5] highlighted the role of HRM in advancing environmental responsibility within government agencies, arguing that green HRM practices align organizational development with sustainability goals. This shift underscores the transformation of HRM from a transactional domain to a transformational discipline focused on long-term value creation.

Historically, performance measurement and human resource development have evolved as parallel yet interconnected fields. Early performance management models emphasized efficiency metrics and financial outcomes [12], whereas contemporary frameworks integrate behavioral, social, and environmental dimensions. As Garengo [9] argued, HRM and performance measurement systems must be mutually reinforcing, ensuring that employee development translates directly into organizational performance gains.

Finally, the need to address performance gaps through HRM development reflects a broader theoretical and practical convergence. The literature indicates that when HRM development dimensions—training, career progression, performance management, and organizational learning—are systematically implemented, they yield measurable reductions in performance disparities [3, 4]. The Social Security Organization, as one of the largest public institutions in Iran, faces persistent challenges related to operational efficiency, workforce adaptability, and service quality. By embedding comprehensive HRM development strategies into its performance architecture, the organization can transform human potential into institutional capability and ensure sustainable improvement in public service delivery [6].

In sum, the literature emphasizes that HRM development is both a determinant and a reflection of organizational maturity. It bridges the gap between strategy and execution, enhances performance accountability, and aligns human potential with institutional goals [1, 2]. Accordingly, the present study investigates the impact of HRM development dimensions and consequences on the performance gap within the Social Security Organization.

Methodology

This study is applied in terms of purpose and descriptive–survey and causal in nature. The data collection method was library-based, and the tool used for this purpose was note-taking. The statistical population of the study consisted of the employees and managers of the Social Security Organization. The sampling method was simple random sampling, and since the exact size of the population was unknown, the sample size was determined to be 384 individuals. The field data collection method and the instrument used in this section were researcher-made questionnaires, which are described below.

This questionnaire included 52 items across 11 subscales: training and development, career path development, performance management, organizational development, talent management, human resources, organizational structure and processes, external environment, managerial factors, individual factors, and organizational factors. Respectively, 6, 6, 4, 6, 5, 4, 5, 4, 3, 5, and 4 items were assigned to each of these concepts. The items were rated on a 5-point Likert scale (strongly agree, agree, neutral, disagree, and strongly disagree). The face validity of the questionnaire was confirmed by subject-matter

experts, and construct validity was verified through confirmatory factor analysis. The reliability of the questionnaire for each variable is presented in Table 1.

Table 1

Reliability of the Questionnaire

Variable	Number of Items	Cronbach's Alpha
Training and Development	6	0.710
Career Path Development	6	0.722
Performance Management	4	0.781
Organizational Development	6	0.782
Talent Management	5	0.701
Human Resources	4	0.774
Organizational Structure and Processes	5	0.848
External Environment	4	0.865
Managerial Factors	3	0.775
Individual Factors	5	0.728
Organizational Factors	4	0.756
Total Score	52	0.952

The data analysis methods included descriptive statistics (mean and standard deviation), inferential statistics, and structural equation modeling using SPSS 26 and AMOS 24 software. Furthermore, the Kolmogorov–Smirnov test was used to assess the normality of the data distribution.

Findings and Results

Table 2 presents the demographic characteristics of the statistical population in the quantitative section in terms of gender, marital status, educational level, age, work experience, and position.

Table 2

Demographic Characteristics

Characteristics	Classification	Frequency	Percentage (%)
Gender	Female	112	29.2
	Male	272	70.8
Marital Status	Single	81	21.1
	Married	303	78.9
Educational Level	Associate Degree	32	8.3
	Bachelor's Degree	178	46.3
	Master's Degree	115	30.0
	Doctoral Student	34	8.9
	Ph.D.	25	6.5
Age	25–30 years	61	15.9
	31–35 years	121	31.5
	36–40 years	119	31.0
	Over 40 years	83	21.6
Work Experience	Less than 5 years	59	15.4
	6–10 years	189	49.2
	More than 10 years	136	35.4
Position	Manager	45	11.7
	Employee	339	88.3

The results of the descriptive statistics presented in Table 3 indicate that the mean scores of all variables are above the average level. These figures suggest that the identified factors contribute to improving the performance gap and enhancing human resource management development. Additionally, the standard deviation values (the closer to zero, the lower the dispersion) demonstrate that data variability is minimal.

