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# The Effect of HRM Development Strategies on Organizational Performance in Employees of Tehran Municipality and Prioritization them using SEM Technique

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## ABSTRACT

Strategic human resource management is one of the most effective parts in improving the efficiency and effectiveness of the organizations. The purpose of this study is to investigate the impact of human resource management development strategies on organizational performance and prioritization them using structural equation modeling technique. The statistical population of the research includes 200 employees of Tehran Municipality. The sample size is 127 according to Morgan's table. Also, simple random sampling method and data collection tool in this study is a questionnaire. A questionnaire tool for data collection and structural equation modeling using AMOS18 and SPSS21 softwares were used to analyze the data. The results indicate that the relationship between inclusive organizational strategies, management development and knowledge management with performance is significant, while the relationship between awareness development and individual inclusive strategies is not significant with performance. The CFA prioritization of the strategic components of human resource development shows that the individual inclusive and emotional awareness development strategies are not significant and indicates lack of impact. According to the findings, it can be concluded that due to the impact of employee performance on the existence of human resource management strategies, in order to optimally manage this valuable resource, appropriate strategies should be developed and implemented for each organization. Therefore, strategy in human resource management can be defined as an optional and selective solution to achieve the goals of organization in line with its strategy and goals.

**Keywords:** Strategic Management, Knowledge Management, Management Development, Human Resources, Organizational Performance, Tehran Municipality

## 1. INTRODUCTION

Today, human resource strategy is recognized as an essential element of improving the performance of the organization and addressing it to increase the effectiveness and efficiency of management activities and human resource development of organizations that have achieved a suitable level of maturity in this area, is necessary (Behrad & Hosseini Amiri, 2014). Recognizing and recognizing employees who have outstanding performance is not possible only by dealing with numbers and figures, therefore, it is necessary to determine the criteria for determining the relationship between performance and behavior with organizational strategy. It must be ensured that in measuring a successful business, proper performance indicators are used and that these indicators are matched with the performance of employees. In this way, the organization can help empower employees to play a better role, and this in turn can be effective in strengthening the organization's ability to carry out its strategy. Because employees are more connected to customers, they can often provide appropriate and useful feedback on what is really valuable to customers. Thus, employees can be helpful to the organization in identifying indicators that are appropriate criteria for evaluating performance. (Afjeh & Hamzehpour, 2014).

Francescini et al. (2019: 142) define performance as "the process of explaining how efficient and effective past actions are." Performance, according to this definition, is divided into two parts: 1) a part, the performance that describes how the organization uses resources in the production of products or services; In other words, it represents the relationship between the desired and actual combination of inputs to produce certain outputs; and the other part, the effectiveness that shows the degree of achievement of organizational goals (Nasiri and Jahanian, 2018). Today, most experts agree that human resources and the ability of the human resources manager and employee performance determine the superiority of one organization over another (Stuart and Brown, 2019: 39). More than half of the

organizations in developed countries have achieved new capabilities in strategic human resource management by applying the results obtained from the development of human resource strategies (Abtahi and Mousavi, 2009). Therefore, in the new era, managers are expected to design, formulate and implement complex strategies by following the concepts of strategic and systematic thinking, and protect the organization's spiritual capital in the form of intangible assets, which include the capabilities and competencies of human resources. And support to achieve organizational success (Abbaspour, 2021: 24). Develop a human resource strategy focused on strategic management training, strategies and efforts to nurture professional and managerial staff to achieve organizational goals, make good use of individual skills and knowledge of employees and achieve long-term employee learning about company and business strategies (Hite and McDonald, 2003).

Human resource development strategy is a set of interconnected decisions and activities through which the company expects sufficient and quality human resource storage to be realized at the right time and place and this human resource storage can realize the vision of its organization. Therefore, human resource development strategies are methods to achieve the quality goals of human resources. The main focus of human resource development strategy is on proper allocation and coordination of resources and educational activities in order to provide quality and sufficient human resources at the right time and place for the company. Hence, the key domain of human resource development can be considered as career planning and training (Armstrong, 2021: 89).

