



# **Identifying the Indicators and Components of Human Resource Management Based on Knowledge Management and Prioritizing Them in the Executive Organs of Sari**

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## **Abstract**

Accurate implementation of human resource management and the development of the organizational knowledge of individuals and its management can be useful for organizational problems in the country. Therefore, the purpose of the present article is to identify the indicators and components of human resource management based on knowledge management and ranking them in the executive organs of the city of Sari. This research was developmental in terms of purpose and based on integrated method (qualitative and quantitative), and was descriptive in terms of nature. The statistical population includes: 1) 15 experts familiar with the field of human resource management, 2) 400 employees working in the executive organs of Sari. Based on the research literature, 18 indicators in human resource management topic and 8 indicators regarding knowledge management were identified and based on Delphi technique they were provided to the experts in the field under study for evaluation. Data analysis was performed using Friedman's test, applying SPSS software. Based on the results, human resource management components were identified in 6 general categories (recruitment and selection of employees, appointment of employees, development and maintenance of employees, training and improvement of employees, performance evaluation of employees, service compensation of employees) and 18 sub-components and components of knowledge management in 4 general category (knowledge creation, knowledge sharing, knowledge application, knowledge storing) and 8 sub-components. "Appointment of employees" was also located in the first rank. Based on the results, it can be said that managers should be very careful in selecting and employing, appointing and job promotion, developing and maintaining, training and improving, developing performance and service compensation of employees, because it is by paying attention to these affairs that they can minimally develop their organization, and overcome competitors in the current critical conditions.

**Keywords:** Appointment of employees, Delphi Technique, Human Resources, Knowledge Management, Organization

## **Introduction**

Rapid changes in today's world have made organizations to face various challenges, but in this respect those organizations are successful that with the help of managerial tools and new technologies, use the created opportunities for the benefit of themselves that knowledge management is one of these tools. Knowledge management is the process of creating value from the organization's invisible assets (human capital) and the private sector has taken the first steps in the field of implementing knowledge management, but the government with one step distance is moving behind the private sector (Chen, 2018).

In order to gain a competitive advantage and for the continuation of survival and coping with changing environmental conditions, many private sector organizations have resorted to using new management tools, techniques and new principles. Experience has shown that most new management theories and techniques have firstly been used in the private sector and, after proving effectiveness and efficiency, have entered to the public sector. Organizational resource planning, human resource management, re-engineering of processes, and total quality management and many other similar techniques are examples of this type, and what is clear is that knowledge management is no exception of them (Hatefi Hatefi & Rosta, 2019).

If we think more carefully about the nature of public organizations, we will find out that in the next few years, a large proportion of government employees will retire, and many of these people are specifically managers and specialists in various fields, and employing, sharing, and using the knowledge of these people before retirement will be one of the main risks and problems

of the government and the executive organs in the country. In this regard, human resource management is known as one of the most important strategies of every public sector and executive organs in the country and knowledge management as one of the latest management tools and techniques, plays an important role as a part of the strategies of human resource management (Rajabi et al., 2016).

At present, in most organizations and executive organs of the country, the competitive atmosphere and conditions has become strongly complex, changeable and wider than before, in a way that the speed of these changes in most organizations is much higher than the speed of responding and the ability to comply with new conditions. Now, in order that the organizations and executive organs in the country want to react to these changes and adapt and coordinate themselves to them, they need practical knowledge and its management in the field of their activities so that equip themselves against these challenges and threats and deal with them seriously. Thus, these organizations urgently need to manage their human resources in the macro-organizational field in order to implement organizational knowledge and manage their knowledge (Seifollahi et al., 2019). On the other hand, any kind of change in the competitive environment of organizations provides an opportunity and eliminates another opportunity and creates a challenge or a threat or eliminates another challenge and threat. In general, in this business space, competitive advantage is the main concern of managers, and they have realized that nothing can make them desirable as knowledge and wisdom and human resource management. They know the sustainability of competitive advantage depending on innovation, and innovation as the effect of



knowledge management base and, most importantly, the comprehensive human resources management of the organization (Maury, 2018). Therefore, the employees of the organization who have the knowledge and wisdom and are the most important capital of the organization have been considered more and it can be stated that human resource management and knowledge management are the cause and effect of each other in the fields of success of the organizations and executive organs in every country that managers by the aid of human resource management and knowledge management can deal with threats, challenges and problems ahead of themselves (Seifollahi, 2018).