Table 3

Descriptive Statistics

Variable	Mean	Standard Deviation
Training and Development	3.09	0.768
Career Path Development	3.12	0.787
Performance Management	3.11	0.793
Organizational Development	3.12	0.783
Talent Management	3.09	0.487
Human Resources	3.12	0.780
Organizational Structure and Processes	3.12	0.789
External Environment	3.11	0.791
Managerial Factors	3.09	0.768
Individual Factors	3.08	0.494
Organizational Factors	3.07	0.763

Table 4 shows the test of data normality using the Kolmogorov–Smirnov test. Based on the obtained results, since the significance level of all variables is greater than 0.05, it can be concluded that the data distribution is normal. Therefore, structural equation modeling using the AMOS software can be applied.

Table 4

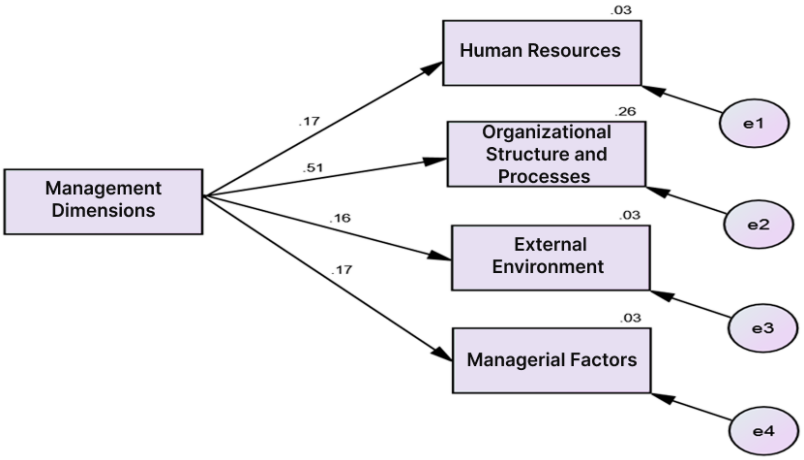
Kolmogorov–Smirnov Test

Variable	Test Statistic	Significance Level
Training and Development	0.035	0.200
Career Path Development	0.040	0.181
Performance Management	0.039	0.191
Organizational Development	0.041	0.160
Talent Management	0.041	0.130
Human Resources	0.039	0.194
Organizational Structure and Processes	0.039	0.200
External Environment	0.036	0.200
Managerial Factors	0.033	0.200
Individual Factors	0.044	0.076
Organizational Factors	0.034	0.200

Hypothesis 1: The dimensions of human resource management development have a significant effect on the factors influencing the performance gap.

Figure 1

Model of the Impact of Human Resource Management Development Dimensions on Performance Gap Factors



According to the model presented in Figure 1, the dimensions of human resource management development influence human resources by 17%, organizational structures and processes by 51%, the external environment by 16%, and managerial factors by 17%.