Strategic human resource management is one of the most important parts in improving the efficiency and overall effectiveness of the organization. In general, the goals of the human resource management system are affected by the strategic goals of each organization. Every human resource management system is expected to take into account the interests of employees as well as the interests of employees in the strategic decision-making process. Scattered actions of organizations in the field of human resource management and development can be regularly planned in the strategic direction of the organization, not research (Forouzandeh Dehkordi, 2020: 143).

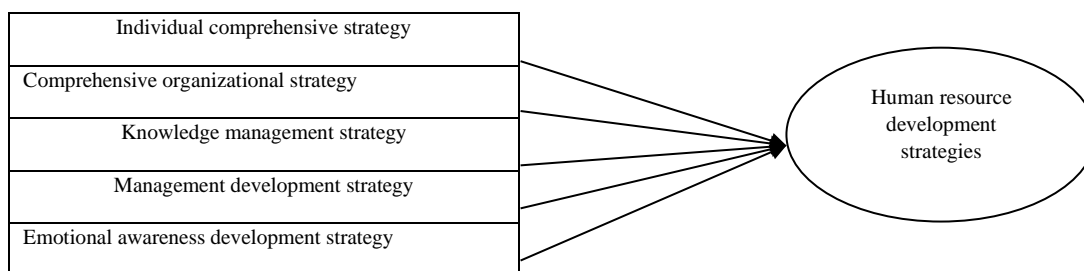
The issue of performance appraisal is a broad topic in which a wide range of different disciplines and experts have been involved and in this regard, numerous new articles and reports have been written. We are also seeing significant growth in the supply of software and applications in it. Although many theoretical frameworks and models are available in this field, researchers have had the greatest impact in presenting some conceptual models. Therefore, in order to study performance appraisal models, it is necessary to provide a definition of it (Gholipour et al., 2016: 52).

Human resource strategy as a process is a specific set of human resource actions taken by the organization to achieve its goals (Bamberger et al., 2014: 27). As a definition, human resource strategy includes all activities related to the management of the organization in the form of an organized and coherent plan to achieve the strategic goals of the organization. The subject of performance appraisal (the sample under study and the appraisal approach) has long been challenging for researchers and users. Performance appraisal is defined as: "The process of quantifying the effectiveness and efficiency of actions and operations." By reviewing the literature on this issue, the reasons related to it can be divided into three main groups (Aghaei and Kavousi, 2019):

1. Strategic goals and issues: Strategic goals include review of strategies and strategic management;
2. Communication goals and procedures: This includes controlling the current situation, future vision, expressing feedback and following the example of other organizations.
3. Motivational goals and issues: Motivational goals include embedding a reward system as well as motivating learning and progress.

According to the research literature and the hypotheses presented, the conceptual model of the research can be presented as follows:

1. Inclusive individual strategies affect the performance of Tehran Municipality employees.
2. Comprehensive organizational strategies affect the performance of Tehran Municipality employees.
3. Knowledge management strategies affect the performance of Tehran Municipality employees.
4. Management development strategies affect the performance of Tehran Municipality employees.
5. Emotional awareness development strategies affect the performance of Tehran Municipality employees.



**Fig 1.** Conceptual Model of Research

## 2. LITERATURE REVIEW

**Research background** In the present study, it is divided into two parts: internal and external background, which in the external part can be mentioned as follows:

Karnley (2022) examines the application of strategic human resource management to help improve organizational performance. This study was conducted using a qualitative approach to review the literature in the Google Scholar database by searching for sources of literature review related to the case or problem to provide a theory of research problems. According to the results of this study, human resource management is one of the factors that directly affects the level of organizational performance. In other words, human resource management can be a determining factor in improving the performance of the organization. The importance of strategic planning to improve organizational quality enables the implementation of strategic human resource management to improve organizational performance.

