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Designing a Competency Model of a Human Resource Analyst in the Health Insurance System

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Abstract

Introduction: A human resources analyst has a key role in organizations and is responsible for analyzing and evaluating data related to human resources. This study aimed to design a competency model for human resource (HR) analysts in the health insurance system.

Methods: A qualitative research method was used, with thematic analysis as the strategy. Participants were 12 decision-making managers in the field of the health insurance system, selected using purposive and snowball sampling. Data were analyzed through open and axial coding using MAXQDA 22.

Results: Our findings indicated that the competencies of a HR analyst include 5 overarching themes: technical competencies, professional competencies, analytical and strategic thinking competencies, communication competencies, and cultural competencies. they also contained 14 organizing themes: research methodology and statistical skills, data storytelling skills, technology skills, recruitment analysis, HR retention analysis, HR evaluation analysis, turnover analysis, critical thinking, problem-solving skills, strategic thinking skills, interpersonal skills, team-building skills, cultural awareness, and cultural sensitivity.

Conclusion: The HR analyst is one of the key roles in organizations, which is of great importance due to its direct impact on the performance, development, and management of human capital.

Keywords: Analyst, Competency, Human resources, Development, Empowerment

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Introduction

Today, environmental changes are happening at a rapid pace, affecting all organizations and individuals. In this context, organizations need to analyze data to achieve their goals through data analysis. A human resources analyst has a key role in organizations and is responsible for analyzing and evaluating data related to human resources (HR). This role is of great significance due to its direct effect on the performance, development, and management of human capital (1). A HR analyst is capable of accurately analyzing HR data and presenting the resulting findings in an understandable and actionable format for managers and decision-makers (2). The steps of HR analysis include gaining problem-solving insights, collecting data, and controlling and measuring data (3).

Research has shown that the number of organizations using workforce data to inform strategic workforce decisions has significantly increased in recent years. Consequently, HR analytics has garnered increasing attention in the HR literature. However, the problem is that many HR departments lag behind other organizational functions in adopting technology-based, data-driven decision-making (4, 5, 6, 7, 8).

Moreover, research has shown that organizations today grapple with numerous issues and problems that reduce organizational effectiveness and productivity. Considering that each organization possesses multi-layered dimensions, each of these dimensions must be precisely examined to understand its problems (9). The Health Insurance Organization, which is the geographical scope of this research, is no exception to this rule. Given the environmental changes and the ever-increasing pace of technological advancements today, various organizations are striving to diagnose and address their organizational vulnerabilities. Therefore, health insurance also needs to identify and remove obstacles and create the necessary capacities to achieve its organizational goals.

Regarding the necessity of research from an applied perspective, analysis enables HR professionals to make data-driven decisions. Furthermore, analysis helps test the effectiveness of HR policies and various interventions (10). Additionally, HR analytics is a powerful tool that can help organizations increase workforce productivity and improve their overall performance, leading to improved performance, reduced costs, and increased employee satisfaction. For example, HR analytics can help organizations develop skills development programs to improve employee performance and identify factors affecting employee satisfaction (11). People analytics prepares organizations to analyze and use their people

data more effectively. Some of the benefits of HR analytics are increased talent acquisition, improved retention rates, growth in diversity, equity, and inclusion, improved employee experience, identification of skills gaps, improved productivity, and the generation of financial insights (12). Accordingly, it is essential to provide HR professionals with tools for quick and efficient analysis (13, 14, 15, 16). For instance, Google has begun collecting and analyzing employee data to make more data-driven decisions about hiring and selection (17).

Overall, research indicates a need for greater attention to the competencies of HR analysts in various situations, especially during crises. Further, some actions have significantly increased the necessity of research on HR analysis, including developing soft skills, creating comprehensive and integrated models, conducting field and applied research, and considering cultural and organizational differences.

Zhang et al (18) designed a multi-dimensional post-qualification evaluation model in HR management with artificial intelligence using a qualitative research method. Their findings revealed that competencies include knowledge and skills, which both belong to the explicit characteristic elements of competence. Additionally, social roles, self-image, individual traits, motivation, and the like are implicit and internal characteristic elements of competence.