Table 5

Model Fit Indices for the First Hypothesis

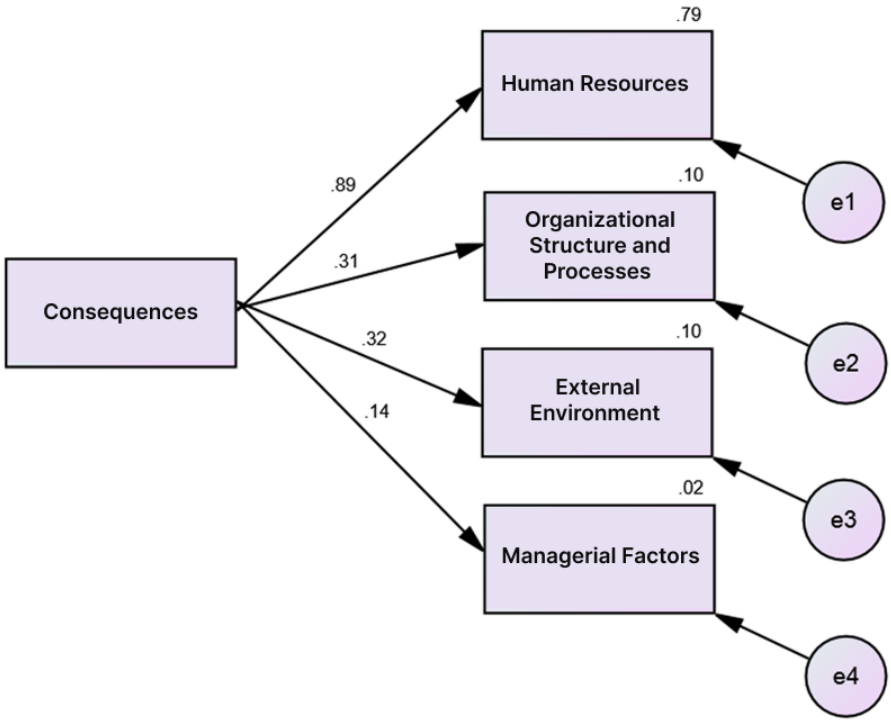
Goodness-of-Fit Indices	Values
CMIN/DF	1.443
NFI	0.945
RFI	0.908
IFI	0.982
TLI	0.970
CFI	0.982
RMSEA	0.034

The results in Table 5 indicate that all goodness-of-fit indices are within an acceptable range. The RMSEA index equals 0.034, which is also within an acceptable threshold. Therefore, considering the obtained values, the model demonstrates an adequate fit, and the above hypothesis is confirmed.

Hypothesis 2: The consequences of human resource management development have a significant effect on the factors influencing the performance gap.

Figure 2

Model of the Impact of the Consequences of Human Resource Management Development on Performance Gap Factors



According to the model presented in Figure 2, the consequences of human resource management development influence human resources by 89%, organizational structures and processes by 31%, the external environment by 32%, and managerial factors by 14%.

Table 6

Model Fit Indices for the Second Hypothesis

Goodness-of-Fit Indices	Values
CMIN/DF	3.374
NFI	0.975
RFI	0.925
IFI	0.980
TLI	0.932
CFI	0.979
RMSEA	0.029

The results in Table 6 demonstrate that all goodness-of-fit indices are within a desirable range. The RMSEA index equals 0.029, which is also at an acceptable level. Therefore, overall, considering the obtained figures, the model exhibits a satisfactory fit, and the above hypothesis is confirmed.

Discussion and Conclusion

The results of this study confirmed that both the *dimensions* and *consequences* of human resource management (HRM) development exert significant and positive effects on the key factors influencing the performance gap within the Social Security Organization, including human resources, organizational structure and processes, the external environment, and managerial factors. The findings indicated that HRM development dimensions accounted for substantial variances in structural and human domains, explaining 51% of the variance in organizational structures and processes, 17% in human resource factors, 17% in managerial components, and 16% in external environmental elements. Similarly, the consequences of HRM development explained 89% of the variance in human resources, 32% in the external environment, 31% in structural processes, and 14% in managerial dimensions. These results underscore the critical and multidimensional influence of HRM development on bridging performance gaps, implying that well-designed HRM frameworks can mitigate inefficiencies, enhance employee competencies, and strengthen the structural and managerial foundations of organizations.

The findings align closely with prior evidence asserting that HRM development serves as a key driver of organizational performance improvement. Steffi.R [2] emphasized that effective HRM management enhances the overall performance of organizations through systematic development of employee capabilities, performance feedback, and strategic alignment. The current study corroborates this view, as the strong relationship between HRM development and structural processes highlights the importance of institutionalizing performance management systems across administrative and operational levels. Similarly, Purwanto [7] found that the integration of HRM and digital transformation significantly improves performance outcomes in higher education institutions by promoting process efficiency and human adaptability. This consistency with previous findings indicates that HRM development is not an isolated variable but an interactive component of a broader system of performance enhancement.

