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Research Paper

Designing a Career Path Model Based on the Knowledge Management Model in Start-Ups

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Abstract **The issue of proper career path development is important according to the knowledge management model for employees in many risky businesses in the country, especially since the outbreak of coronavirus and international sanctions against our country, so this study aims to design a model of progress. The career path was based on the knowledge management model in start-up businesses. The statistical population studied in this study consists of 877 people working in new businesses. Statistical sample size 269 people were selected through random sampling method. For statistical analysis, SPSS software version 20 and pls3 were used and the alpha level was considered 05p 05 0.05. The results showed that the value of t in all paths between the research factors is equal to and greater than 2.58. As a result, there is a significant relationship between the main factors and their sub-factors in the conceptual-analytical model of the research and also the results showed that the fit of the general research model is appropriate and strong. In general, it can be said that between the first step of the career path with the second step of the career path, between the second step of the career path with the third step of the career path and between the third step of the career path with the fourth step of the career path of employees There is a direct and significant relationship between start-up business employees in the conceptual-analytical model of career path.**

Keywords *Corona Crisis, Career Advancement, International Sanctions, Start-up Business, Knowledge Management*

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Introduction

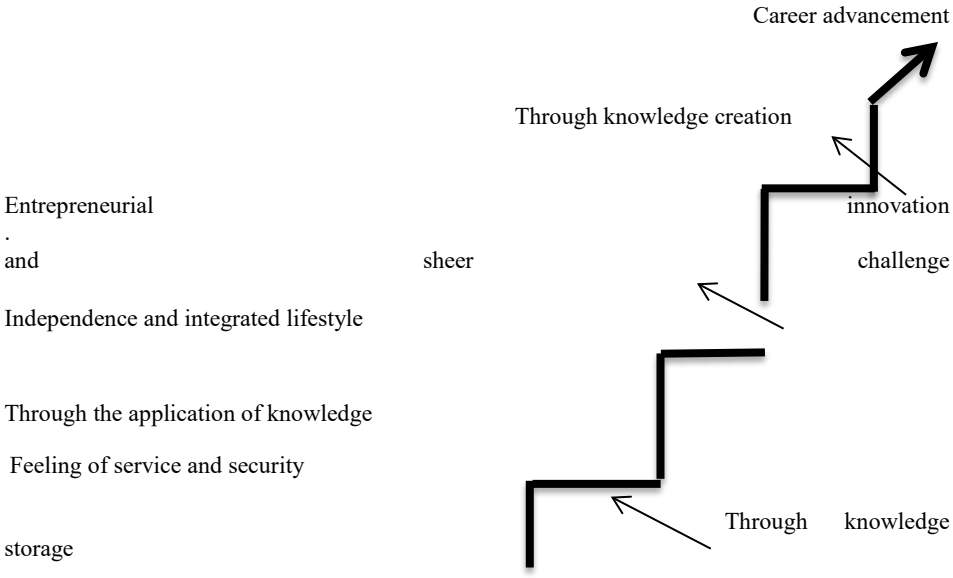
Extensive and continuous changes of the present age have caused hierarchical governmental organizations that are considered powerful in terms of their physical facilities and extensive infrastructure. Today, in response to the unstable and changing conditions, they need the optimal use of committed employees and be satisfied that the management of employees' career paths is one of the requirements for the optimal use of committed employees (Mehrmanesh et al., 2014). Knowledge management is the cycle of discovery, production, storage, distribution and practical application of knowledge in the organization. In this process, the two types of tacit and explicit knowledge are constantly transformed into each other, and with each repetition of the mentioned cycle, new knowledge is created and added to the previous knowledge. The well-known classification of types of knowledge is its division into tacit and explicit knowledge (Azimi et al., 2016). Polanyi considers tacit knowledge to be personal knowledge that depends on the human factor. According to Nonaka and Takochi, this knowledge includes mental patterns, beliefs and views and is typically unconscious, and therefore it is difficult to describe and describe this type of knowledge by the person who possesses it. On the other hand, explicit knowledge can be easily expressed in the form of books, articles and software (Seyed Naghavi et al., 2012). Optimal utilization of tacit and explicit knowledge of individuals and paying attention to it in managing career paths is a very important and fundamental issue. The important point here is to explain the position of the career path. Career path is basically the successive and evolving stages of people's work experiences over time, which usually occur in the form of a social set or specific consequences. Work experiences, social groups, and outcomes that determine the path to progress may be limited (in the form of a profession or organization) or broad (the path of progress in society in a wide range of different professions and organizations) (Zandi pour, 2013; 193). The series of jobs that people take in the organization should not be accidental and