Likewise, Midhat Ali et al (19) developed a competency framework for effective HR management by employing a systematic review research method. Their study emphasized that competency invariably translates into a competitive advantage for an entity. The process of making HR more effective, competency-based recruitment, development, and performance evaluation are common phenomena discussed in the literature, although they are not as common in practice. Despite their importance, they are not frequently implemented due to the complexity of the subject and the absence of an overarching framework that can be adopted with few or no modifications. Although efforts have been made to develop competency frameworks, they are job-specific and typically limited in implementation. Accordingly, there is a readily apparent need for a general framework that follows a structured and scientific method, is simple to understand, and is applicable to required jobs.

Similarly, Barani Kumari et al (20) investigated the role of HRs in designing and implementing competency models. Data were collected from 75 employed staff using a structured questionnaire. They found that the organization has a cost-effective system for attracting and selecting individuals that functions satisfactorily. Moreover, the reported that the organization frequently utilizes some form of competency mapping to understand how to best leverage the strengths and competencies of its HR workforce.

Additionally, McCartney et al (21) conducted research on HR analytics. Drawing on human capital theory and the HR framework, they examined the knowledge, skills, abilities, and other characteristics required for the emerging role of HR analysts. In addition, they sought to systematically identify key competencies and develop a competency framework. First, the study first analyzed 110 HR analyst job postings collected from Australia, Canada, Ireland, the United Kingdom, and the United States of America. Then, a thematic analysis of 12 in-depth, semi-structured interviews was conducted with HR analytics professionals from Canada and Ireland. Based on the findings, the competencies included consulting skills, technical knowledge, personality assessment knowledge, data analysis knowledge, and storytelling ability. The researchers employed convenience sampling of 117 IT professionals enrolled in an MBA program and found statistically significant relationships between the three constructs. Van Oosten et al (22) also conducted research on HR competencies using a quantitative research method. Their findings revealed a positive direct relationship between their model of emotional and social competency and the job performance of leaders. This study utilized standard error of the mean analysis to test various hypotheses. Moreover, Korenková et al (23) explored the benefits of linking competency assessment initiatives with performance management. Through qualitative interviews, the researchers linked performance management to competencies in an engineering environment, using key performance indicators (KPIs) in order to bridge the gap between competencies and performance management.

In light of the above-mentioned studies, this research aims to design a model that examines what characteristics a HR analyst should possess within the health insurance system.

Methods

Following the research onion layers of Saunders et al (24), the research philosophy was interpretivism because, according to Newman (25), meanings are constructed through a social process, and the researcher attempts to understand these meanings behind human actions and social phenomena. An interpretivist paradigm was adopted given the complex, socially constructed nature of competencies and organizational behavior. Unlike positivism, which seeks generalizable laws, interpretivism allows for contextual, nuanced understanding essential in HR analytics, particularly in the health insurance context. The research approach was inductive in the second layer, where the researcher started with interview data and then generalized from what was observed to the whole. In addition, thematic analysis was considered as the research strategy. This was qualitative research because a model was derived from qualitative data extracted from interviews. The time horizon for the present research was one year. Additionally, data collection methods in the qualitative section were documentary studies, library research, and interviews. In this research, data analysis was performed using open and axial coding. The participants in this research included 9 managers

from the health system with a minimum of 10 years of executive management experience, as well as 3 university professors with a specialization in organization behavior and HRs, holding at least an assistant professorship, and a minimum of 10 years of teaching experience. Moreover, the purposive and snowball sampling methods were employed for data collection. The sample size of 12 was deemed sufficient as no new themes emerged after the 10th interview, indicating data saturation. Furthermore, the inter-coder agreement coefficient with Cohen's Kappa was used to ensure data validity in this research. In this research (15% of the documents), interviews coded by the researcher were provided to an expert for evaluation, and the results of the two researchers' coding demonstrated that the Kappa coefficient calculated by SPSS software (version 26) was 0.744. Given that it was greater than 0.6 and because the significance value obtained for the Kappa index was less than 0.05, the assumption of independence of the extracted codes was rejected, thereby confirming the dependence of the extracted codes on each other.

Regarding the reflectivity statement, it is stated that to minimize research bias, data coding was cross-checked by two independent coders. Divergent participant views were preserved as negative cases and discussed. The teachers' academic and industry backgrounds were upon to acknowledge possible preconceptions.

All participants were assigned pseudonyms (e.g., P01) to protect identity. In addition, transcripts were anonymized, and data were securely stored with access limited to the research team. The characteristics of the research participants in the interview are presented in Table 1.