The results also reinforce Armstrong's [1] assertion that strategic HRM constitutes a vital organizational lever for translating human potential into measurable performance results. The observed impact of HRM dimensions on structural and process variables reflects what Armstrong describes as "strategic congruence," where HRM policies are directly aligned with organizational objectives and operational systems. This finding is particularly relevant in the context of public and semi-public organizations, such as the Social Security Organization, where structural rigidity often hampers agility and innovation. As Mašāyekhī [3] previously identified, the performance gap in the Social Security Organization originates largely from the

inadequacy of conventional HRM practices and the absence of developmental integration across subsystems. The present findings validate this argument by showing that expanding HRM development dimensions leads to improvements across multiple organizational layers.

The strong association observed between HRM development consequences and human resources (β = 0.89) highlights the transformative role of HRM in capability building. This outcome supports Gholīzādeh's [4] model of HRD, which emphasizes that employee training, career development, and competency enhancement collectively elevate productivity. The Social Security Organization's context confirms that HRM investments produce human capital dividends that extend beyond immediate performance outcomes. Similarly, Otoo [14] demonstrated that HRD practices enhance industry effectiveness by strengthening employee competencies, which act as mediating variables between HRD interventions and organizational success. This mediating mechanism appears to be at play in the current research, where HRM consequences lead to significant improvements in human resource performance through competency expansion and motivation reinforcement.

Moreover, the results suggest that the external environment and managerial factors are significantly influenced by HRM development efforts. These findings are consistent with Khānī [5], who found that performance appraisal and organizational learning promote green HRM and sustainable organizational practices. By embedding developmental learning into HR systems, organizations can adapt to external pressures, policy changes, and environmental uncertainties more effectively. Garengo [9] further confirmed that HRM plays a central role in performance measurement and management (PMM), functioning as both an input and an outcome variable in institutional performance frameworks. The current study's evidence that HRM development shapes managerial and environmental adaptability supports this integrated PMM–HRM perspective, emphasizing that human resource strategies form the bridge between internal processes and external responsiveness.

Another dimension of the findings relates to the structural and procedural reforms facilitated by HRM development. The significant 51% influence of HRM development dimensions on structural and process variables underscores the notion proposed by Kūlak [8] that HRM practices must be designed and validated within an organizational context to ensure performance optimization. This strong structural relationship suggests that HRM development is not confined to individual-level outcomes but extends to systemic organizational improvements. The reinforcement of internal processes through HRM initiatives can reduce fragmentation, increase coordination, and build accountability within bureaucratic systems—factors crucial for performance enhancement in large-scale institutions such as the Social Security Organization [6].

The present study also affirms the pivotal role of managerial competence as a conduit between HRM systems and performance outcomes. The finding that HRM development impacts managerial factors (β = 0.17 for dimensions; β = 0.14 for consequences) is consistent with the model of Alīpūr [11], who highlighted the mediating role of business strategy in linking HRM practices to company performance. Managers act as both implementers and beneficiaries of HRM systems, influencing employee motivation, performance feedback, and organizational culture. The implication is that HRM development must encompass managerial training, leadership development, and participatory decision-making to ensure sustainability of performance gains.

Furthermore, the results corroborate Dash's [19] findings in the IT sector, which showed that HRD practices embedded in high-performance work systems (HPWS) lead to sustained improvements in organizational outcomes. Similar to Dash's observations, this study found that the presence of comprehensive HRM practices—encompassing training, talent management, and performance evaluation—creates a reinforcing cycle of improvement that gradually narrows the

performance gap. This finding extends to Singh's [15] model, where HRM development indirectly enhances performance through psychological empowerment, job satisfaction, and organizational citizenship behavior. Thus, the Social Security Organization's performance improvement can be viewed as the cumulative effect of interrelated behavioral and structural transformations initiated through HRM development.

The impact of HRM development on the external environment—although less pronounced than on internal factors—nonetheless demonstrates the organization's enhanced adaptability and stakeholder responsiveness. This outcome supports Purwanto's [7] argument that HRM development, when integrated with digital transformation, enables institutions to better respond to external challenges by leveraging agility and innovation. In the context of the Social Security Organization, where external economic, political, and technological changes continually reshape service demands, HRM development serves as a stabilizing force that enhances resilience and adaptability.