random, but the career path of the person in the organization should be planned based on the correct logic and according to a specific goal.Different people have different career patterns and employees of organizations have different and different career path anchors due to different career patterns. Has been helping (Gholi pour, 1394; 358). The concept of career path has undergone a fundamental change in recent years. In the traditional view, a career path is defined as a series of consecutive positions in a job or organization.In today's organizations, people have a more fluid and dynamic career path that changes based on the interests, abilities, values of the individual and based on changes in the work environment and is called a variable career path. In this case, employees expect the organization to Provide job development and flexible employment opportunities for them instead of ensuring job security and promotion (Rahnama et al. 2009); In such a way that every person working in the organization can, after gaining experience and gaining job skills, have the opportunity to achieve career advancement and during the development stages of the organization (Rasouli, 2012). By entering the world of work and organization, people seek to grow and prosper, thus choosing a path .The concept of career path makes organizations and people who work for it as an interconnected and interdependent chain. This concept is examined from both internal and external aspects.External career path includes jobs and situations through which a person develops and career path is defined as organizational indicators; While the internal career path is the tendency of employees to orient or career anchor (Khaef Elahi et al., 2014). The task of managing the path of career advancement is to establish adaptation between the needs, potential abilities of individuals and professional needs of the organization on the one hand and also to determine the path of career advancement of each person in the career on the other hand (Hatem et al., 2010). This shows that information sharing and knowledge management, both in the organization and in foreign institutions, are prerequisites for achieving agility. An agile organization uses knowledge of its internal

and external environment to change procedures, processes, and resource configuration. The company's internal knowledge refers to the specifications and capabilities of the product and process, technology capabilities, usability, readjustment, organizational culture, staff skills and leadership. External knowledge refers to the knowledge of markets, competitors, technological trends, changing consumer preferences and others. Today, knowledge management is practiced all over the world and in all sectors of industry, public and private organizations, humanitarian organizations and international charities. Most importantly, knowledge management is now recognized as the "key driver of new knowledge and new ideas" in the process of innovating new innovative products, products, services and solutions (Shani et al., 2013). In an organization, career advancement may be managing how employees view their jobs, inside and outside the organization. With knowledge management, the organization becomes more flexible, and the employee becomes more flexible. As people's working conditions improve, so do their careers. Practically and since start-ups are one of the newest strategic economic and industrial resources of the country, it aims to strengthen the ability of senior managers in this field and help decision makers to identify opportunities, challenges, strategic and effective adoptions.

Figure 1.

Conceptual-analytical Model of Research



Background

Ali Farhi et al. In a study (2015) believe that the career development path model consists of seven main components. Components include periodic job changes, education, job interests, support, job analysis, and evaluation and guidance. According to the results of the research of Samiei et al. (2013), Yuang (2013), Kanabiran et al. (2016), Dilamghani and Zakeri (2015) Technical-functional orientation, public management, autonomy-independence, security and stability, entrepreneurial creativity and purely relationship challenge Predictors are meaningful with organizational trust. The results of Fathi, Seyed Ameri and Veisi (2014) research also emphasized the existence of a positive and significant relationship between the components of employees' career development paths. According to the researcher, considering the information age and communication exchange, it is necessary for start-up business managers who deal with employees (manpower) to choose the appropriate career

