



## **Provision of Conceptual Framework of Human Resources Strategies on Implementation of Knowledge in Tehran Municipality: Municipality at District 19 (A Case Study)**

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### **Abstract**

This study aimed to investigate the impact of human resources strategies on implementation of knowledge management and provide a conceptual framework for municipality, district 19 in Tehran. This was applied cross-sectional survey study. The population consisted of all senior and executives managers who were working in Tehran municipality, district 19 in 2016-2017 (N= 250). According to Cochran's formula and using simple random sampling method, 152 individuals were selected as sample. Two questionnaires were used for collecting the data; a 25-item researcher made questionnaire which was based on Chen and Huang model (2009) was used to examine HR strategies and Kenrad and Newman's Knowledge Management Standard Questionnaire (1999) questionnaire was used to examine knowledge management. The findings showed that the HR (training, compensation, performance evaluation, human resource supply, and participation) strategies impacted on implementation of knowledge management. Also, based on conceptual framework which was proposed in this study, the variables of knowledge preservation, knowledge transfer, knowledge creation, and knowledge application may play an effective role in implementing HRM strategies.

**Keywords:** Strategic Methods, Human Resources, Knowledge, Knowledge Management, Managers, Municipality.

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### **Introduction**

In today's changing, competitive, and developing world, the survival is the first goal of companies and organizations. For this reason, the managers are looking for ways and means to ensure the survival of their organizations in long-term. Therefore, the managers have used many sciences and technologies to find survival ways and put their organization in superior and advanced situation.

Due to dynamics and continuous environmental changes, meanwhile, the human resource management system cannot be a permanent and constant phenomenon. The strategic human

resource management may help organizations to achieve competitive advantages. In strategic human resource management framework, the organizations may exploit opportunities. The strategic human resource management enables coordination between various activities of organization, creation of appropriate opportunities, and prevention of possible threats. The strategic integration is inevitable for creating a consistency between human resource strategy and organizational strategy. The goal of strategic coordination is to match goals of human resource management with goals of organization (Armstrong, Translated by Erabi & Izadi, 2002: 66).

Today, the human resource strategy is recognized as a key element in improving the organization's performance. Therefore, it is essential to consider it to increase effectiveness and efficiency of human resource management and development activities at organizations which have achieved a proper level of maturity. The development and implementation of human resources strategy aims to link human resources policies and practices with strategic goals of human resources (Farhadi, 2009: 23).

At the same time, the human resources management, knowledge management, and similar disciplines such as intellectual capital management and information management focus on increasing the role of knowledge in contemporary organizations and economics.

The research on dependence of knowledge management on human resources suggests that the staff is closely connected to knowledge management. Considering the importance of this issue, however, this study aims to examine the impact of HR strategies on implementation of knowledge management at Tehran municipality, district 19.

### Methodology

This was applied cross-sectional survey study. The population consisted of all senior and executives managers who were working in Tehran municipality, district 19 in 2016-2017 (N= 250).

According to Cochran's formula and using simple random sampling method, 152 individuals were selected as sample. Two questionnaires were used for collecting the data; a 25-item researcher made questionnaire which was based on Chen and Huang model (2009) was used to examine HR strategies and Kenrad and Newman's Knowledge Management Standard Questionnaire (1999) questionnaire was used to examine knowledge management.

### Findings

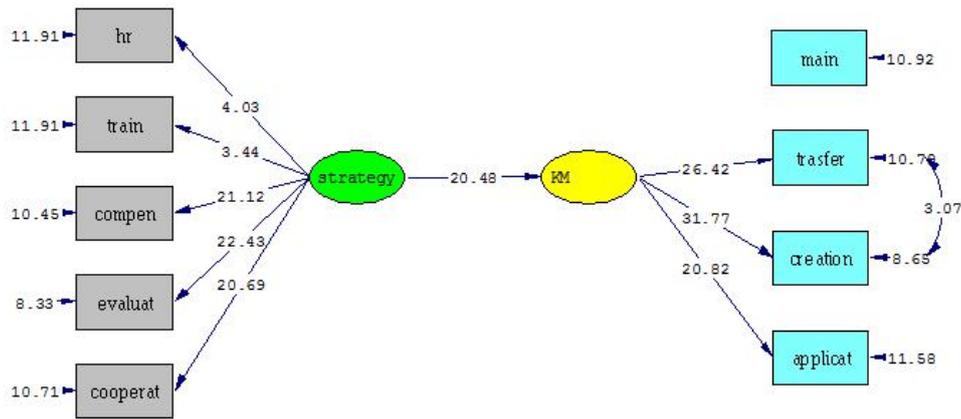
**Hypothesis:** The conceptual model of impact of human resources strategies on implementation of knowledge management and provision of conceptual framework at Tehran municipality, district 19 is fit.

