




Designing a Human Resource Empowerment Model for Pharmacists in Pharmacies in Tehran

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Citation Delgosha. S, Annabi. M. Designing a human resource empowerment model for pharmacists in pharmacies in Tehran. Journal of Pharmacoeconomics and Pharmaceutical Management. 2024; 10(2):1-11.

Running Title Designing a human resource empowerment model for pharmacists

Article Type Research Paper

Article info:

Received: 2024-04-29

Revised: 2024-05-09

Accepted: 2024-06-21

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Publisher

Tehran University of Medical Sciences

ABSTRACT

Background: One of the most effective strategies to gain a competitive advantage in the current business environment is to enhance the efficiency of employees within organizations. The purpose of this research was to design a human resource empowerment model for pharmacists in pharmacies in Tehran.

Methods: The research's statistical population includes two qualitative and quantitative components. In the qualitative part, 35 elite pharmacists from universities, industry, and the Ministry of Health were included, while the quantitative part involved a statistical sample of 220 individuals. For data analysis, the Grandad process of Kolmogorov-Smirnov statistical tests, independent one-sample t-test, exploratory factor analysis, confirmatory factor analysis, and structural equation modeling were used. SPSS 25 and AMOS 24 software were used to analyze the research data.

Results: The findings showed that in the final development model of empowering pharmacists and personnel in Tehran courts, causal factors include psychological characteristics and training. The core category includes cultural and moral competence, as well as professional and technical competence. Background factors include commitment and skill. Intervening factors include moral values. Strategies include efficiency and speed. The consequences include creativity, innovation, and social responsibility.

Conclusion: It can be concluded that continuous training workshops should be organized for pharmacists in Tehran pharmacies to enhance their specialized knowledge. Periodic in-service courses should be provided to these individuals based on their professional activities. The organization should consider social activities and social behaviors as focal points.

Keywords: Empowerment, Ground Theory, Human Power

Introduction



In today's era, organizations should constantly innovate to meet the requirements and demands of the environment. A successful organization is now defined by its ability to introduce new technologies in a competitive market. Human resources play a crucial role in this innovation process, as they possess the capability and skills to drive innovation. (Wilson, 2017). One of the most effective and crucial resources of an organization is its human resources. When well-trained and capable, they can contribute to the dynamic and diverse nature of the organization, providing abundant resources. Human resources are considered the most valuable and critical production factor. It is the most crucial asset and the primary source of competitive advantage, as well as the creator of the fundamental capabilities of any organization.

One of the most effective strategies to attain a competitive edge in the present circumstances is to enhance the efficiency of organizations' employees (Talebian, 2018). Empowerment is not about giving power to people; individuals already possess power due to their knowledge and motivation. Empowerment, in essence, involves unleashing this inherent power. Empowerment provides the potential for tapping into human abilities that are not fully utilized. In a strong organization, employees are the main driving force. These are the employees who implement their best ideas and innovations with a sense of excitement, ownership, pride, and responsibility. As time has passed and leadership styles have evolved, employees have moved away from the constraints of strenuous physical labor and authoritarian bosses. However, they now find themselves ensnared in new challenges, including intense work competition, lack of job security, and peer pressure from colleagues. The concept of empowerment goes beyond authority, and managers should strive to incorporate positive aspects in their work to achieve the organization's goals. If the managers themselves claim to have empowered their employees, it is doubtful that real empowerment has taken place unless third parties verify this claim. This is because managers may not provide accurate assessments of their employees' work (Aghayar, 2015). In developmental approaches to human resource management, the significance and role of human factors in the organization have been clearly discussed as a crucial asset. If suitable conditions are provided for the flourishing of individual talents, the asset mentioned above will have better efficiency and performance. One of the most effective factors in improving the performance of an organization's employees is

fostering a sense of empowerment among them (Mamarzadeh, 2014). Today, the advantage that organizations have in surpassing each other lies not in the use of new technology but in the high level of self-confidence and commitment of employees to organizational goals. To progress through various stages, organizations must adapt to diverse situations and acquire new methods. In this case, they should identify factors that can be influential and effective in creating a conducive work environment (Jalali & Alwani, 2016).