Regarding data analysis using thematic analysis research method, this research, combining the methods proposed by Clarke and Braun (26) and Attride-Stirling (27), presented a step-by-step and comprehensive process for thematic analysis, including being familiarized with the data, generating initial codes and coding, describing and interpreting the text, and mapping the thematic network. Participants in the interview process were indicated by the abbreviation P and a specific index (e.g., P01 and P02 refer to the first and second participants and the like).

Results

In response to the research question: "*What is the competency model for HR analysts in the health insurance system?*", the researcher, after reviewing the research literature, analyzed the interview data and extracted a code from each interview statement. Table 2 provides the creation of initial codes and coding from the literature

Table 1. Research Experts' Profiles

Interviewee	Gender	Education	Service (Years)	Organizational Post
	Male	Doctorate in Public Administration-Organizational Behavior	22	Assistant Professor
	Male	Doctorate in Public Administration-Organizational Behavior	20	Assistant Professor
	Male	Doctorate in Public Administration-Human Resources	17	Assistant Professor
	Female	Doctorate in Health Services Management	18	Assistant Professor
	Male	Doctorate in General Medicine	24	Deputy Vice-President for Health Insurance and Services
	Male	Doctorate in Public Administration-Human Resources	15	Deputy Vice-President for Health Insurance Management and Resources Development
	Male	Doctorate in Health Economics	17	Deputy Vice-President for Health Insurance and Services
	Female	Doctorate in Social Medicine	20	Deputy Vice-President for Support and Resources Development
	Male	Doctorate in Health Policy	10	Advisor to the Director General of Health Insurance
	Male	Doctorate in Health Services Management	10	Deputy Vice-President for Support and Resources Development
	Female	Doctorate in Health Services Management	19	Deputy Vice-President for Health Insurance Management and Resources Development
	Male	Doctorate in Educational Management	20	Deputy Vice-President for Health Insurance and Services

Table 2. Creating Initial Codes and Coding From Research Literature and Interviews

Source	Text of Research Literature or Interview	Initial Codes
P01	In the health insurance system, one of the most important tasks is to be able to predict future trends. For example, when we analyze data related to policyholders and medical expenses, we need to be able to predict what types of services or costs might increase in the future. These predictions help insurance companies better allocate their resources and prevent financial crises.	Predictive analytics
(28)	Efforts should be made to predict what might happen in the future based on past data.	
P11	The human resource analyst model includes budget and cost-benefit analysis.	Cost analysis
P12	When working in an organization like health insurance, we must always pay close attention to costs so that we can use resources optimally.	Cost analysis for optimal resource utilization
P03	For example, there might be costs in different areas (e.g., recruitment, training, or employee retention) that need to be examined to find if these costs are achieving the desired results.	Transforming data into desired results
P04	I usually review the costs and, by comparing them with data and performance indicators, I try to determine where we can save money or optimize expenses.	

review and interviews.

In the next stage, the researcher analyzed the codes that had been initially coded and collected, which were then organized at a broader level and used to form basic themes. Table 3 summarizes the search for and identification of themes. Figure 1 illustrates the