Anwar and Abdullah (2021) examine the impact of human resource management on the performance of government institutions. The quantitative research method used to analyze the present study and the sample size selected for this research is 240 responsive. The findings showed that all hypotheses were rejected, except for the fifth hypothesis, which stated that "decentralization has a positive relationship with organizational performance." Therefore, it was concluded that decentralization has a positive relationship with organizational performance.

Gharib and Al-Madabesh (2019) examine the impact of human resource management strategy on the development of organizational competencies. The research method is descriptive-analytical. In statistical analysis, SPSS19 software and regression tools were used. The statistical population includes all managers and supervisors of human resources of government organizations in Egypt. The sampling method used in this study is stratified sampling with a population of 200 managers and supervisors of human resources in Egypt. The results of regression analysis show that human resource management strategy has a positive effect on the development of organizational competencies.

Karunarathna and Weligamage (2018) examine the impact of strategic human resource management on the organizational performance of the telecommunications industry by mediating the role of organizational climate in Sri Lanka. Based on this, three variables were conceptualized: strategic human resource management as an independent variable, organizational performance as a dependent variable and organizational climate as a mediating variable. For this purpose, 126 respondents of telecommunication industry management staff were selected using systematic random sampling method to obtain their opinions. Questionnaires were provided to respondents in person via email and data were collected, which were analyzed using inferential and descriptive statistics. Findings showed that there is a positive linear relationship between strategic human resource management, organizational performance and between organizational climate and organizational performance and organizational climate has a mediating effect on the relationship between strategic human resource management and organizational performance.

Kavanagh and Johnson (2017) examined the strategic position of human resource management in economics knowledge. This article highlights the importance of people management in the knowledge economy, examines the major challenges for human resource management in knowledge staff management, and examines some of the key human resource strategies for effective public participation in knowledge management, i.e. trust in resource philosophy, humanities and the regulation of human resource systems in the employment, promotion, performance and reward of intellectual capital management in a multinational context.

In the field of internal research, several researches have been done in the last few years, which can be mentioned as follows:

Asnaashari Amiri et al. (1400) investigate the effect of human resource management measures on performance through the mediating role of strategic orientation and the moderating role of environmental dynamics. The results of 183 electronic questionnaires obtained from knowledge-based small and medium-sized companies and the analysis of data with structural equations show that by entering the variable of strategic orientation, the results express that in a positive and Meaningful can play a mediating role in that relationship. The results of this study indicate the need to

implement entrepreneurial and market-oriented strategies to exploit human resource management measures and pay attention to the implementation of entrepreneurial strategies in volatile environments.

Wahhabi et al. (2021) examine the effect of strategic human resource management on organizational performance with the mediating role of intellectual capital among sports media staff in physical education schools in Tehran. The research methods are applied and in terms of method is survey research and is structural equation modeling. The results of structural equation showed that all four variables, strategic human resource management, intellectual capital, organizational performance and organizational agility in sports media employees in Tehran have a favorable situation, as well as strategic human resource management has a positive and significant effect on organizational performance. Strategic human resource management has a positive and significant effect on intellectual capital, strategic human resource management has a positive and significant effect on organizational agility, intellectual capital has a positive and significant effect on organizational performance, intellectual capital has a positive and significant effect on Has organizational agility and organizational agility has a positive and significant effect on organizational performance.

Zareian Moradabadi (2021) compares the effectiveness of human resources strategy and ethical decision making on the organizational structure and performance of government departments. The statistical population of the study included managers and employees of government offices, of which 250 people were selected by statistical method as a statistical sample. SPSS26 and PLS3 software were used to perform statistical calculations. The results showed the effectiveness of human resource strategy and ethics decisions on organizational structure and performance. Therefore, it can be concluded that human resource strategy and ethical decision making can improve the organizational performance of government departments.

Kasirloo and Naami (2016) examine the impact of strategic human resource management on organizational performance. The statistical population of Bank Mellat employees in Tehran is in region one and by random sampling method, 180 people were selected as the population and a questionnaire was used to collect information in the field. Pearson correlation test using SPSS19 software was also used to test the hypotheses. The results showed that strategic human resource management has a significant effect on organizational performance.