Background

The human resource empowerment model is a critical area of research within the field of human resource management (HRM). It focuses on the empowerment of employees within organizations, aiming to enhance their performance, commitment, and overall organizational citizenship behaviors. Green HRM practices have been identified as significant influencers of employees' environmental performance. Hameed et al. (2020) highlighted that green employee empowerment and individual green values play crucial roles in influencing the relationship between green HRM and employees' Organizational Citizenship Behavior for the Environment (OCBE). This finding suggests that organizations that emphasize green HRM practices, employee empowerment, and individual green values are likely to observe positive environmental performance outcomes.

Psychological empowerment has been found to mediate the relationship between perceived organizational support and service-oriented organizational citizenship behavior (Qing et al., 2020). This suggests that employees who perceive high levels of organizational support and experience psychological empowerment are more likely to engage in service-oriented citizenship behaviors within the organization.

Furthermore, the development of meaning through employee empowerment has been shown to create a strong emotional commitment, reducing employees' intention to leave the organization (Meira & Hancer, 2021). This highlights the importance of empowering employees to foster a sense of commitment and loyalty towards the organization, ultimately reducing turnover intentions.

Awan et al. (2022) identified that companies engaged in diversity policies, inclusion practices, and people empowerment through education exhibit higher profitability and are more valued by capital markets investors. This finding underscores the economic benefits of

implementing empowerment practices within organizations.

Employee empowerment has also been linked to organizational commitment through job satisfaction in the hotel industry (Alkahtani et al., 2021). This emphasizes the role of empowerment in enhancing employees' job satisfaction, which, in turn, contributes to their commitment to the organization. Moreover, knowledge management has been found to influence organizational performance, both directly and through the mediating variable of human capital (Murray & Holmes, 2021). This highlights the importance of empowering employees to acquire, share, and utilize knowledge effectively, thereby contributing to organizational performance. In the context of Quality 4.0, technical abilities and the capability to solve problems were identified as significant drivers of readiness and workforce ability (Surya et al., 2020). This underscores the importance of empowering employees with the necessary technical skills and problem-solving capabilities to adapt to technological advancements.

Rezaei et al. (2021) found that employee green empowerment positively mediates the relationship between green HRM practices, customer environmental collaboration, and environmental performance. This suggests that empowering employees to engage in environmental initiatives can enhance the organization's environmental performance.

Changes in perceptions of opportunity-enhancing HR practices have been positively related to changes in psychological empowerment and, in turn, to changes in utilization and developmental crafting behaviors (Edelia & Aslami, 2022). This finding highlights the influence of empowerment on employees' behaviors and utilization of resources within the organization.

Lastly, the circular economy has been found to have an indirect effect on the link between green HRM and sustainable performance (Ahmed & Idris, 2020). This emphasizes the interconnectedness of environmental sustainability, HRM practices, and employee empowerment in driving sustainable organizational performance.

Ahmad, Saima, Islam, T., Sadiq, Misbah, and Kaleem, A. (2021) proposed a model of green human resource management and environmental knowledge to promote green behavior through ethical leadership. The study emphasized the importance of ethical leadership

in fostering green behavior within organizations. This finding suggests that ethical leadership could be a crucial factor in the implementation of a human resource empowerment model for pharmacists, as it can influence their behavior and decision-making processes.

Similarly, Ari, Engin, Karatepe, Osman M., Rezapouraghdam, Hamed, and Avci, Turgay (2020) presented a conceptual model for green human resource management, indicating the differential pathways and multiple pro-environmental outcomes associated with such practices. It is essential to consider the environmental impact of pharmaceutical practices, and incorporating green human resource management principles into the empowerment model for pharmacists could contribute to sustainable and responsible organizational behavior.