path for employees by using knowledge management, because today successful managers who have important information To find the path of career advancement for selection, to announce organization to their manpower. Knowledge management is a specialty that is essential for activities such as dynamic learning problem solving, strategic planning and decision making. According to the results of the study, Kobo et al. (2017) positively assessed the effect of job anchors on nurses' organizational satisfaction and commitment. Kanabiran et al. (2016) also stated that the orientation of job anchors in the organization preserves capable and skilled employees. Qalavandi and Soltanzadeh (2012) stated in their results that there is a positive and significant relationship between technical-functional competence and general management competence and all components of organizational commitment. The components of technical-functional competence, general management competence, autonomy-independence, pure challenge and lifestyle are also significant predictors of organizational commitment dimensions. Rezaeian Ali et al. (2013) pointed to a positive and significant relationship between all functions of career path management with job satisfaction.

Method

According to the data collection method, this research is one of the descriptive researches in which the path analysis method has been used to test the relationship between the variables and the significance of the estimated models. In this research, it is applied in terms of purpose and in terms of collecting descriptive-survey information; for this purpose, a questionnaire, description and analysis of research variables have been used. The statistical population consists of all elements and individuals who have one or more attributes in common on a geographical scale. Obviously, if the target community is large, the researcher has to choose a certain number of people in the community as a sample (Hafeznia, 2013). The statistical population studied in this study consists of 877 people working in new businesses. The sample size was 269 people were

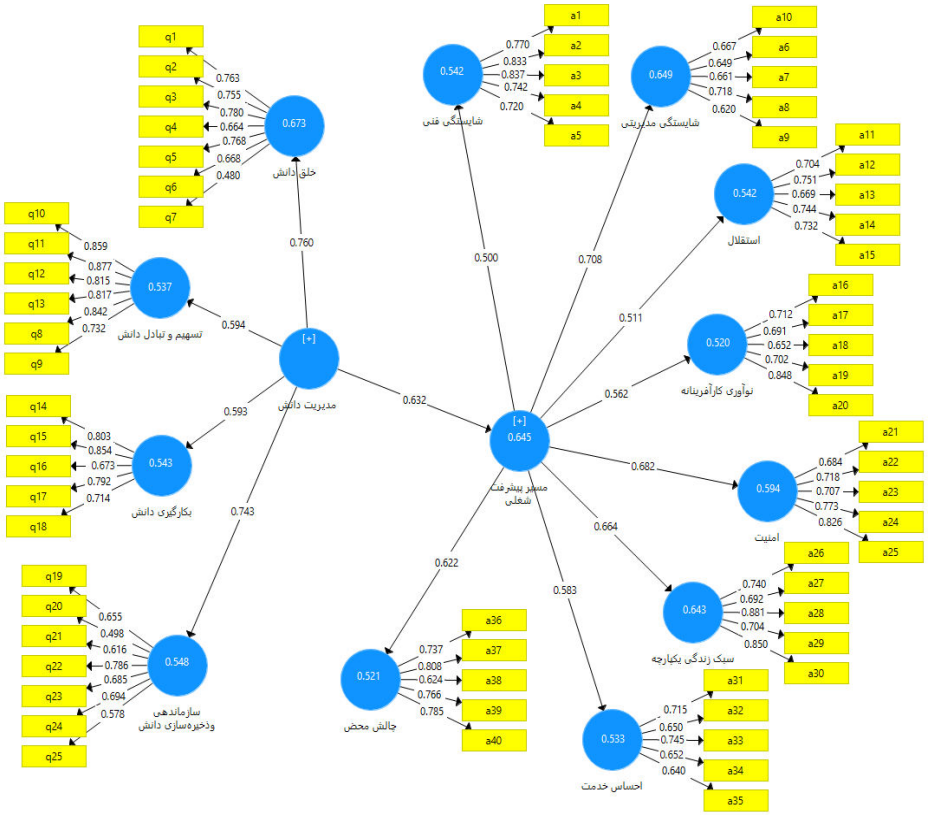
selected through random sampling method through Krejcie Morgan table. In the survey stage, data collection was through a questionnaire. The research questionnaire includes the standard questionnaire of Shine career development path, Hemmati standard knowledge management questionnaire. The questions were designed into two categories: general questions and multiple choice questions. In general, the questionnaire includes 4 general and demographic questions, 40 questions for the career path questionnaire, and 25 questions for the knowledge management questionnaire. The Career Progress Questionnaire was developed by Shine in 2006. Answering the questions the questionnaire has 5 answer options as follows, each question is scored from 1 to 5 based on the Likert scale. {Strongly disagree: 1; Disagree: 2; I have no comment: 3; Agree: 4; strongly agree: 5}. Knowledge Management Questionnaire was designed by Hemmati in 2010. This questionnaire consists of 25 questions that have four dimensions of knowledge creation, knowledge sharing, knowledge application and knowledge storage. The questionnaire questions are based on Likert's five-choice range (strongly agree to strongly disagree). In the present study, due to the standardization of the questionnaire, the validity of the questionnaire in order to be more confident and according to the nature and objectives of the content validity research, was done with the opinion of professors, experts and experts. Appeared. Because the questionnaires used in the present study were standard and frequently used by researchers, they have high reliability. Also in the present study, to measure the reliability of questionnaires in a statistical population on a group of 30 people and its reliability using Cronbach's alpha calculation, the Cronbach's alpha value for each of the components of the present study questionnaire indicates the level of reliability Is high. In this research, statistical methods have been used in two sections of descriptive and inferential statistics. SPSS software version 20 and pls3 software were used for data processing and statistical analysis.