Human resource management and its development are the important part of an organization's efforts to improve quality, make key employees sustained in the organization, confront the challenges due to the global competition and social changes, and make changes in job design. Today, organizations and executive organs in every country need employees who can operate in a complex, intelligent, and advanced world, and these developed employees, as an important part of human resource management, by sharing their knowledge among other employees and various sections provide the context for the development of the organization. These intelligent and knowledgeable employees are the most important capital of an organization that by creating modern organizational processes, new technologies as well as the development of new services lead the organization to create competitive advantage (Khodayari Abali, 2019).

An innovative effort in the organization is the result of investing in the process of improving human resource management and knowledge management. By creatively knowledge management and innovative use of human resource management, the

organization can create this possibility for the employees to rely on their experiences in organizational issues that need a new solution, and help the organization by growth in the direction of developing human resource management and knowledge management (Aghabozorgi & Hamrahi, 2018).

In the current conditions of the country, all organizations and executive organs are affected by the current competitive challenges and the changing and dynamic environment, which must choose the solutions that by using them continue their lives. One of the most important challenges raised in the organizational field is human resource management and knowledge management (Taleghani et al., 2016). Applied and fundamental researches in the last 20 years to meet the above challenges has created a new and emerging field that includes concepts, theories and models of human resource management (Melo & Sarrico, 2015). Many organizations and executive organs in various countries have found by experience that paying attention to human resources while increasing productivity, increases their ability in the competition arena, and also greatly increases the probability of their survival and permanence; on the other hand, we should also know that the most important factor in organizational processes is human resource management and organizational knowledge management (Rajabi Farjad et al., 2018).

### **Research Methods**

This research was developmental in terms of purpose and based on integrated method (qualitative and quantitative), and in terms of nature was descriptive. Thus, based on the past studies, research literature and interviews with experts were conducted. The statistical population includes two groups: 1) Experts familiar with the field of human

resource management, the number of which is unspecified and are scattered across the country and the method of selecting them is as selective and should have features such as knowledge and experience in the subject, desire, sufficient time to participate and effective communication skills (Beygami et al., 2017), having scientific researches and articles related to the research subject, being available, experience, appropriateness of the field of study, doctoral degree, and employment to teach in the university. In order to select a suitable sample from the community of experts and university professors, a non-random sampling method of selective type has been used. On this basis, 15 people were selected to select a suitable sample among the community of experts and university professors of Sari city who had the necessary criteria. 2) The second group includes all employees working in the executive organs of Sari city (29,697 people), who are working in public organizations in this province, and according to the Cochran's formula, 400 people were selected by cluster random sampling method from 52 executive organs. In this research, based on the previous studies and research literature, 18 indicators in the topic of human resource management and 8 indicators regarding knowledge management were identified, which were provided to the experts in the field under study, according to Delphi technique and these experts were asked that if they have any suggestion about the combination of some criteria, present it in the form of a new criterion. The questionnaires were first investigated and confirmed by 15 experts in terms of apparent and conceptual validity, and then Content Validity Ratio (CVR) method was used to measure its content validity. The formula of this method is as follows:

$$CVR = \frac{n_e - \frac{N}{2}}{\frac{N}{2}}$$

In which N represents the total number of respondent professionals, and  $n_e$  is the number of professionals who have confirmed the desired item. The CVR value can be calculated for all indicators and factors. The CVR value can fluctuate between -1 and +1. Therefore, the closer the CVR value is to one, it represents that more respondents have recognized the item appropriate. In this research, the validity of the human resource management questionnaire was calculated as 0.97.4, and the validity of the knowledge management questionnaire was calculated as 0.95.1. Cronbach's alpha coefficient of the variables was estimated higher than 0.7, indicating the internal coordination of the items and the confirmation of reliability. In order to analyze the data, Friedman's test was used, applying SPSS software.