Cooke, F., Dickmann, M., and Parry, E. (2022) discussed the role of human-centered human resource management in building sustainable societies. The study identified emerging issues and research opportunities related to sustainable human resource management, emphasizing the need for a people-centric approach. When developing an empowerment model for pharmacists, it is crucial to prioritize the well-being and development of the individuals within the organization, aligning with the principles of human-centered human resource management.

In a different context, Surya, B., Syafri, Syafri, Hadijah, H., Baharuddin, B., Fitriyah, A. T., and Sakti, Harry Hardian (2020) explored the management of slum-based urban farming and economic empowerment of communities. While not directly related to pharmacists, this study provides insights into community empowerment and sustainable management practices. Considering the role of pharmacists within local communities, there is potential to integrate similar empowerment strategies to enhance their contribution to community well-being.

Sharma, Manu, Luthra, S., Joshi, Sudhanshu, and K Anil Kumar (2022) focused on the impact of sustainable human resource management practices and the adoption of industry 4.0 technologies on employability skills. This study highlights the interconnectedness of technology, sustainability, and human resource management. Integrating industry 4.0 technologies into the empowerment model for pharmacists could enhance their skills and



capabilities, ultimately leading to improved organizational performance and service delivery.

While the existing research provides valuable insights into various aspects of human resource management and empowerment, several knowledge gaps warrant further exploration. First, there is a need for specific studies focusing on the empowerment model for pharmacists, considering their unique roles and responsibilities within the healthcare sector. Additionally, the influence of cultural and contextual factors on the effectiveness of empowerment strategies for pharmacists remains relatively unexplored. Future research should also consider the long-term impact of human resource empowerment on organizational performance, employee satisfaction, and patient outcomes within the pharmaceutical context.

Previous studies have predominantly focused on the patient-provider interface in healthcare settings, with minimal emphasis placed on the role of pharmacists in medication therapy management and preventive care provision. Moreover, little attention has been paid to the importance of empowering pharmacists through appropriate human resource management strategies, specifically in Iran's capital city, Tehran. Therefore, the proposed research aims to fill this gap by developing a comprehensive human resource empowerment **model** for pharmacists working in Tehran's pharmacies. This model will contribute to the existing literature by exploring how the empowerment of pharmacists can enhance patients' health outcomes, improve medication safety, and foster professional autonomy in Iran's unique healthcare context.

Despite the recognized significance of pharmacists' role in providing clinical services and enhancing patients' drug therapy outcomes, prior research mainly concentrates on the medical profession, leaving a noticeable lacuna in the literature concerning the pharmaceutical sector. Specifically, regarding the metropolitan region of Tehran, there seems to be a lack of a systematic and theoretically grounded human resource empowerment model for pharmacists. This research aims to bridge this gap by introducing a human resource empowerment model designed explicitly for pharmacists practicing in Tehran's urban pharmacies. The proposed model will not only clarify the components and mechanisms of empowering pharmacists but also provide valuable insights for policymakers, employers, and professionals interested in enhancing the quality and safety of pharmaceutical care in Iran and beyond.

Materials and Methods

The purpose of this research is to identify and develop a model of human power enablers in Iranian pharmacy forces. This research is exploratory in nature and will be conducted using a mixed methods approach with an applied focus. The method of data collection involves field research. In the qualitative phase, the research employs a purposive sampling technique to select experts in the field of human resource management and pharmaceutical administration. The inclusion of treatment managers in the pharmaceutical sector, managers of the Food and Drug Organization, and managers of the Ministry of Health with HR management backgrounds guarantees the selection of knowledgeable and skilled participants possessing relevant insights and experiences. Similarly, interviewing 35 elite pharmacists active in university, industrial, and ministry sectors expands the scope of the collected data. The rationale for selecting this group lies in their ability to offer expert opinions and valuable suggestions regarding the enhancement of human resource capacities in pharmacies.

