

A Model for Developing High-Performance Human Resources with a Team Coaching Approach (Case Study: Knowledge-Based Companies in the Science and Technology Parks of Tehran)

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ABSTRACT

Objective: This study aims to explore the key factors influencing high-performance human resource development through a team coaching approach.

Methodology: A mixed-method approach was employed, including a review of relevant literature and empirical research, to identify the factors and strategies that contribute to high-performance human resource management through team coaching in organizational settings.

Findings: The research identified several key factors impacting high-performance human resource development, including empowerment of human resources, organizational capabilities, contextual conditions, and intervention factors. Team coaching was found to significantly enhance decision-making, social responsibility, and human resource flexibility, ultimately contributing to higher organizational effectiveness. Additionally, factors such as leadership styles, team behaviors, and the acceptance of coaching practices were essential for successful implementation.

Conclusion: The findings suggest that high-performance human resource management, facilitated by team coaching, is essential for organizational growth, productivity, and competitiveness. Organizations should foster an environment of learning, adaptability, and commitment to maximize the potential of their human capital through structured coaching interventions.

Keywords: High-Performance Human Resource Development, Team Coaching, Knowledge-Based Companies, Thematic Analysis

1 Introduction

In today's competitive world, one of the most important tools for achieving organizational transformation, ensuring organizational survival, and reaching desired goals and missions is the human element. In this context, what

gives life to transformation and guarantees the survival of the organization is human resources. The role of people in the organization and the way they are perceived plays a crucial role in the success or failure of the organization. With the beginning of the third millennium, the role of human

resources has become increasingly prominent, and today it is considered the only factor for achieving success and maintaining a sustainable competitive advantage in organizations. This is especially true in today's knowledge-based economy (Park & Kim, 2023).

The importance of human resources in organizations is undeniable. Human resources are the most effective tool for achieving predefined goals, and failing to provide the appropriate environment and tools for their development can create significant problems for organizations. In a world where challenges are influenced by globalization and economic changes, attention to the sustainable impact of human resources on organizational performance has grown. Numerous studies have shown that there is a positive and significant relationship between employee retention and organizational performance (Barba-Argon & Jimenez, 2020). Human resources are a treasure trove of potential forces within an organization that can be strategically developed to achieve excellence. The survival and success of an organization increasingly depend on retaining and unlocking the full potential of human resources. Therefore, one of the challenges organizations face is adopting measures and mechanisms to increase employee satisfaction, commitment, and ultimately their retention (Ahakwa et al., 2021). Managers must pay sufficient attention to the factors that affect employee retention to influence employees' skills, attitudes, and behaviors so that they can perform their work with commitment and achieve the set objectives (Noe et al., 2017).

However, human resource management in organizations faces multiple challenges, such as globalization, shortages of skilled and committed labor, decision-making hierarchies, failure to recognize employee needs, lack of planning, non-meritocratic practices, discrimination, inadequate productivity, demotivation, lack of employee participation, and the departure of experienced employees. However, human resource managers can address or prevent many of these challenges through empowering their employees. Empowered employees cooperate and participate fully with managers to resolve challenges, as employee empowerment fosters motivation, participation, commitment, creativity, and loyalty. Despite the significant importance of empowerment, in Iran, due to various reasons—such as unclear organizational goals, lack of a proper definition of work and personal relationships, absence of a proper performance evaluation system, undefined productivity measurement indicators, and certain market factors resulting from a non-competitive business environment and the

country's economic structure—there has not been a clear mechanism for the qualitative development of human resources, and this mechanism is not taken seriously (Sadeghnia, 2023).

Capital and natural resources are also important factors in production and service delivery, but it is humans who accumulate capital, utilize natural resources, build the economic, social, and political structures, and ultimately bring about development. A country that fails to develop and expand the knowledge and skills of its people and use them effectively in the national economy will not be able to solve its underdevelopment issues (Reza Alizadeh et al., 2024).