Table 3. Searching and Understanding the Themes

Comprehensive Theme	Organizing Themes	Basic Themes
Technical competencies	Research and statistical method skills	- Performing predictive analytics - Collecting data related to the reasons for events, analyzing quantitative and qualitative data - Performing cost analysis and cost analysis for optimal resource utilization, transforming data into desired results, explaining data for future comparisons - Obtaining advanced knowledge regarding data analysis and interpretation of results - Being interested in data analysis - Having experience in data analysis, statistics, and data analysis - Being familiar with programming - Having statistical and numerical skills - Using data visualization tools - Performing accurate and reliable analysis and detailed data analysis - Paying attention to details
	Data storytelling skills	- Being able to create compelling narratives, perform data analysis, and provide recommendations - Being able to translate complex data into simple language and construct logical and convincing narratives based on data - Being able to simulate various scenarios - Using employee data for decision-making, collecting, and structuring human resources data
	Technology skills	- Being proficient in analytical tools - Being familiar with business intelligence tools - Using data, sensors, and machine learning - Using data analysis tools professionally - Having knowledge and skills related to the job - Using data analysis software and tools
Professional competencies	Recruitment analysis	- Analyzing the current workforce situation - Being able to plan for the future of work - Rapidly collecting applicant data - Obtaining deep and useful information from applicants - Identifying applicants with comparable characteristics - Providing equal opportunities for applicants - Preparing a list of hiring metrics
	Human resource retention analysis	- Training the employee and handling administrative correspondence - Analyzing factors affecting job satisfaction and organizational commitment of employees - Evaluating the impact of retention programs on productivity and satisfaction - Being able to compare retention metrics - Designing interactive dashboards
	Human resource evaluation analysis	- Performing cost-benefit analysis - Managing financial and personnel affairs - Evaluating human resource processes - Evaluating training and development needs - Using multi-source assessment (360-degree feedback) - Evaluating individual performance and capabilities - Analyzing periodic employee feedback - Using employee performance data to identify key employees
	Turnover analysis	- Analyzing the reasons for employee turnover - Analyzing data related to employee behavior - Developing strategies to improve the work environment - Predicting employee retention rates based on historical data - Examining the impact of organizational policies on turnover rates
Analytical and strategic thinking competencies	Critical thinking	- Performing complex problem analysis - Having cognitive knowledge - Being able to understand different issues - Analyzing organizational structure and its improvement - Aligning organizational culture with goals and values
	Problem solving skills	- Providing holistic solutions - Developing beliefs and ideas - Creating impacts and opinions through creativity - Utilizing appropriate procedures and methods, - Reacting logically to deviations from standards - Possessing the knowledge to respond appropriately to situations - Identifying risks and providing preventive solutions - Prioritizing problems and offering practical solutions, logical reasoning and problem-solving skills
	Strategic thinking skills	- Understanding interaction with the larger external environment - Having short-term and long-term planning - Planning and monitoring changes - Achieving competitive advantage through human resources - Designing human resource strategies - Comparing current labor supply with future needs - Having the ability to leverage resources for competitive advantage - Moving from descriptive to predictive analysis

Table 3. Continued.

Comprehensive Theme	Organizing Themes	Basic Themes
Communication competencies	Interpersonal skills	- Having good communication skills - Communicating with managers and employees - Having face-to-face and verbal communication – Resolving and negotiating conflicts - Resolving conflicts logically - Resolving conflicts while avoiding tension - Exchanging information effectively - Having effective internal and external organizational interaction - Having diversity and interpersonal relationships - Having the ability to communicate effectively, influence others, communicate and negotiate, and communicate with insured parties - Building effective relationships - Having two-way communication
	Team building skills	- Creating a successful team and a safe environment - Being able to cooperate and coexist with others - Having the ability to work in groups and teams - Focusing on specialization and teamwork - Establishing effective communication within the group - Having the ability to cooperate and coordinate in groups
Cultural competencies	Cultural awareness	- Understanding cultural diversity - Respecting religious and ethnic differences - Recognizing cultural values and norms - Being familiar with body language and non-verbal cues - Understanding cultural policies and rules in the organization
	Cultural sensitivity	- Having the ability to empathize with different cultures - Managing cultural conflicts - Being adaptable and flexible in multicultural environments - Having active listening skills in intercultural interactions - Preventing premature judgments based on cultural stereotypes - Having the ability to educate and transfer cultural concepts to others - Performing cultural gap analysis