## Research Findings

### Question 1- What are the dimensions and components of human resource management in the executive organs of Sari city?

Based on the past studies, research literature and conducted interviews a total of 18 indicators were identified. These criteria in the first stage of the Delphi technique were provided to the experts in the field under study, and these experts were asked that if they have any suggestion about the combination of some criteria, present it in the form of a new criterion, and finally no indicator was added to these sub-criteria.



The description of human resource management indicators can be observed in (Table 1):

**Table 1.** Summary of Human Resource Management Indicators in the First Round of Delphi Technique

<b>Components</b>	<b>Sub-Components</b>
Recruitment and Selection of Employees	Science and power
	Courage and determination
	Compassion and love for work
Appointment of Employees	Responsibility
	Honesty and commitment
	Working experience
Development and Maintenance of Employees	Communication and professional skills development
	Empowering employees
	Employability and self-efficacy
Training and Improvement of Employees	In-service training
	Organizational Learning
	Quality of working life
Performance Evaluation of Employees	Observance of discipline and order at work
	Collaboration at work
	Work improvement
Service Compensation of Employees	Competency ratio-based payments
	Job promotion based on competence
	Customer satisfaction-based payments

In the second step of the Delphi technique, at first 18 human resource management indicators were screened to select the criteria that have more importance and appropriateness. Then, by the experts in this field, who were composed of 15 people

selected in the sample and were familiar with all the sub-indicators, each one of the criteria were examined on the basis of goal according to the Delphi method. Delphi technique has been used for initial screening of the identified criteria (Table 2).

Table 2. Summary of the Results of the Second Round of Delphi Technique for Human Resource Management Indicators

Components	Sub-Components	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
<b>Recruitment and Selection Employees</b>	Science and power	5	5	5	5	5	5	5	4	4	4	4	5	5	5	5	4.7
	Courage and determination	5	4	5	5	5	5	5	4	5	4	5	5	5	5	5	4.8
	Compassion and love for work	4	4	4	4	4	5	5	2	5	5	5	5	5	5	5	4.5
<b>Appointment of Employees</b>	Responsibility	4	4	4	4	4	3	4	4	5	4	4	5	5	5	4	4.2
	Honesty and commitment	4	4	4	4	5	5	3	4	5	4	5	5	4	3	5	4.3
	Working experience	3	4	3	4	5	5	5	5	5	4	4	5	5	4	5	4.4
<b>Development and Maintenance of Employees</b>	Communication and professional skills development	4	4	3	4	5	4	5	4	5	5	3	5	3	4	4	4.1
	Empowering employees	4	5	5	4	5	3	3	4	5	5	4	4	4	5	4	4.3
	Employability and self-efficacy	4	5	5	5	5	4	5	5	5	5	5	5	5	5	4	4.8
<b>Training and Improvement of Employees</b>	In-service training	5	4	4	5	5	4	5	3	3	4	5	5	5	4	4	4.3
	Organisational Learning	3	3	5	5	5	3	4	4	5	5	5	5	5	4	4	4.3
	Quality of working life	4	5	5	5	5	5	4	5	4	5	5	5	5	5	4	4.7
<b>Performance Evaluation of Employees</b>	Observance of discipline and order at work	4	4	4	4	5	5	2	5	5	5	5	5	5	4	3	4.3
	Collaboration at work	4	4	4	4	3	4	4	5	4	4	5	5	5	4	5	4.3
	Work improvement	4	4	4	5	5	3	4	5	4	5	5	4	5	5	5	4.5
<b>Service Compensation of Employees</b>	Competency ratio-based payments	4	3	4	5	5	5	5	5	4	4	5	5	5	5	5	4.6
	Job promotion based on competence	4	3	4	5	4	5	4	5	5	3	5	3	4	4	3	4.1
	Customer satisfaction-based payments	5	5	4	5	3	3	4	5	5	4	4	4	5	5	4	4.3



Delphi's technique has continued in two rounds, and in the second round it has been stopped by reaching a final agreement. In the end, all the remaining 18 indicators in the second round have gained score above 3 again. Therefore, the Delphi's technique has been stopped and the identified human resource management indicators have been used for final analysis.