Dolani and et al. (2019) study the effect of human resource management strategies on the performance of university library staff in Uremia. The statistical population of this study consists of all librarians of university libraries in Uremia. The data collection tool is a combination of two standard questionnaires of management strategies and employee performance. Findings indicate that human resource management strategies have a significant effect on the performance of staff in university libraries in Uremia, which includes ability, support, motivation, credibility, recognition and evaluation. Also, gender and type of employment had no effect on human resource management strategies on the performance of university library staff.

Ghasemi et al. (2015) examined human resource development strategies from the perspective of management thinkers. In the present study, they descriptively examined human resource management development strategies from the perspective of management thinkers and discussed five human resource development strategies such as individual dynamics strategies, inclusive organizational strategies, knowledge management strategies, management development strategies, and emotional awareness development strategies.

### 3. RESEARCH METHODOLOGY

This research is descriptive-survey in terms of practical purpose and considering that the current situation is described. The thematic scope of this research is to investigate the impact and prioritization of strategic components of human resource development on staff performance and the spatial scope of the research, Tehran Municipality. The time domain of the research was done in 2021. The statistical population in this study is 200 employees of Tehran Municipality, which according to Morgan table is calculated as 127 people. The sample size in this study was selected through simple random sampling method. The collection tool in this research is a questionnaire.

Data analysis was performed by structural equation modeling (SEM) with Amos18 software. Structural equation modeling is typically a combination of measurement models and structural models. Based on the measurement models, the researchers examine which observed variables or measurement representations are determined by which hidden variables are determined based on the structural model and which variables are correlated with each other. Thus, by using these models, it is possible to simultaneously evaluate the quality of measurement of variables and the acceptability of direct and indirect effects, as well as the defined interactions between variables.



## 4. FINDINGS

In this section, we perform confirmatory research to measure research measurement models using factor analysis. In the measurement model, for a coefficient to be meaningful, the absolute value of its significant number (T-Value) must be greater than 1.96. The significance number indicates the significance of each of the obvious variables. In software, blue indicates significance and red indicates non-significance, in which case the relationship must be deleted. In general, according to standard coefficients and significant numbers, the appropriateness or inadequacy of indicators (questions), variables and concepts in general can be tested. The figures 1 and 2 show the research measurements for research structures in both Standardized Solution and T-values.