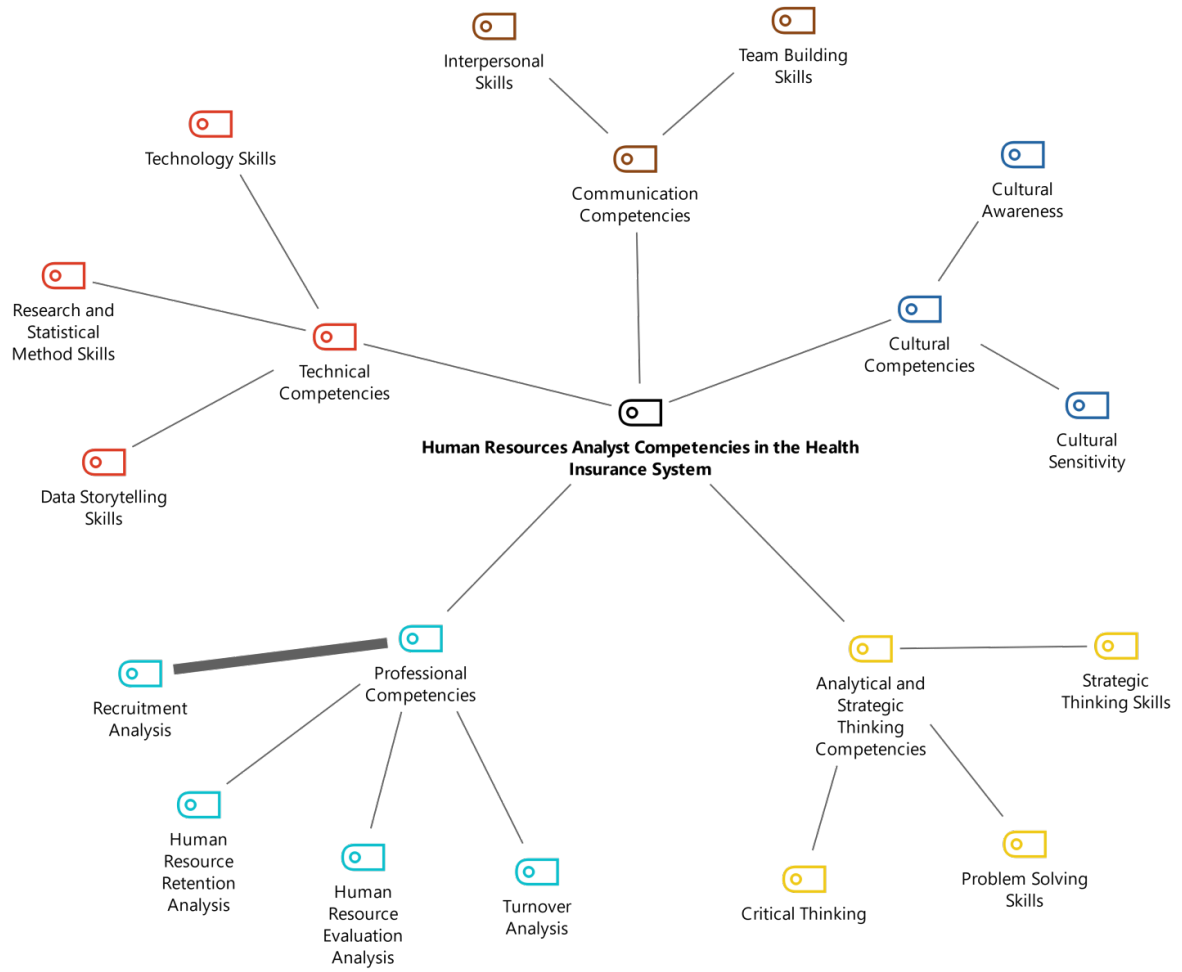

Figure 1. Competency Model of Human Resource Analyst in Health Insurance With Thematic Analysis

competency model for a human resources analyst at Health Insurance Organization.

Discussion

Based on the research findings, the competencies of a HR analyst encompassed 5 overarching themes: technical competencies, professional competencies, analytical and strategic thinking competencies, communication competencies, and cultural competencies. Moreover, it included 14 organizing themes: research and statistical skills, data storytelling skills, technology skills, recruitment analysis, HR retention analysis, HR performance evaluation analysis, employee turnover analysis, critical thinking, problem-solving skills, strategic thinking skills, interpersonal skills, team building skills, cultural awareness, and cultural sensitivity.

Our findings also revealed that HR analysts rely on statistical data and methodological analyses in decision-making processes and improving organizational performance. Therefore, having research and statistical skills, including data collection, quantitative and qualitative analysis, hypothesis testing, and the use of advanced data analysis methods, is essential for HR analysts to be able to analyze complex data in a useful way and improve organizational strategies. In this regard, analysts must be able to use statistical tools to discover patterns, relationships, and various trends in the data. Moreover, HR analysts should be able to analyze employee data in order to identify behavioral patterns, performance, job satisfaction, and reasons for leaving the organization. Tools used in this field include Excel, business intelligence software (e.g., Power BI and Tableau), and HR information systems. It should be noted that these tools help analysts collect and analyze data effectively, thereby enabling more accurate organizational decision-making. A comparative analysis of the developed competency model with global frameworks, particularly HR analyst competencies of McCartney et al (21), reveals both convergence and divergence areas. Core competencies (e.g., data literacy, statistical analysis, business acumen, and communication skills) appear prominently in both models, suggesting a shared global foundation for HR analytics. However, our study also highlighted context-specific competencies (e.g., regulatory awareness, adaptability to organizational bureaucracy, and cultural intelligence), which are less emphasized in Western-centric models. These additional competencies reflect the unique operational and socio-cultural dynamics of the Iranian health insurance system. This contrast underscores the importance of contextualizing global models to local realities while also contributing empirically to the ongoing refinement of competency frameworks in HR analytics.