The findings also resonate with the theoretical foundations of performance improvement proposed by Enos [12], who conceptualized performance enhancement as a systemic process rather than a series of independent interventions. According to this view, HRM development provides the human capital infrastructure necessary for sustaining performance improvements. The current study validates this notion empirically, showing that HRM development exerts cross-cutting effects across structural, managerial, and environmental dimensions, thereby forming a cohesive mechanism for organizational learning and adaptability.

Additionally, the high overall reliability and model fit indices (CFI = 0.982; RMSEA = 0.034 for dimensions; CFI = 0.979; RMSEA = 0.029 for consequences) reinforce the robustness of the findings and support previous research that has applied structural equation modeling (SEM) to HRM studies [4]. Such analytical rigor allows for nuanced understanding of how HRM development functions as a latent construct influencing multiple performance-related variables simultaneously. These results also complement Beygi's [16] work on using individual development plans (IDPs) to enhance project-based organizational performance, suggesting that HRM interventions, when systematically modeled, can yield sustained performance improvements at both individual and collective levels.

Furthermore, the implications of these findings extend beyond the organizational context to encompass public administration reform. As Ghanīzādeh [13] argued, public sector organizations often suffer from fragmented performance management systems that lack continuity and coherence. The significant relationships identified in this study suggest that HRM development could serve as a corrective mechanism, aligning strategic, operational, and individual objectives within the Social Security Organization. The results, therefore, reinforce the argument that HRM systems must evolve from administrative to developmental paradigms to meet the demands of performance accountability and public value creation.

Finally, these findings support Parsakia's [18] view that resource management strategies must balance profitability and sustainability by prioritizing human development. By emphasizing HRM development as both a driver of efficiency and a foundation for sustainable growth, the Social Security Organization can integrate ethical, environmental, and social considerations into its performance architecture. The observed interconnections between HRM dimensions and organizational adaptability provide a pathway for future institutional reforms that link human capability with systemic innovation.

Despite the robustness of the analytical framework and the consistency of results with previous studies, several limitations should be acknowledged. First, the research design was cross-sectional, limiting the ability to infer causality between HRM

development and performance gap reduction. Longitudinal studies could better capture the dynamic and temporal effects of HRM interventions. Second, the data relied primarily on self-reported measures from employees and managers, which may have introduced response biases, including social desirability and perceptual inflation of HRM effectiveness. Third, while the study's sample size of 384 respondents was statistically adequate, it may not fully represent the heterogeneity of all divisions and regions within the Social Security Organization. Additionally, the model was tested within a single public organization, which limits generalizability to private or hybrid sectors. Finally, the study did not account for potential moderating variables such as organizational culture, leadership style, or digital maturity, all of which could influence the strength and direction of relationships between HRM development and performance outcomes.

Future studies should consider employing longitudinal or mixed-method approaches to capture the evolving impact of HRM development initiatives over time. Qualitative investigations could explore the lived experiences of managers and employees regarding HRM practices to enrich understanding of the mechanisms underlying performance improvement. Expanding the scope of research to include private and non-profit sectors would enhance the comparative validity of HRM development frameworks. Researchers could also test the moderating effects of organizational culture, innovation orientation, and leadership on the HRM–performance relationship. Furthermore, integrating digital HRM analytics into future models could illuminate how technology-driven decision-making strengthens HRM development outcomes. Cross-national comparative studies might also provide insight into cultural and institutional variations affecting HRM effectiveness, particularly in contexts with differing administrative traditions and governance structures.

For practitioners, the findings underscore the necessity of institutionalizing HRM development as a strategic function rather than a procedural task. Organizations should prioritize continuous training, career development pathways, and data-driven performance management systems. Integrating HRM initiatives with digital platforms can enhance transparency, accountability, and feedback cycles. Managers should foster participatory and learning-oriented environments where employees are empowered to contribute to innovation and decision-making. Additionally, linking HRM strategies with sustainability objectives—such as green practices and social responsibility—can strengthen both internal performance and external legitimacy. Ultimately, the Social Security Organization and similar institutions should view HRM development as an investment in long-term institutional resilience and public service excellence rather than a short-term administrative necessity.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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