**Question 2: What are the dimensions and components of knowledge management in the executive organs of Sari city?**

Based on the past studies, research literature and conducted interviews, a total of 8 indicators was identified. These criteria in the first stage of the Delphi technique were provided to the experts in the field under study, and these experts were asked that if they have any suggestion about the combination of some criteria, present it in the form of a new criterion, and finally no indicator was added to these sub-criteria. The description of knowledge management indicators can be observed in (Table 3):

**Table 3.** Summary of Knowledge Management Indicators in the First Round of Delphi Technique

<b>Components</b>	<b>Sub-Components</b>
Knowledge Creation	Development of the Service Quality of the Organization
	Development of Organizational Innovation
Knowledge Sharing	Organizational Development
	Development of Individual Knowledge
Knowledge Application	Organizational Capability
	Organizational Productivity
Knowledge Storing	Transparency and Accountability
	Customer Satisfaction

In the second step of the Delphi technique at first, 18 knowledge management indicators were screened to select the criteria that have more importance and appropriateness. Then, by the experts in this field, who were

composed of 15 people selected in the sample and were familiar with all the sub-indicators, each one of the criteria on the basis of goal were examined according to the Delphi method (Table 4).

**Table 4.** Summary of the Results of the Second Round of Delphi Technique for Knowledge Management Indicator

Components	Sub-Components	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
<b>Knowledge Creation</b>	Development of the Service Quality of the Organization	4	4	5	4	5	3	4	4	5	4	4	5	5	5	5	4.4
	Development of Organizational Innovation	5	5	3	5	3	5	5	4	5	3	5	5	5	3	4	4.3
<b>Knowledge Sharing</b>	Organizational Development	4	4	5	3	5	4	4	4	5	5	5	5	4	5	4	4.4
	Development of Individual Knowledge	5	4	4	5	5	5	4	4	5	5	4	5	4	4	4	4.5
<b>Knowledge Application</b>	Organizational Capability	5	4	4	5	5	4	3	4	5	4	5	5	4	5	4	4.4
	Organizational Productivity	4	4	4	5	4	4	4	4	4	4	5	5	5	3	5	4.3
<b>Knowledge Storing</b>	Transparency and Accountability	4	5	3	4	3	4	5	5	5	4	5	5	5	5	5	4.5
	Customer Satisfaction	4	4	4	4	5	4	4	5	5	4	5	3	3	4	5	4.2

Delphi technique has continued in two rounds, and in the second round it has been stopped by reaching a final agreement. In the end, all the remaining 8 indicators in the second round have gained score above 3 again. Therefore, the Delphi technique has been stopped and the identified knowledge

management indicators have been used for final analysis.

**Question 3: How is the ranking of the dimensions and components of human resource management in the executive organs of Sari?**

**Table 5.** Friedman's Test Output For Ranking Human Resource Management Dimensions and Components

Variable	Friedman Coefficient	Final Rank
Recruitment and Selection of Employees	3.324	5
Appointment of Employees	3.989	1
Development and Maintenance of Employees	3.609	4
Training and Improvement of Employees	3.722	2
Performance Evaluation of Employees	2.659	6
Service Compensation of Employees	3.696	3





According to (Table 5), based on the output of the Friedman's test, "appointment of employees" is in the first priority. "Training and improvement of employees" and

"service compensation of employees" are in the next ranks. On the other hand, "performance evaluation of employees" is of the least importance.

**Table 6.** Significance of Friedman's Test for Ranking Human Resource Management Dimensions

Number	Degree of Freedom	Significance
380	5	0.000

According to (Table 6), the significant value (test statistic) has been obtained below the

error level, so the research findings can be relied on.