Findings

According to the data obtained in Figure 1, all factor loads of the measurements in their respective dimension (range) that are higher than 0.5 remain in the model, and the measurements with factor loads less than 0.5 (marked in yellow include items Questionnaire A row: 7 and 20 will be removed from the research model, so the research was analyzed based on approved questions.

Figure 2.

Factor load, path coefficients and coefficient of explanation of research variables



In general, the analysis or use of PLS software consists of two parts: measurement model and structural model. Three measurement models are used to measure the fit.

Table 2.
Reliability Coefficients of Questionnaires After Deleting Low Validity Items

Composite reliability	Cronbach's alpha	Number of items (questions	Questionnaire areas (sub-factors	Combined reliability	Cronbach's alpha	number item	Questionnaire (main factor)
0/750	0/784	7	knowledge creation	0/802	0/820	25	A) Hemmati Knowledge Management (2010)
0/942	0/834	6	Sharing knowledge				
0/821	0/726	5	Applying knowledge				
0/910	0/855	7	Knowledge storage				
0/822	0/728	5	Technical competence	0/745	0/870	40	B) Shine's career path (2006)
0/894	0/878	5	Managerial competence				
0/874	0/840	5	Independence				
0/845	0/766	5	Entrepreneurial innovation				
0/812	0/757	5	Security				
0/805	0/825	5	Integrated lifestyle				
0/810	0/750	5	Feeling of service				
0/844	0/862	5	Pure challenge				

Considering the Cronbach's alpha values and the combined reliability reported in Table 1, as can be seen, all latent variables have a Cronbach's alpha value above 0.7, indicating that other domains of the model have good reliability. Convergent validity is another criterion used to fit the measurement model in the PLS structural equation modeling method. The extracted mean variance (AVE) index was used to evaluate

the convergent validity. The mean variance extracted indicates the degree of correlation of a structure or its characteristics. The value of convergent validity above 0.5 is acceptable.

Table 3.
Convergent Validity of Research Variables

Convergent validity (AVE)	Questionnaire areas (sub-factors	Convergent validity (AVE)	Questionnaire (main factor)
0/614	knowledge creation	0/750	A) Hemmati Knowledge Management (2010)
0/887	Sharing knowledge		
0/674	Applying knowledge		
0/828	Knowledge storage		
0/675	Technical competence	0/703	B) Shine's career path (2006)
0/799	Managerial competence		
0/763	Independence		
0/714	Entrepreneurial innovation		
0/659	Security		
0/648	Integrated lifestyle		
0/656	Feeling of service		
0/712	Pure challenge		

After measuring the validity and reliability of the measurement model, the structural model is examined through the relationships between variables. The first and most basic criterion for fitting a structural model is significance coefficients. Examining this criterion in each of the studied models, Figure 2 shows that all significant coefficients are greater than 1.96, which shows the significance of all relationships between structures at the 95% confidence level.