According to research findings, data storytelling is an essential skill for HR analysts, as it helps convey complex and statistical data to various organizational stakeholders in an engaging and understandable manner. Due to the complexities inherent in the health insurance domain, HR analysts also require a range of professional competencies to effectively address complex insurance issues, human needs, and organizational requirements. In this regard, accurate and timely employee selection can significantly impact organizational productivity. The HR analyst's ability to use structured interviews, competency tests, and psychometric assessments to select the most suitable candidates is of paramount importance in this context. These processes help HR analysts select employees who are best aligned with the organizational culture and its needs.

Moreover, the significance of the HR retention process is amplified in health insurance systems, where interactions with different people and the retention of human specialists are highly important. Based on our findings, HR analysts should also be proficient in performance measurement and evaluation techniques. These techniques help analysts evaluate employees based on KPIs and competencies and improve their performance. Performance appraisal systems (e.g., 360-degree feedback or the use of KPIs for more accurate evaluation and employee performance improvement) are among the essential tools in this area. Using these tools can help analysts leverage the obtained data to improve HR strategies. According to research findings, employee turnover can have considerable impacts on service quality, organizational performance, and operational costs in healthcare insurance systems. Therefore, it is crucial to identify the causes and reasons for employee turnover, especially in complex and sensitive organizations like healthcare insurance.

Voluntary turnover occurs when an employee decides to leave their jobs for several reasons, such as seeking a better job, being dissatisfied with working conditions, or needing life changes. This type of turnover is typically directly related to a number of factors, such as salary, career growth opportunities, organizational culture, or the fit between the job and the employee's personal life.

Involuntary turnover occurs when an individual is forced to leave their job due to reduced organizational needs, decreased employee performance, or contract termination. In this type of turnover, the employee normally does not want to leave, and the decision is made by the organization. In this research, critical thinking refers to the ability to analyze and examine issues, problems, or information in detail from different angles, free from biases and incorrect assumptions. More precisely, this type of thinking enables individuals to carefully evaluate information without blindly accepting it and make decisions based on logical reasoning. In fact, critical thinking is a cognitive skill that is vital for solving complex problems and making informed decisions in various situations, especially in professional and managerial fields.

Additionally, logical reasoning is one of the most important pillars of critical thinking. Individuals should be able to reason based on available evidence and information while avoiding incorrect or hasty reasoning. In addition to logical analysis, critical thinking requires creative thinking.

To find innovative and unusual solutions, individuals must look at the issue in different ways and utilize new approaches. Critical thinking includes accurate evaluation and judgment of information. Thus, individuals should be able to evaluate evidence, sources, and assumptions and make documented and logical judgments accordingly. Based on research findings, a HR analyst should possess strategic thinking skills, which encompass a cognitive and managerial skill set that helps HR analysts and organizations achieve their long-term goals. This type of thinking involves identifying opportunities and threats, analyzing the internal and external environment, and designing strategies that can guide the organization toward sustainable success. Further, strategic thinking, with its focus on the future, optimal resource utilization, and the creation of a competitive advantage, plays a crucial role in HR management, particularly in areas such as the health insurance system. According to research findings, a HR analyst should also possess communication competencies, which refer to a set of skills and abilities that enable individuals to effectively and efficiently communicate with others. These competencies are of particular importance in all areas and work environments, especially in the field of HR and the health insurance system. Furthermore, a HR analyst should have cultural competence, which is defined as the ability to understand, respect, and manage cultural differences among employees and insured individuals. This competence includes a set of knowledge, skills, and attitudes that help analysts operate effectively in multicultural environments. Cultural competence is especially important in service organizations, such as health insurance, as interacting with individuals from diverse cultures is a significant part of daily responsibilities.