Results

The reasons for choosing both qualitative and quantitative research populations include the necessity of gathering rich, detailed, and in-depth information about the human resource enablers in Iranian pharmacies. Additionally, employing a statistically representative sample improves the generalizability and validity of the findings. Combining qualitative and quantitative data enables the researcher to verify and validate conclusions, thereby fortifying the research's credibility and dependability.

The results of this research are presented in two sections. Qualitative analysis using the Grounded Theory method.

First, information was collected through semi-structured interviews by referring to the statistical population of the qualitative part of the research. The research method was based on general concepts, categories, and theories. The main elements in this method are concepts because theories are developed through the conceptualization of data. Grounded theory is an approach that aims to enhance understanding by moving from merely describing an event to comprehending the process of its occurrence. The best method is to study processes and experiences that appear in different forms. This approach is rooted in the social sciences, specifically in the school of symbolic interactionism from social psychology and sociology. Ultimately, this method leads to the

development of a theory about the phenomenon under investigation. The primary goal of foundational data theory is to understand a phenomenon by identifying its elements and details. In the next step, the relationships between these elements are categorized. In this way, the method of data analysis is based on the foundation's data approach, utilizing coding and categorization. In the initial phase of the research, knowledge was obtained through open interviews with the statistical population. At the end of the interview, based on the researchers'

request, the interviewees were introduced to other experts who have opinions in this field. The text refers to the snowball sampling technique in qualitative research. Interviews were conducted with experts until theoretical saturation was reached, at which point individuals were interviewed and examined. After coding and categorization, the initial conceptual model of the research was drawn.

Table 1. Result of Interviewee code, Open coding, Categorical coding and Axial coding

Axial coding	Categorical coding	open coding	Interviewee code
Skill	Specialized skill	Expertise required in the implementation of organizational activities	Q1 ,Q2 ,Q5 ,Q6 ,Q9 ,Q12 , Q15 ,Q16 ,Q17 ,Q21
		Ability and mastery of foreign languages	Q3 ,Q4 ,Q5 ,Q6 ,Q8 ,Q9 ,Q10 , Q13 ,Q15 ,Q18 ,Q19 ,Q21 ,
		Job related software skills	Q1 ,Q11 ,Q12 ,Q14 ,Q15 , Q16 ,Q17 ,Q18 ,Q19
		Academic expertise related to the activity	Q1 ,Q2 ,Q5 ,Q6 ,Q9 ,Q20 , Q21 ,Q22 ,Q23 ,Q24 ,Q25
			Q5 ,Q6 ,Q7 ,Q12 ,Q15 ,Q20 , Q22 ,Q23 ,Q24
	Human skill	relations management	Q9 ,Q12 ,Q15 ,Q16 ,Q17 , Q21 ,Q25
		social connection	Q1 ,Q4 ,Q5 ,Q8 ,Q11 ,Q12 , Q13 ,Q14 ,Q15 ,Q24 ,Q25
		Application of knowledge	Q1 ,Q3 ,Q5 ,Q7 ,Q8 ,Q9 ,Q10 , Q11 ,Q14 ,Q16 ,Q18
	Technical skills	Additional degree	Q10 ,Q11 ,Q12 ,Q13 ,Q15 , Q16 ,Q17 ,Q18 ,Q19 ,Q23
		Previous work history	Q1 ,Q3 ,Q5 ,Q8 ,Q9 ,Q10 , Q18 ,Q19 ,Q23 ,Q24 ,Q25
		Ability to implement experiences	Q6 ,Q7 ,Q8 ,Q11 ,Q20 ,Q21 , Q23 ,Q24
		International experience	Q9 ,Q11 ,Q14 ,Q15 ,Q16
	Emotional skill	self-awareness	Q1 ,Q2
		self-management	Q3 ,Q4 ,Q15 ,Q18 ,Q19 ,Q21 ,
		Social Awareness	Q1 ,Q11
		Understanding	Q23 ,Q24 ,Q25
		relations management	Q22 ,Q23 ,Q24
	Perceptual skill	Mutual understanding of colleagues	Q9 ,Q12 ,Q15 ,Q16 ,Q17 ,
		Mutual understanding of bosses	Q2
		Mutual understanding of the subset	Q3 ,Q4 ,Q5 ,Q18 ,Q19 ,Q21 ,
Self-Knowledge		Q1 ,Q11 ,Q12	