Figure 3.

Path Coefficients and Quantities Based on the Conceptual-analytical Model of the Research

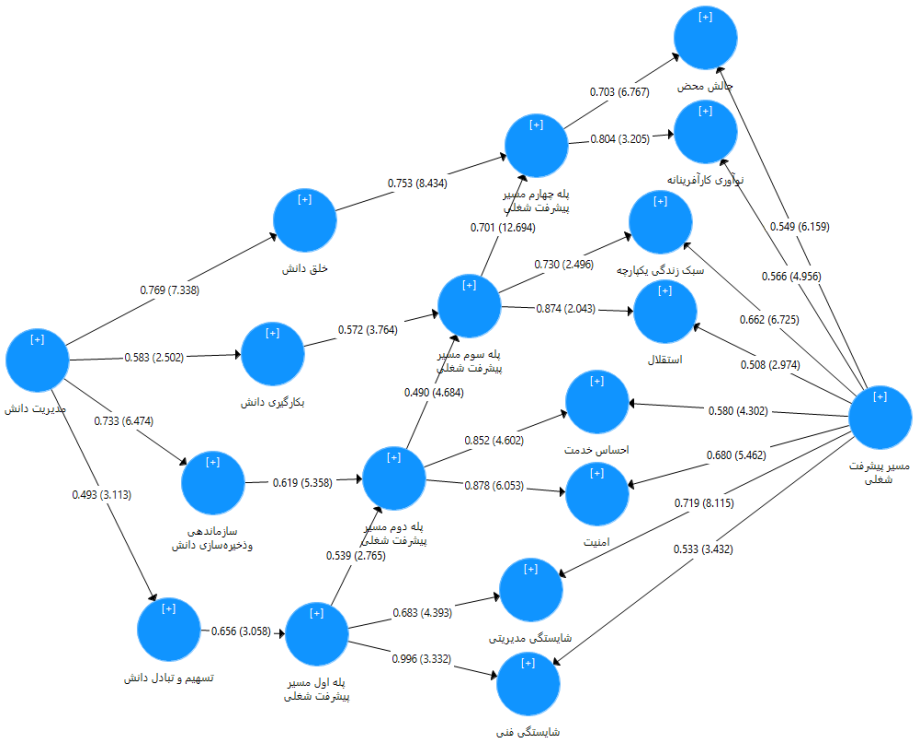


Table 3.

T-values the Relationships of each of the Main Factors with each other and with the Sub-factors

P-values	T-values	Relationship between structures	Row
0/0001	7/338	Knowledge Management >>> Knowledge Creation	1
0/0001	3/113	Knowledge Management >>> Knowledge sharing	2
0/0001	2/502	Knowledge management >>> Applying knowledge	3
0/0001	6/474	Knowledge Management >>> Knowledge storage	4
0/0001	3/432	Career path >>> Technical competence	5
0/0001	8/115	Career path >>> Managerial competence	6
0/0001	2/974	Career path >>> Independence	7

P-values	T-values	Relationship between structures	Row
0/004	4/956	Career path >>> Entrepreneurial innovation	8
0/0001	5/462	Career path >>> Security	9
0/0001	6/725	Career path >>> Integrated lifestyle	10
0/0001	4/302	Career path >>> Feeling of service	11
0/005	6/159	Career path >>> Pure challenge	12
0/008	3/058	Knowledge sharing >>> The first step in career advancement	13
0/0001	3/332	The first step of the career path >>> Technical competence	14
0/0001	4/393	The first step of the career path >>> Managerial competence	15
0/0001	5/358	Knowledge storage >>> The second step of the career path	16
0/0001	6/053	Second step career path >>> Security	17
0/0001	4/602	Second step career path >>> Feeling of service	18
0/0001	3/764	Applying knowledge >>> The third step in career advancement	19
0/0001	2/043	Third step career path >>> Independence	20
0/0001	2/496	Third step career path >>> Integrated lifestyle	21
0/0001	8/434	Knowledge creation >>> The fourth step in career advancement	22
0/0001	3/205	Fourth step of career path >>> Entrepreneurial innovation	23
0/0001	6/767	Fourth step career path >>> Pure challenge	24
0/0001	2/765	The first step of the career path >>> The second step of the career path	25
0/0001	4/684	The second step of the career path >>> The third step of the career path	26
0/0001	12/694	The third step of the career path >>> The fourth step of the career path	27