Many employers make fatal mistakes when prioritizing their organizational resources. If we were to divide the resources of an organization or business into two groups—human resources and financial resources—these employers often focus on direct financial feedback and neglect the importance of human resources and their role in profitability. They overlook the indirect effects of having ideal human resources on an organization's profitability. Although few managers would deny the impactful role of desirable employee characteristics in their organization's success, the reality is that managers often become action-oriented and view human resource assets in a static manner. In their eagerness to start, they hire individuals who have no alignment or connection with the organization's values and goals. In an era where the economic features are defined by speed, cohesion, and non-physical factors, how can one embark on a path with unprepared human groups who lack the necessary qualities and understanding of these features and be optimistic about its success (Ahakwa et al., 2021)?

Although coaching is well-recognized as a developmental tool in organizations, many managers fail to take full advantage of it. Despite acknowledging coaching as a competitive advantage, managers rarely engage in coaching activities and often lack the necessary skills to implement it. Despite the apparent benefits of coaching, which enables individuals to gain insight into the fundamental issues they face and guides them to use this insight for creating positive change in real-world situations, both managers and employees have become so accustomed to functioning without coaching that they lack a clear understanding of how to integrate it into their regular tasks. It seems that employees resist coaching because they have become accustomed to its absence. Even the most experienced coaches have deficiencies in their practice, which can affect the effectiveness of coaching (Salcinovic et al., 2022).

Several studies have been conducted in this area, highlighting the significant role of human capital in the performance of organizations. One study found that human capital influences market measurement capabilities, brand management, and dynamic marketing capabilities. Additionally, market measurement and brand management were shown to impact market dynamism (Naghbi & Yousefpour, 2024). Another study demonstrated that high-performance human resource management positively affects productivity in the police force (Mousavi Tofi et al., 2023). Furthermore, a study on team coaching revealed that team coaching has a significant positive impact on group decision-making, social responsibility, and human resource flexibility. Human resource flexibility, in turn, positively influences group decision-making and social responsibility (Viseh et al., 2023). Research also shows that adopting strategies that enhance employee experience and broaden their perspectives can not only strengthen their social status but also facilitate the achievement of high-performance human resource management (Sepahpour & Rahmani, 2023). In another study, the importance of high-performance work systems was demonstrated in enhancing both individual and organizational effectiveness, particularly when considering components like job design, reward systems, organizational structure, information systems, and workforce alignment (Zarei et al., 2022). One study focused on the role of coaching in improving human resource development, highlighting the importance of acceptance and commitment from both coaches and learners in the application of coaching methods. When employees believe that improving work conditions requires personal growth and professional development, coaching becomes a more successful tool for achieving organizational goals (Sarvar et al., 2022). Other research examined the role of organizational justice and social interactions in mitigating the negative impacts of underperforming members in strategic integration with retail groups. In another study, it was found that hierarchical culture moderates the relationship between high-performance human resource practices and emotional commitment, highlighting the importance of organizational culture in facilitating employee engagement and performance (Alqudah et al., 2022; Lyons, 2016). Additionally, a study on the factors affecting team performance emphasized the key role of leadership styles, supportive team behaviors, communication, and performance feedback in enhancing team effectiveness across various industries. High-performing teams, aiming to improve their performance, must address these four key

factors in both their teams and the surrounding environment (Salcinovic et al., 2022; Salihovic, 2021).

In knowledge-based companies located in science and technology parks, the complexity of the workplace environment and the shift from individual work to team-based work have increased, with much of the success depending on teams. Some teams in these companies perform at high levels and consistently meet or exceed team goals, while others struggle with low performance. The role of the manager or team leader is crucial in this regard, but unfortunately, many of them do not know how to elevate their team's performance. Team coaching can resolve these challenges by focusing on unlocking the potential of individual team members and encouraging the team as a whole to operate efficiently. However, team coaching skills are often lacking in the management levels across knowledge-based companies in these parks, which highlights the need for human resource development to achieve high performance, and this should be addressed through a team-based approach. Therefore, this study seeks to answer the fundamental question:

How can a high-performance human resource development model with a team coaching approach be designed and implemented in knowledge-based companies located in science and technology parks?