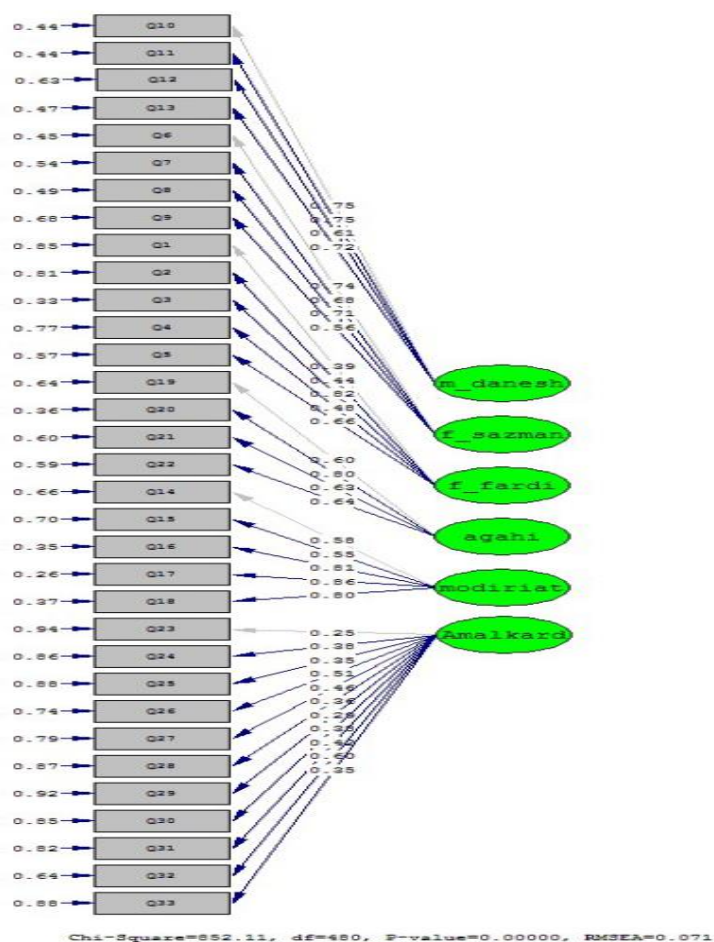


Fig 1. The Model Fit

As can be seen from the figure above, the value of chi-square is 852.11 and the degree of freedom is 480, so the ratio of chi-square to degree of freedom is 1.77, which is appropriate because it is less than three. Also the RMSEA value is equal to 0.071 and is therefore appropriate. The P-value is also equal to 0.0000, which is not appropriate because it is not more than 0.05, but because this value is sensitive to the sample size and the RMSEA statistic is also significant. Therefore, low P-value is not a concern.

The results of some other statistics also show that the model fits well. It can also be seen that the seventeenth question of the management development component has the highest correlation with this component and their factor load value is 0.86 in the standard mode. On the other hand, it can be seen that the twenty-third question of the performance component has the least correlation with this component and their amount of factor load in the standard state is 0.23.

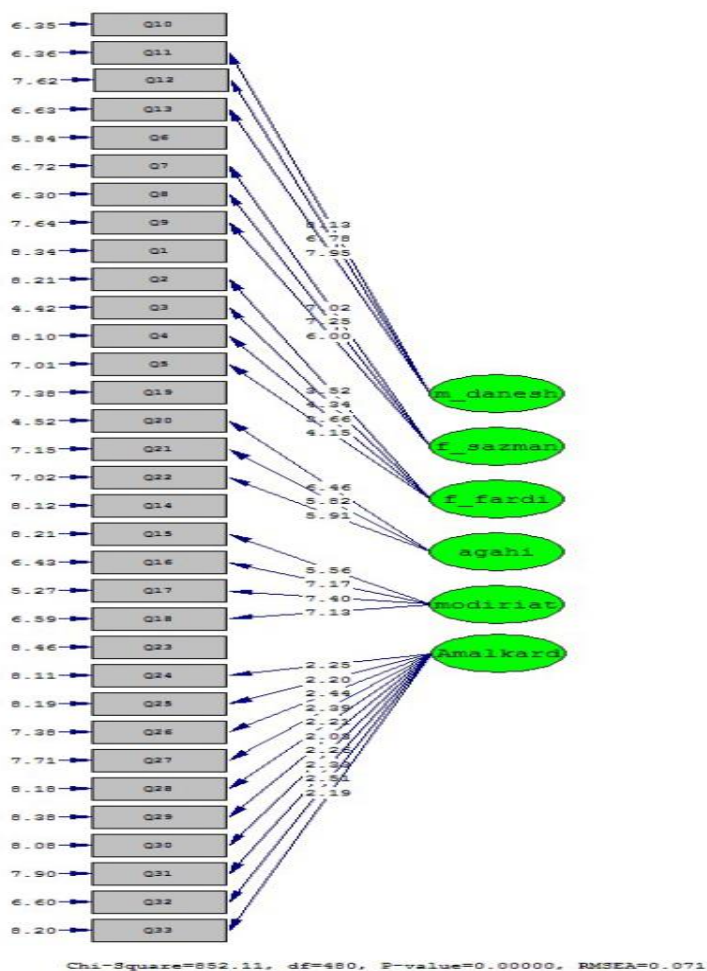
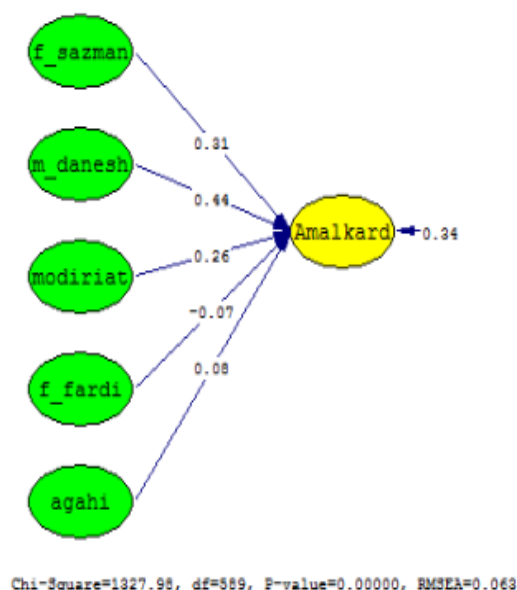
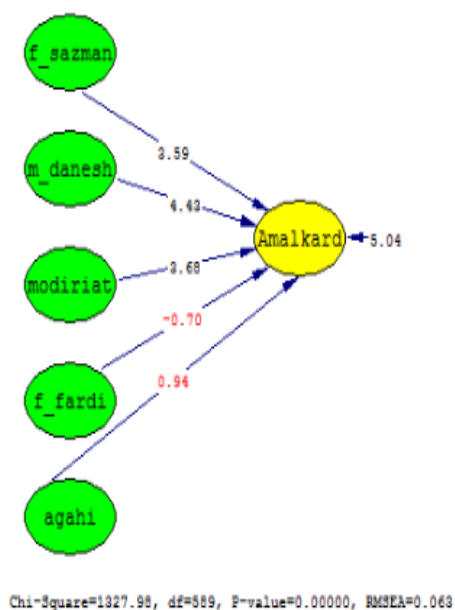