The coefficient of determination or R^2 (R Squares) is a criterion that is calculated only for the endogenous structures of the (dependent) model and indicates the effect that an exogenous variable affects an endogenous variable. In the case of exogenous structures, the value of this criterion is zero. The higher the value of R^2 for the endogenous structures of a model, the better the fit of the model. China (1998). Introduces three values of 0.19, 0.33 and 0.67 or more as the criterion values for weak, medium and strong R^2values.

Table 4.
R^2 values of Endogenous Variables of the Research Model

coefficient	Modified quality explanation	Determination coefficient (explanation) R^2	Structures	Row
-	-	-	Knowledge Management	1
Above average	0/587	0/591	Knowledge Creation	2
Above average	0/534	0/537	Knowledge sharing	3
Above average	0/636	0/640	Applying knowledge	4
Above average	0/533	0/538	Knowledge storage	5
-	-	-	Career path	6
Above average	0/625	0/633	Technical competence	7
strong	0/750	0/755	Managerial competence	8
strong	0/807	0/811	Security	9
Above average	0/639	0/644	Feeling of service	10
Above average	0/593	0/601	Independence	11
strong	0/694	0/700	Integrated lifestyle	12
strong	0/764	0/768	Entrepreneurial innovation	13
medium	0/515	0/525	Pure challenge	14
Above average	0/612	0/614	The first step in the path of career advancement	15
strong	0/720	0/722	The second step of the career path	16
strong	0/803	0/808	The third step of the career path	17
Above average	0/610	0/615	The fourth step of the career path	18

As can be seen in the table, the main endogenous variables of the model are in the range (0.525-0.803) and have a coefficient of determination above average and strong, and in general have a coefficient of determination above average.This criterion, introduced by Cohen (1988), determines the intensity of the relationship between the structures of the model. The impact size criterion uses the 2F index to analyze structures. Cohen added that values of 0.02, 0.15, and 0.35 or more

indicate the magnitude of the small, medium, and large effects of one structure on another, respectively.

Table 5.
The Size of the Effect of Research Structures

The size of the effect	**Amount F^2 (effect size)**	**The path of impact of structures**	
big	1/440	knowledge creation	knowledge management
big	0/352	Sharing knowledge	
big	0/535	Applying knowledge	
big	1/232	Knowledge storage	
big	0/398	Technical competence	Career path
big	0/433	Managerial competence	
big	0/374	Independence	
big	0/470	Entrepreneurial innovation	
big	0/433	Security	
big	0/790	Integrated lifestyle	
big	0/516	Feeling of service	
Above average	0/342	Pure challenge	
big	0/656		Sharing knowledge >>> The first step in the path of career advancement
big	1/354		The first step in the path of career advancement >>> Technical competence
big	0/953		The first step in the path of career advancement >>> Managerial competence
big	0/619		Knowledge storage>>> The second step of the career path
big	2/170		The second step of the career path>>> Security
big	1/093		The second step of the career path>>> Feeling of service
big	0/572		Applying knowledge>>>

The size of the effect	Amount F^2 (effect size)	The path of impact of structures	
			The third step of the career path
big	1/129		The third step of the career path>>> Independence
big	1/046		The third step of the career path>>> Integrated lifestyle
big	0/994		knowledge creation>>> The fourth step of the career path
big	2/693		The fourth step of the career path>>> Entrepreneurial innovation
big	1/005		The fourth step of the career path>>> Pure challenge
big	0/539		The first step in the path of career advancement >>> The second step of the career path
big	0/490		The second step of the career path>>> The third step of the career path
big	0/701		The third step of the career path>>> The fourth step of the career path

As can be seen, according to Table 5, the variables of knowledge management and the structure of the career development path of start-up businesses have a great effect on their structure, and the relationship of other variables with each other was also evaluated as large. Before testing the hypotheses, it is best to evaluate the quality of the internal or structural model. Hensler et al. set the values of predictive power of the model for endogenous components in three values: 0.02, 0.15 and 0.35.