In this context, the present research aims to design and propose a high-performance human resource development model with a team coaching approach for knowledge-based companies located in science and technology parks in the country.

2 Methods and Materials

The present study was conducted with the aim of designing and presenting a high-performance human resource development model with a team coaching approach for knowledge-based companies in science and technology parks in the country. This study follows a sequential mixed-methods design, which was carried out in both qualitative and quantitative sections. The qualitative part, aimed at fundamental research, is exploratory in nature, using content analysis as the method. The quantitative part, aimed at applied research, is descriptive in nature and was conducted using a survey method.

In the first phase, the qualitative content analysis was conducted using a deductive approach. The researcher, by providing and assuming specific definitions before starting the research, studies the predetermined texts and compares

the predefined definitions with the analyzed texts to judge the presence or absence of those definitions in the texts. In this study, relevant texts were selected in alignment with the main research objective. In the first stage, the texts were examined, and paragraphs relevant to the research questions were selected. In the second stage, the codes related to the subject of each paragraph were extracted. In the third stage, the extracted codes were categorized into related groups, and in the fourth stage, suitable names and titles reflecting the main theme of the research were assigned to these categories.

In the second phase, the Delphi method was used, gathering the opinions of 29 experts familiar with the research topic. The most important dimensions and factors influencing the indicators of the high-performance human resource development model with a team coaching approach in knowledge-based companies located in science and technology parks were finalized. In this stage, snowball sampling was used. Following this, after determining the sample size based on the Cochran formula and applying a stratified random sampling method, 216 managers and experts from knowledge-based companies in the science and technology parks were selected. The identified dimensions and factors were provided to them through a questionnaire. Finally, the data were analyzed using structural equation modeling. The results indicated that modern organizations, with a better understanding of the mentioned factors, can react more effectively to competitive pressure and, as a result, achieve more efficient outcomes by formulating and implementing educational and business strategies, such as team coaching.

3 Findings and Results

Research Question 1: What are the dimensions, components, and indicators of the high-performance