Axial coding	Categorical coding	open coding	Interviewee code	
Moral Values	Trust and intimacy	Trust the collection	Q25	
		mutual trust	Q6 ,Q7 ,Q12 ,Q15 ,Q20 ,Q22 , Q23 ,Q25	
		Intimate communication with colleagues	Q12 ,Q13 ,Q16 ,Q17 ,Q18 , Q25	
		Sincere communication with clients	Q1 ,Q2 ,Q3 ,Q4 ,Q5 ,Q7 ,Q10 , Q11 ,Q12 ,Q13 ,Q20	
	truth and honesty	Honesty	Q1 ,Q4 ,Q5 ,Q6 ,Q7 ,Q8 ,Q10 , Q12 ,Q15 ,Q18 ,	
		Honest behavior at work	Q11 ,Q12 ,Q14 ,Q15 ,Q16 , Q17 ,Q18 ,Q19 ,Q25	
		Honesty in interaction	Q9 ,Q20 ,Q21 ,Q22 ,Q23 , Q24 ,Q25	
		Honesty with managers	Q6 ,Q7 ,Q12 ,Q15 ,Q20 ,Q22 , Q23 ,Q24	
	Education	public education	Computer training courses	Q12 ,Q15 ,Q16 ,Q17 , Q21 ,Q25
			Financial training courses	Q5 ,Q6 ,Q9 ,Q12 , Q15 ,Q16 ,Q17 ,Q21 ,Q25
Legal training courses			Q4 ,Q5 ,Q6 ,Q8 ,Q9 ,Q10 , Q13 ,Q15 ,Q18 ,Q19	
Specialized training		Education Courses	Q12 ,Q14 ,Q15 ,Q16 ,Q17 , Q18 ,Q19	
		Additional courses	Q1 ,Q2 ,Q5 ,Q6 ,Q9 ,Q20 , Q21 ,Q22 ,Q23 ,Q24 ,Q25	
		Experimental scientific courses	Q12 ,Q15 ,Q20 ,Q22 ,Q23 , Q24	
		Management training courses	Q9 ,Q15 ,Q16 ,Q17 ,Q21 ,Q25	
Ability		Physical ability	physical ability	Q1 ,Q2 ,Q5
	Health ability		Q3 ,Q4 ,Q18 ,Q19 ,Q21 ,	
	Intelligence ability	Moral Intelligence	Q15 ,Q16 ,Q17 ,Q18 ,Q19	
		Cultural Intelligence	Q20 ,Q21 ,Q22 ,Q23 ,Q24 , Q25	
		IQ	Q7 ,Q12 ,Q15 ,Q20	
		Spiritual Intelligence	Q9	
Psychological characteristics	Creativity	Creative activity	Q1 ,Q2 ,Q5 ,Q6 ,Q9 ,Q12 , Q15 ,Q16 ,Q17 ,Q21 ,Q25	
		Intellectual creativity	Q6 ,Q8 ,Q9 ,Q10 ,Q14 ,Q15 , Q18	
		managerial creativity	Q2 ,Q13 ,Q14 ,Q15 ,Q16 ,	
	Emotional Intelligence	Relationship management	Q1 ,Q24 ,Q25	
		Social Awareness	Q2 ,Q5 ,Q8 ,Q11 ,Q15 ,Q20 ,	
		Self-awareness and self-management	Q9 ,Q10 ,Q13 ,Q15 ,Q17	
	IQ	IQ	Q1 ,Q2 ,Q3 ,Q4 ,Q5 ,Q12 ,Q15	
	Motivation	Attending work with interest	Q1 ,Q3 ,Q5 ,Q6 ,Q7 ,Q9 ,Q12 , Q13 ,Q14 ,Q18 ,Q19	
		Job independence	Q1 ,Q10 ,Q11 ,Q14 ,Q15 , Q16 ,Q17 ,Q18 ,Q20	
		Variety of skills	Q3 ,Q7 ,Q9 ,Q20 , Q21 ,Q22 ,Q23 ,Q24 ,	
	Character	Introversion and extroversion	Q12 ,Q15 ,Q20 ,Q22 ,Q23 ,Q24	
		Judgmental and intuitive	Q9 ,Q10 ,Q13 ,Q15 ,Q17	
		conscience	Q1 ,Q2 ,Q3 ,Q4 ,Q5 ,Q12 ,Q15	