Table 6.
Q^2 index Coefficient of Research Model Predictive Power

(Q^2-predict)	**RMSE** (Root of error of mean squared approximation)	**MAE**	**Structures**	
0/452	0/415	0/330	knowledge creation	Knowledge Management
0/346	0/414	0/312	Sharing knowledge	
0/511	0/413	0/338	Applying knowledge	
0/275	0/448	0/351	Knowledge storage	
1/429	0/418	0/317	Technical competence	Career path
0/436	0/159	0/125	Managerial competence	
1/767	0/184	0/245	Independence	
0/734	0/036	0/024	Entrepreneurial innovation	
0/540	0/077	0/045	Security	
0/544	0/049	0/032	Integrated lifestyle	
2/004	0/141	0/095	Feeling of service	
0/916	0/027	0/017	Pure challenge	
0/828	0/036	0/027	The first step in the path of career advancement	
1/273	0/045	0/032	The second step of the career path	
0/890	0/136	0/104	The third step of the career path	
0/695	0/368/	0/283	The fourth step of the career path	

The RMSE (root mean error of approximation squares) criterion is excellent if it is less than or equal to 0.06. As can be seen, according to Table 6, the values of knowledge management variables as independent variables are Q <0.195. Therefore, it can be concluded that the model has good predictive power. Index (GOF) is a criterion for examining the overall fit of the model to predict endogenous variables. Tenhaus et al.

(2004) proposed this criterion as a reliable indicator for the overall fit of the model. This index is the square of the two common values and the mean coefficient of determination.

As can be seen, the calculated value for GOF in this study is equal to 0.243 and about 0.25, and therefore it can be said that the overall model fit of the research is appropriate and strong.

Average (Communality) = 0/726

Average (R^2) = 0/645

Table 7.

Communality

Communality	Structures
0/750	Knowledge Management
0/703	Career path
0/726	Common average amount

Conclusion

As the research results showed, the model dimensions and effect size coefficients were reported. A value for the relationship between each of the main factors and sub-factors in the conceptual-analytical model of the research was higher than 1.98. Therefore, with 95% of the relationships of each of the main factors with the sub-factors in the model was confirmed. The correlation value of these paths is also direct (positive). That is, by increasing the steps of the career path, technical competence will lead to entrepreneurial innovation, and the steps of the career path are significantly related from the first step to the fourth step, respectively. The results of research in this question are in line with the results of research by Samiei et al. (2013), Ywang (2013), Kanabiran et al. (2016), Dilamghani and Zakeri (2015), which showed technical-functional orientation, general management, autonomy-independence, Security and stability, entrepreneurial creativity and sheer challenge have a significant predictive relationship with organizational trust. The results of Fathi,

Seyed Amiri and Veisi (2014) also emphasized the existence of a positive and significant relationship between the components of employees' career advancement paths. Individuals had a significant impact. According to the researcher, considering the information age and communication exchange, it is necessary for start-up business managers who deal with employees (manpower) to use knowledge management to choose the appropriate career path for employees, because today successful managers who have important information To find the path of career advancement for selection, to announce organization to their manpower. Knowledge management is a specialty that is essential for activities such as dynamic learning problem solving, strategic planning and decision making. In the conceptual-analytical model of the present study, the dimensions of the career path development model (including: entrepreneurial innovation, integrated lifestyle, technical competence, sense of service, independence, managerial competence, security and sheer challenge) based on knowledge management model (including dimensions: knowledge creation, Knowledge storage, knowledge utilization and knowledge sharing) in start-ups was presented in four steps, emphasizing the two coronary crises and the tightening of sanctions.

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