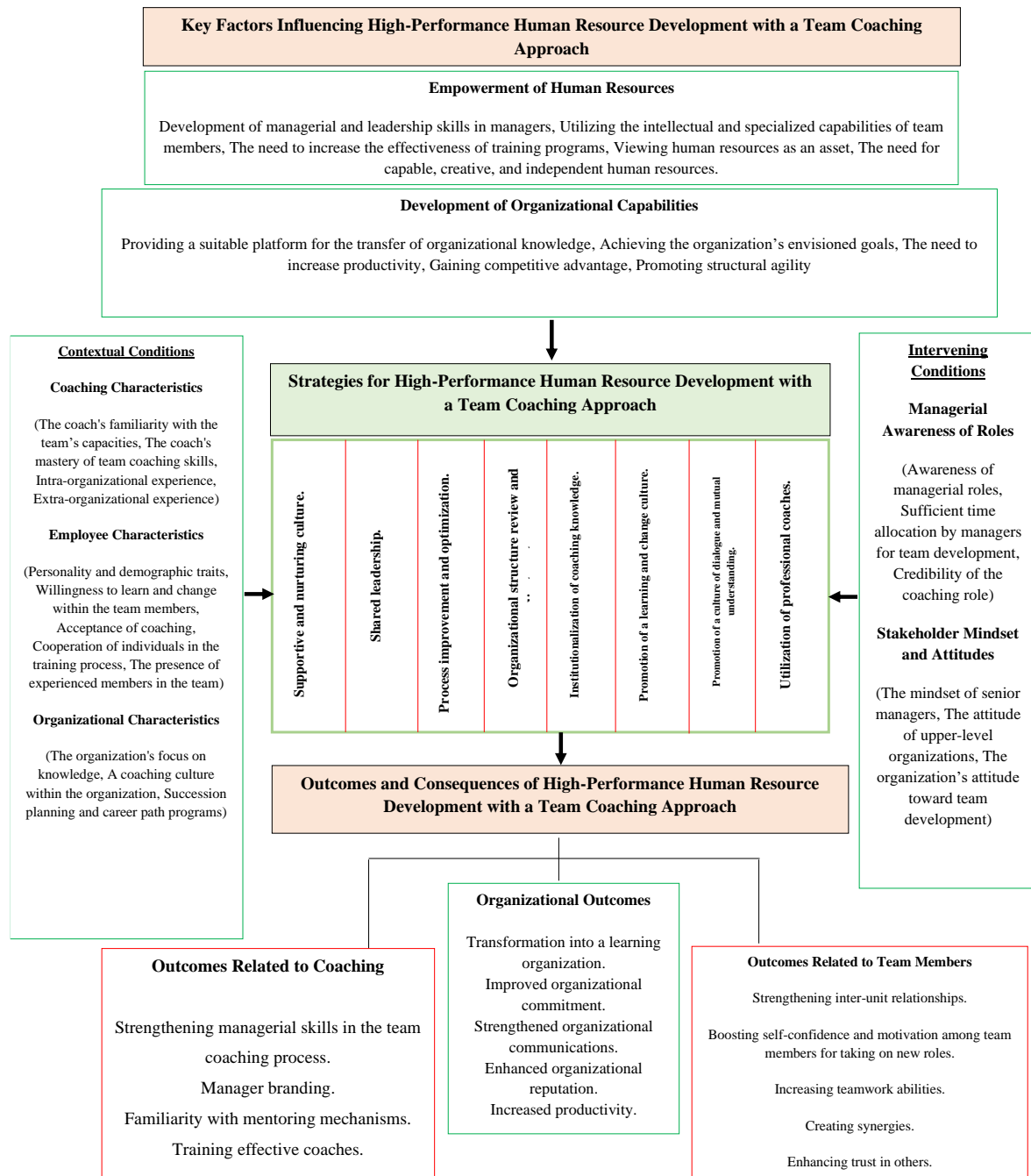
human resource development model in knowledge-based companies located in science and technology parks?

In this study, after reviewing available written and digital sources, a mixed exploratory approach was used to achieve the research objectives. The data collection tool was semi-structured interviews, and for gathering information, a purposive and snowball sampling method was used to interview 16 academic elites, managers, and experts from knowledge-based companies located in science and technology parks. As a result of data analysis using thematic analysis, 69 basic themes (indicators), 18 organizing themes (components), and five overarching themes (dimensions) were identified. The main identified themes include: human resource empowerment, the development of organizational capabilities in terms of key influencing factors, coaching conditions and characteristics, employee conditions and characteristics, organizational conditions and characteristics in terms of contextual factors, the use of professional coaches, promoting a culture of dialogue and mutual understanding, fostering a culture of learning and change, process improvement, shared leadership, institutionalizing coaching knowledge, a supportive and backing culture, reviewing and restructuring strategies, managers' awareness of roles, stakeholder attitudes and perspectives as intervening factors, as well as outcomes related to team members, organizational outcomes, and coach-related outcomes as consequence factors.

Based on the discussed points, the final theoretical framework of the research, after incorporating corrections and expert opinions, validation of its reliability and validity, and screening the criteria and indicators of high-performance human resource development in knowledge-based companies located in science and technology parks through the Delphi method, is presented as follows:

Figure 1

Criteria and Indicators of High-Performance Human Resource Development in Knowledge-Based Companies Located in Science and Technology Parks.