Axial coding	Categorical coding	open coding	Interviewee code	
Professional and technical qualification	academic qualification	Scientific study	Q4 ,Q6 ,Q7 ,Q12 ,Q15 ,Q20 , Q21 ,Q23 ,Q24	
		The knowledge of the world	Q8 ,Q12 ,Q13 ,Q20	
	Experience qualification	work experience	Q6 ,Q7 ,Q12 ,Q15 ,Q20 ,Q22	
	Management competence	Managing challenges	Q1 ,Q13 ,Q16 ,Q17 ,Q19 , Q20 ,Q21	
		Condition management	Q1 ,Q3 ,Q4 ,Q7 ,Q9 ,Q16 , Q18 ,Q20 ,Q23 ,Q24 ,Q25	
		People management	Q1 ,Q7 ,Q8 ,Q17 ,Q20 ,Q21 , Q22 ,Q24	
		unity of command	Q7 ,Q14 ,Q15 ,Q20 ,Q22 , Q23 ,Q25	
		Business relationship management	Q1 ,Q12 ,Q16 ,Q17 ,Q18 ,Q23	
	Cultural and moral competence	Cultural competence	Cultural awareness	Q3 ,Q4 ,Q5 ,Q6 ,Q10 ,Q11 , Q12 ,Q13 ,Q14 ,Q16
			Knowledge of regional culture	Q1 ,Q2 ,Q5 ,Q6 ,Q7 ,Q8 ,Q10 , Q12 ,Q15 ,Q19 ,Q20
social values			Q1 ,Q12 ,Q14 ,Q15 ,Q16 , Q17 ,Q18 ,Q19 ,Q20 ,Q21	
Moral Intelligence		Teaching moral intelligence	Q6 ,Q7 ,Q12 ,Q15 ,Q20 ,Q22 , Q23 ,Q24	
		Moral knowledge	Q12 ,Q15 ,Q16 ,Q17 ,Q21 , Q25	
		Moral elevation	Q5 ,Q6 ,Q9 ,Q12 ,Q15 ,Q16 , Q17 ,Q21 ,Q25	
Moral perception		Moral understanding	Q4 ,Q5 ,Q6 ,Q8 ,Q9 ,Q10 , Q13 ,Q15 ,Q18 ,Q19	
		Native moral values	Q1 ,Q2 ,Q5 ,Q6 ,Q9 ,Q20 , Q21 ,Q22 ,Q23 ,Q24 ,Q25	
social responsibility	Social accountability	Responding to employees	Q6 ,Q8 ,Q9 ,Q10 ,Q14 ,Q15 , Q18	
		Responding to customers	Q2 ,Q13 ,Q14 ,Q15 ,Q16 ,	
		Accountability to managers	Q1 ,Q24 ,Q25	
	social position	social glory	Q2 ,Q5 ,Q8 ,Q11 ,Q15 ,Q20 ,	
job position	Q9 ,Q10 ,Q13 ,Q15 ,Q17			
creativity and innovation	Technical creativity	Creativity in using facilities	Q3 ,Q7 ,Q9 ,Q20 ,Q21 ,Q22 , Q23 ,Q24 ,	
		Creativity in using equipment	Q12 ,Q15 ,Q20 ,Q22 ,Q23 , Q24	
	Management creativity	Creativity in management	Q9 ,Q10 ,Q13 ,Q15 ,Q17	
		Creativity in group activity	Q1 ,Q4 ,Q5 ,Q8 ,Q11 ,Q12 , Q13 ,Q14 ,Q15 ,Q24 ,Q25	
	Communication creativity	Creative communication with customers	Q1 ,Q3 ,Q5 ,Q8 ,Q9 ,Q10 , Q18 ,Q19 ,Q23 ,Q24 ,Q25	
		Creative communication with the audience	Q6 ,Q7 ,Q8 ,Q11 ,Q20 ,Q21 , Q23 ,Q24	
		Creative communication with the organization	Q9 ,Q11 ,Q14 ,Q15 ,Q16	