Using LISREL software, version 8.7, the structural equation model was used to test above hypothesis. The model was developed by connecting measurement variables and latent variable. Then, the fitness indices of measurement model were calculated and evaluated. The fitness indices such as chi-square (df/x2), adaptive fitness index (CFI), fitness index (GFI), adjusted fitness index (AGFI), and RMSEA were used. Most scholars consider chi-square less than 3 as good fitness of model (Giles, 2002). The obtained values for indices are shown in table below.

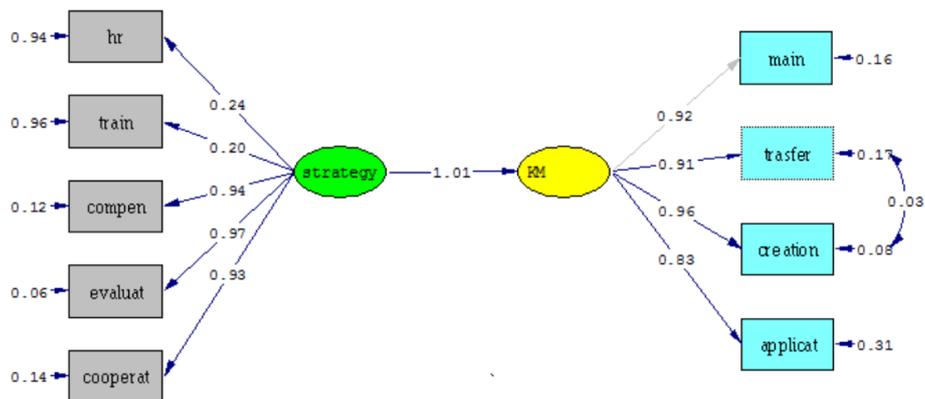
**Table 1:** Model fitness indices


According to above table, the fitness indices showed that the chi-square for measurement model was 2.29; this indicated the acceptable fitness of model with data. The adaptive fitness index (CFI) was above 0.9, the GFI fitness index was 0.92, the adjusted fitness index (AGFI) was

0.87, and RMSEA was 0.064. According to obtained values, it may be said that the obtained model has a good fitness with data. The model, path parameters, and t-values were as follows.



Chi-Square=57.20, df=25, P-value=0.07000, RMSEA=0.064



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Fig 1: Model and coefficients significance

Given above model, since all path coefficients were significant, the data confirmed the rationality of conceptual model. The following findings were obtained according to above model.

- The knowledge management was the latent variable for maintaining knowledge, transferring knowledge, creating knowledge, and applying knowledge. Considering the higher factor loading of knowledge creation, it may be said that this variable has a larger contribution in knowledge management.
- The HR strategies were the latent variable for human resources supply, training, compensation, performance evaluation, and participation. Considering the higher factor loading of compensation and performance evaluation, it may be said that these two variables contribute more to HR strategies.
- The knowledge transfer and knowledge creation was two-way relationship.

However, it may be said that the conceptual model of impact of HR strategies on implementation of knowledge management and provision of

conceptual framework for Tehran municipality, district 19 has fitness.

### Conclusion

From theoretical point of view, the HR strategies are a new concept which may be considered in the context of human resources management system. From among organizational resources, the human resource is considered more due to its effective role in organization's ability to face external environment. The strategic vision, organizational system approach to human resource management, and its impact on organizational productivity have led to strategic human resource management. The strategic human resource management ensures the development of capable employees, committed employees, and creation of productive organizational culture (knowledge management) to realize organization strategy. Meanwhile, the knowledge management may be considered as an important factor in creating capacity and creating organizational culture.

In the past, the human resources were largely considered as those who must execute the plans. For this reason, they have often been neglected during initial stages of planning. Despite growing academic attention in strategic impact of human resource management, however, recent evidence has shown that there are still many organizations which have limited their human resource evaluation to efficiency and activities; they have little effort to evaluate effectiveness of human resources with a focus on strategic goals and knowledge management in human resources.

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