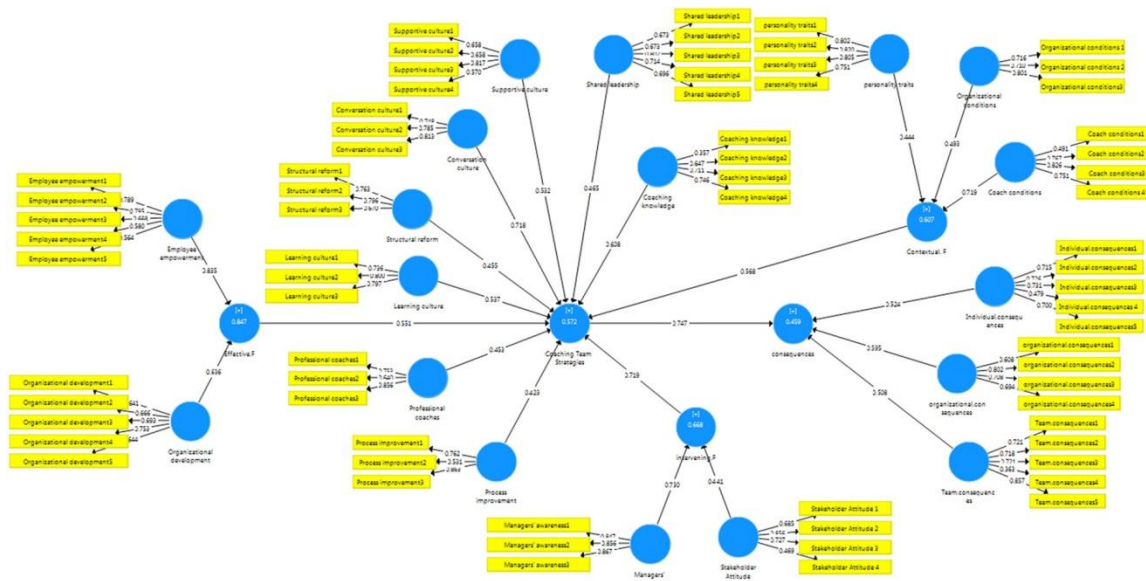
Research Question 2: What is the quantitative model of high-performance human resource development in knowledge-based companies located in science and technology parks?

In Structural Equation Modeling (SEM), the relationships between observed and latent variables are generally categorized into three types:

1. **Correlation (Convergence):** Correlation refers to the relationship between two variables in a model that is non-directional, and the nature of this relationship is evaluated through correlation analysis.
2. **Direct Effect:** A direct effect is one of the components of SEM that indicates a directional relationship between two variables. These relationships are primarily evaluated using one-way analysis of variance. The type of effect represents the assumed linear causal influence of one variable on another. Within a model, each direct effect specifies and indicates a relationship between a dependent and an independent variable, although a dependent variable in another direct effect can be an independent variable, and vice versa. Furthermore, in multiple linear regression, a dependent variable can be associated with multiple independent variables, and in multivariate analysis of variance, an independent variable can be related to several dependent variables. This concept, where a dependent variable can occasionally become an independent variable, leads to the emergence of a third relationship called indirect effect.
3. **Indirect Effect:** This effect refers to the influence of an independent variable on a dependent variable through one or more mediating (moderating) variables. In this effect, the mediating variable plays the role of an independent variable with respect to one variable, and a dependent variable with respect to another. This type of effect is generally found in path analysis. The model fit test (goodness-of-fit) is then presented in three aspects: measurement, structural, and overall, along with hypothesis testing related to the research.

Figure 2

Structural model of the research with path coefficients and outer loadings



Given that all the factor loadings related to the main (latent) variables of the study in connection with the observed variables (indicators of each latent variable (criteria)) are greater than 0.5, this indicates that the measures are appropriate and the survey instrument is acceptable (factor loadings between 0.3 and 0.6 are considered acceptable). Table 4-20 presents the Cronbach's alpha coefficients, composite reliability, and the average variance extracted (AVE) for the latent variables of the study.

In this study, structural equation modeling and the SmartPLS software were used for model fitting. There are three basic steps in structural equation modeling:

Step 1: Effect of the Independent Variable on the Dependent Variable

If the t-statistic falls within the range of +1.96 to -1.96, the null hypothesis that the independent variable does not have an effect on the dependent variable is rejected, and the research hypothesis, which is based on influence, is also rejected. However, if the t-statistic does not fall within this range, it indicates an effect of the independent variable on

the dependent variable, and thus, Step 2 should be proceeded with.