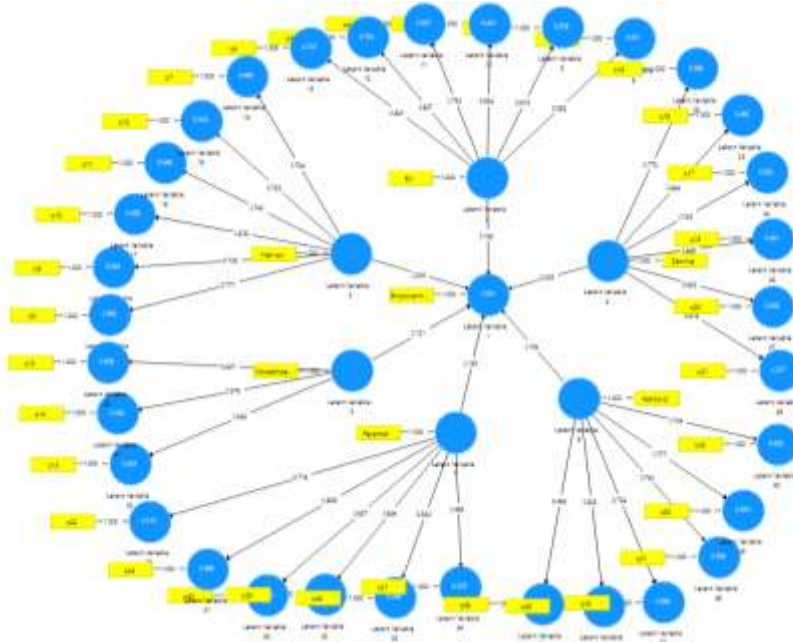
Axial coding	Categorical coding	open coding	Interviewee code	
Efficiency and speed	Performance	Efficiency of organization structure	Q3 ,Q6 ,Q9 ,Q20 ,Q21 ,Q22 , Q23 ,Q24 ,Q25	
		The efficiency of the organization's equipment	Q1 ,Q2 ,Q7 ,Q12 ,Q15 ,Q20 , Q21 ,Q23 ,Q24	
		The efficiency of the organization's processes	Q1 ,Q13 ,Q12 ,Q15	
		The efficiency of the organization's human resources	Q2 ,Q11 ,Q13 ,Q20	
	Effectiveness	Effectiveness of managers	Q4 ,Q5 ,Q6 ,Q9 ,Q20 ,Q21 , Q22 ,Q23 ,Q24 ,Q25	
		Effectiveness of systems	Q1 ,Q2 ,Q3 ,Q7 ,Q19 ,Q23	
	Organizational Agility	responsiveness	Q1 ,Q7	
		flexibility	Q7 ,Q14 ,Q15 ,Q20 ,Q22 , Q23 ,Q25	
		Participatory Management	Q1 ,Q13 ,Q16 ,Q17 ,Q18 ,Q23	
		Organizational change	Q1 ,Q2 ,Q5 ,Q6 ,Q10 ,Q11 , Q12 ,Q13 ,Q14 ,Q16	
	method of leadership	Collaborative leadership	Q1 ,Q2 ,Q5 ,Q10 ,Q12 ,Q15 , Q19 ,Q20	
		Transformational Leadership	Q1 ,Q2 ,Q3 ,Q15 ,Q16 ,Q17 , Q18 ,Q19 ,Q20 ,Q24	
		Team leadership	Q1 ,Q2 ,Q5 ,Q6 ,Q9 ,Q10 , Q12 ,Q13 ,Q14 ,Q20 ,Q21 , Q22	
	obligation	Commitment to the organization	Commitment to employees	Q4 ,Q5 ,Q6 ,Q9 ,Q17 ,Q21 , Q22
			Commitment to the rules of the organization	Q22 ,Q23 ,Q24
Commitment to strategies			Q21 ,Q25	
Commitment to other parallel organizations			Q1 ,Q4 ,Q5 ,Q8 ,Q11 ,Q12	
Commitment to customers and clients		Commitment to clients	Q6 ,Q7 ,Q12 ,Q15 ,Q20 ,	
		Commitment to the organization's customers	Q18 ,Q25	
		Commitment to personnel	Q1 ,Q2	
		Commitment to contracts	Q1 ,Q4 ,Q5	