**Table 7.** Friedman's Test Output for Ranking Human Resource Management Sub-Criteria

Human Resource Management Sub-Criteria	Friedman's Coefficient	Final Rank
Science and power	9.264	11
Courage and determination	9.787	8
Compassion and love for work	8.784	12
Responsibility	9.601	10
Honesty and commitment	10.220	7
Working experience	11.953	2
Communication and professional skills development	7.800	16
Empowering employees	10.403	6
Employability and self-efficacy	11.162	4
In-service training	12.878	1
Organizational Learning	10.703	5
Quality of working life	6.474	17
Observance of discipline and order at work	8.143	14
Collaboration at work	6.396	18
Work improvement	8.083	15
Competency ratio-based payments	8.399	13
Job promotion based on competence	11.278	3
Customer satisfaction-based payments	9.674	9

According to (Table 7), based on the output of the Friedman's test, "in-service trainings" is located at the first priority. "Working

experience" and "job promotion based on competence" are in the next ranks.

Table 8. Significance of Friedman's Test for Ranking Human Resource Management Sub-Criteria

Number	Degree of Freedom	Significance
380	17	0.000

According to (Table 8), the significant value (test statistic) has been obtained below the error level, so the research findings can be relied on.

### Discussion

According to the results of the experts' opinions and their answers to a questionnaire with a five-point continuum, the following results were obtained:

The components of human resource management were summarized in 6 general categories (recruitment and selection of employees, appointment of employees, development and maintenance of employees, training and improvement of employees, performance evaluation of employees, service compensation of employees) and 18 sub-components (indicators). These results are consistent and in line with the findings of (Alizadeh & Tabrizi, 2010),

It was specified that recruitment and selection of employees in the executive organs of Sari included (science and power, courage and determination, compassion and love for work). These results are consistent and in line with the findings of (Heidary et al., 2014).

It was specified that the appointment of employees in the executive organs of Sari included (responsibility, honesty and commitment, and working experience). These results are consistent and in line with the findings of (Arman & Josheghani, 2015).

It was specified that the development and maintenance of employees in the executive organs of Sari included (development of communication and professional skills, empowering employees, employability and self-efficacy). These results are consistent and in line with the findings of (Afkhami Ardakani et al., 2015).

It was specified that the training and improvement of employees in the executive organs of Sari included (in-service training, organizational learning, and the quality of working life). These results are consistent and in line with the findings of (Rajabi Farjad & Rohollahi, 2015).

It was specified that the performance evaluation of employees in the executive organs of Sari included (observance of work discipline and order, cooperation in work, and work improvement). These results are consistent and in line with the findings of (Piore & Sable, 2015).

It was specified that the service compensation of employees in the executive organs of Sari included (competency ratio-based payments, job promotion based on competence, customer satisfaction-based payments). These results are consistent and in line with the findings of (Liao, 2016).

### Conclusion

Regarding the ranking of human resource management dimensions in the executive organs of Sari city, "appointment of



employees" is located at the first priority. "Training and improvement of employees" and "service compensation of employees" are in the next ranks. On the other hand, "performance evaluation of employee" is of the least importance. In terms of ranking human resource management components, "in-service training" is also located at the first priority. "Working experience" and "job promotion based on competence" are located at the next ranks. These results are consistent and in line with the findings of (Huemann et al., 2012).

It was specified that the knowledge management in the executive organs of Sari included (knowledge creation, knowledge sharing, knowledge application, knowledge storing). These results are consistent and in line with the findings of (Budiarti, 2017) and (Shabani Bahar et al., 2015).

It specified that the knowledge creation in the executive organs of Sari included (development of the service quality of the organization, development of organizational innovations). These results are consistent and in line with the findings of (Seifollahi et al., 2019).

It was specified that the knowledge sharing in the executive organs of Sari included (organizational development, development of individual knowledge). These results are consistent and in line with the findings of (Hatefi Hatefi & Rousta, 2019).

It was specified that the knowledge application in the executive organs of Sari included (organizational capability, organizational productivity). These results are consistent and in line with the findings of (Nahardani et al., 2018) and (Salavati, 2019).

It was specified that the knowledge storing in the executive organs of Sari included

(transparency and accountability, and customer satisfaction). These results are consistent and in line with the findings of (Saeeda Ardakani et al., 2018) and (Nusrat Panah & Fazlullah, 2014).

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