Step 2: Determining the Direction of the Effect

In Step 2, the direction of the effect is determined by the sign of the standardized coefficients. If the sign is positive, it indicates a positive and direct effect of the independent

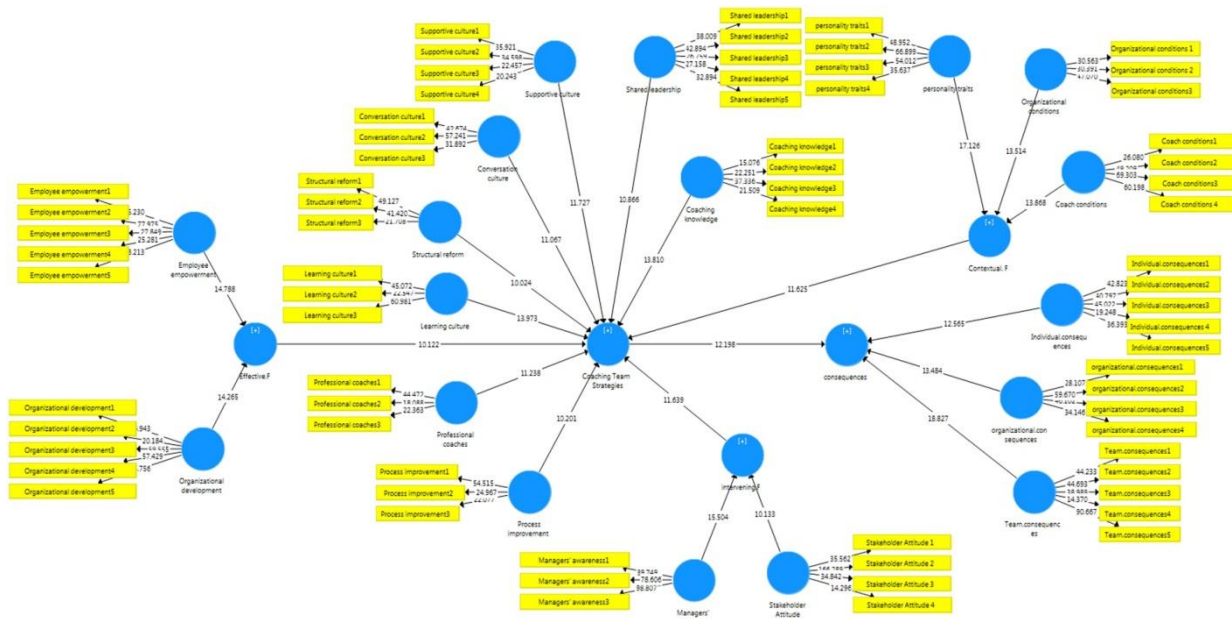
variable on the dependent variable, and if negative, it indicates a negative and inverse effect.

Step 3: Magnitude of the Effect

To determine the magnitude of the effect, the standardized coefficients must be observed.

Figure 3

Structural model of the research with t-values



The measurement model, in the form of estimated t-coefficients, indicates the significance of the relationships of all latent variables with their respective indicators and the overall significance of the model. A significance test value greater than +1.96 or less than -1.96 indicates that the relationships are statistically significant.

For the overall model fit, various fit indices, such as the root mean square residual (SRMR), normalized fit index (NFI), chi-square, and unweighted least squares (ULS), were examined. According to Table 1, all indices used in the study indicate that the model has a good fit.

Table 1

Model Fit Indices for the Structural Model

Index	Acceptable Range	Observed Value	Results
SRMR	Less than 0.08	0.052	Suitable
d-uls	Less than 0.95	0.743	Suitable
d-g	Less than 0.95	0.637	Suitable
Chi-square	Less than 3	2.319	Suitable
NFI	Greater than 0.90	0.935	Suitable