Table 2. T statistic and Factor loadings

Row	Factor loadings	T statistic	Result
1	0.85	4.71	Confirmed
2	0.48	3.2	Confirmed
3	0.59	4.28	Confirmed
4	0.63	4.4	Confirmed
5	0.51	4.12	Confirmed
6	0.51	4.5	Confirmed
7	0.57	4.31	Confirmed
8	0.47	3.65	Confirmed
9	0.51	3.43	Confirmed

10	0.47	2.39	Confirmed
11	0.51	4.84	Confirmed
12	0.73	3.67	Confirmed
13	0.71	4.84	Confirmed
14	0.43	4.27	Confirmed
15	0.61	4.47	Confirmed
16	0.52	4.26	Confirmed
17	0.67	4.89	Confirmed
18	0.74	4.87	Confirmed
19	0.62	3.82	Confirmed
20	0.46	3.11	Confirmed
21	0.71	4.86	Confirmed
22	0.59	3.8	Confirmed
23	0.43	3.07	Confirmed
24	0.82	4.69	Confirmed
25	0.45	3.18	Confirmed
26	0.56	4.26	Confirmed
27	0.6	4.38	Confirmed
28	0.48	4.11	Confirmed
29	0.49	4.48	Confirmed
30	0.58	4.3	Confirmed
31	0.68	4.37	Confirmed
32	0.7	4.82	Confirmed
33	0.43	3.65	Confirmed

Fig 1. Proposed Human Resource Empowerment Model



Research analysis in the quantitative section

Based on the results of the table, it is clear that all the indicators of the studied structures are of necessary importance for measuring their structure due to the t-statistic value being greater than 1.96 and the values of factor loadings being greater than 0.4. are correctly identified.

Conclusion

Exploring Categorical coding includes 33 factors that include specialized skills, human skills, technical skills, emotional skills, perceptual skills, trust and intimacy, truth and honesty, general education, specialized education, physical ability, intellectual ability, creativity, emotional intelligence, intelligence, motivation, personality, scientific competence, experimental competence, managerial competence, cultural competence, moral

intelligence, moral perception, social responsibility, social position, technical creativity, management creativity, communication creativity, efficiency, effectiveness, organizational agility, leadership style, commitment to The organization is a commitment to customers and clients.

Ethical Considerations

Funding

Authors' contributions

Conflict of interest

ACKNOWLEDGMENTS

Authors declare no any acknowledgement.

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