The proposed competency model has several practical applications for policy-makers and insurance organizations. First, the model can serve as a foundation for competency-based recruitment and promotion, ensuring that HR analysts possess technical and contextual capabilities. In addition, national health insurers can use the model to design targeted training programs, including workshops on predictive analytics, regulatory compliance, and cultural adaptability. Moreover, regulatory bodies may consider embedding these competencies into accreditation or performance standards, thereby institutionalizing the model within organizational policy. Finally, collaboration between academic institutions and the insurance sector can facilitate the development of certification programs that align with the identified competencies, thereby bridging skill gaps in the labor market.

A comparison between the presented model and the society for HR management competency framework (SHRM, 2015) reveals both overlap and contextual divergence. Several competencies identified in this study (e.g., critical thinking, data interpretation, communication, and ethical practice) are also emphasized in SHRM's global model, indicating foundational similarities in HR analyst roles worldwide. However, our findings further highlight context-specific competencies (e.g., adaptability to bureaucratic structures and familiarity with national health policy regulations), which are less prominent in SHRM's model. These differences suggest that while global frameworks provide a useful baseline, effective application within local contexts requires adaptation to sector-specific and cultural variables.

For health insurance organizations to effectively institutionalize the suggested competency model, policy-level integration is essential. This process can begin with embedding the identified competencies into job descriptions, recruitment standards, and performance evaluation systems for HR analysts. Regulatory authorities and supervisory bodies in the health sector can endorse the model as a reference for organizational accreditation or professional development frameworks. Moreover, partnerships with academic institutions and training providers can facilitate the creation of standardized certification programs aligned with the model. By formally integrating these competencies into HR policy and organizational governance, insurers can ensure consistent, high-quality HR analytics that conforms to national health objectives.

While the competency model developed in this study provides a valuable framework for HR analytics in the health insurance sector, its applicability beyond Iran should be approached with contextual awareness. The health insurance system of Iran is highly centralized, with specific bureaucratic norms, regulatory hierarchies, and resource constraints that shape organizational behavior. Likewise, cultural values (e.g., high power distance, emphasis on compliance, and limited autonomy in data-driven decision-making) influence how competencies are perceived and prioritized. These factors may considerably differ in more decentralized or market-driven insurance systems. Therefore, while the model offers a strong foundation, its international adoption should involve localization to corroborate institutional, cultural, and regulatory conditions in other countries.

Some practical suggestions are provided as follows:

Regarding technical competencies, it is recommended that HR analysts participate in training courses on software related to health insurance (e.g., holding a three-month course to teach data analysis software such as SPSS or Tableau).

As regards professional competencies, it is suggested that empowerment programs with accredited certifications in the field of HR be implemented (e.g., collaborating with educational institutions to provide certification in HR management).

Concerning analytical competencies and strategic thinking, it is recommended that real-world projects be used to strengthen analytical and strategic skills (e.g., analyzing real data of insured individuals to identify consumption patterns and offer solutions for improving services). Regarding communication competencies, it is suggested that communication skills workshops be

offered to improve interaction with stakeholders (e.g., organizing one-day workshops to teach negotiation skills and effective communication with insured individuals).

With respect to cultural competencies, it is also recommended that cultural awareness seminars be held to strengthen interaction with different groups (e.g., holding seminars on the topic of cultural diversity and how to improve services to minorities).

Study Limitations

This study had several limitations. First, the sample was limited to 12 experts from a single country, which may affect the generalizability of our findings to other healthcare or national systems. In addition, although thematic saturation was achieved, the qualitative design inherently limits statistical representation. Further, participants were selected through purposive and snowball sampling, which may introduce selection bias. Ultimately, cultural and organizational nuances specific to Iran's health insurance context may have shaped participant responses and researcher interpretations. Hence, future studies are encouraged to apply and test this model in diverse organizational and cultural settings to examine its broader applicability.

Conclusion

The HR analysts play a key role in organizations due to their direct impact on the performance, development, and management of human capital.

Authors' Contribution

Conceptualization: Mohammad Hosein Mahmoodi
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Competing Interests

None.

Data Availability Statement

All required data are provided in the manuscript and will be available upon reasonable request from the editor of the journal.

Ethical Approval

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Informed Consent

Written informed consent was obtained from all participants.

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