4 Discussion and Conclusion

Today, one of the roles that human resource management can assume to enhance employee capabilities, motivation, and job opportunities within organizations is the coaching or

organizational coaching model. Human resources are the most important asset and competitive advantage of any organization, and undoubtedly, human resource development is one of the most fundamental processes in human resource management. From this perspective, it can be understood that training and human resource

development are necessary in various organizations. One of the factors that improves performance and human resource development is coaching. Effective leadership is crucial for organizational survival and growth, especially in today's dynamic global business environment. Coaching is a planned intervention and part of a strategy for leadership development that aligns with organizational strategic goals. Traditionally, coaching has focused on empowerment and individual achievements. Organizations are now beginning to rely on coaching teams to enhance organizational performance. Even though organizations depend on teams to achieve their goals, many leaders remain uncertain about how to optimally lead their teams to improve performance (Maseko et al., 2019). Therefore, a necessary condition for achieving the goals of any organization is having a special workforce—employees who not only possess specific abilities and skills but are also committed to their job and organization, and who derive satisfaction from performing their tasks. Hence, organizational managers, by empowering human resources, can enhance their employees' capability and motivation, leading to higher and more qualitative production. This approach benefits not only the organization but also its employees, customers, and ultimately society and the country (Lyons, 2016).

Regarding the investigation of factors influencing high-performance human resource development with a team coaching approach, several researchers have obtained valuable and effective results. Among these, the research by Naghibi et al. showed that human capital impacts market sensing capability, brand management, and dynamic marketing capabilities (Naghibi & Yousefpour, 2024). Similarly, the study by Musavi Tafi et al. demonstrated that high-performance human resource management leads to increased productivity in the Gilan Law Enforcement Force (Mousavi Tofi et al., 2023). The research by Viseh et al., titled found that team coaching has a significant and positive impact on group decision-making, social responsibility, and human resource flexibility (Viseh et al., 2023). The study by Sepahpour et al., showed that adopting measures that enhance the experience and broaden the perspective of employees could facilitate achieving high-performance human resource management in the Social Security Organization, in addition to strengthening employees' social status (Sepahpour & Rahmani, 2023). Research by Zarei et al. revealed that high-performance work systems, when designed with proper attention to factors such as job design, reward systems, organizational structure, information systems, and workforce, can greatly impact human resource

flexibility, leading to improved individual and organizational effectiveness (Sepahpour & Rahmani, 2023). Additionally, the research by Sarvar et al. found that the most important factor in applying this training method in the Social Security Organization is the level of acceptance and commitment of coaches and trainees, with a belief that improvements in working conditions and existing situations require changes in individuals themselves and the enhancement of their professional and technical capacities, which will ultimately lead to success in achieving organizational goals (Sarvar et al., 2022). Park et al.'s research explored how past performance characteristics of retail members, the role of the group's purchasing office, and interactions among retail members influence strategic integration with retail groups (Park & Kim, 2023). The research by Alqudah et al. found that hierarchical culture positively moderates the relationship between high-performance human resource management functions and emotional commitment (Alqudah et al., 2022). The research by Salcinovic et al. titled showed that high-performing teams, which are eager to improve performance, should focus on four key variables associated with team performance across various industries, including leadership styles, supportive team behaviors, communication, and performance feedback, and identify these factors within their team and environment (Salcinovic et al., 2022).

Every organizational activity depends on its human resources. Even if an organization possesses ample resources, infrastructure, and facilities, having reliable human resources is essential for the success of its operations. This illustrates the critical importance of human resources for any need. The key factor determining the execution of an organization's operations is human resources. Improving and growing employee performance is a priority in the era of globalization and must be focused on to enhance the quality and competitiveness of the company. The more mature the human resource management systems in organizations become, the more likely they are to achieve excellence and growth. In other words, the maturity of human resource management systems in departments and organizations leads employees to align more with the organization's goals, which can foster organizational growth (Trivellas et al., 2019). Therefore, the maximum utilization of human capital is essential for organizations, especially due to the rapid advancements in various technologies, increasing competition, and cost reduction pressures. Employee performance coaching is an effective tool in performance management and a strong method to ensure employees are

well-motivated and working at their full potential. Indeed, coaching is one of the most effective methods for training and development.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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