Figure 2. The Research Measurement Model

According to the problem hypotheses and the conceptual model of the research, the following forms show the structural model of the research in two significant modes (T-value) and standard. According to the figure, wherever the absolute value of all numbers is greater than 1.96. The relationship is meaningful and otherwise meaningless. On the other hand, part of the goodness of model fit is as follows:



Figures 3 & 4. The Structural Models of Research

Therefore, it is observed that the value of chi-square is equal to 1327.98 and the degree of freedom is equal to 589, and therefore the ratio of chi-square to the degree of freedom is equal to 2.25, which is appropriate because it is less than three. Also, the RMSEA value is 0.063, which is appropriate because it is less than 0.08. The P-value is also equal to 0.0000, which is not suitable because it is not more than 0.05. But because this value is sensitive to the sample size and RMSEA statistics are also significant. Therefore, low P-value is not a concern. The results of some other statistics also show that the model fits well. Now, considering the factor loads between the main constructs of the model, it is concluded that the relationship between organizational inclusiveness, management development and knowledge management with performance is significant, while the relationship between individual awareness development and inclusion with performance is not significant.

**Table 1.** The results of Structural Model

		متغیر
معناداری	استاندارد	
-0.70	-0.07	استراتژی‌های فراگیر فردی
3.59	0.31	استراتژی‌های فراگیر سازمانی
4.48	0.44	استراتژی‌های مدیریت دانش
3.68	0.26	استراتژی‌های توسعه مدیریت
0.94	0.08	استراتژی‌های توسعه آگاهی عاطفی

## 5. PRIORITIZATION OF COMPONENTS

In prioritizing the strategic components of human resource development, it can be said that the burden of individual comprehensive strategy and emotional awareness development strategies is not significant and indicates the lack of impact of these components. The knowledge management strategy component has the most impact, followed by management development strategies and inclusive organizational strategies, respectively.

**Table 2.** Prioritization of Strategic Components of HRD

اولویت بندی		متغیر
4.48		استراتژی‌های مدیریت دانش
3.68		استراتژی‌های توسعه مدیریت
3.59		استراتژی‌های فراگیر سازمانی

## 6. DISCUSSION AND CONCLUSION

The purpose of this study is to investigate the impact of human resource management development strategies on organizational performance and their prioritization using structural equation techniques among employees of Tehran Municipality. Today, organizations face different challenges that require capable human resources to overcome them. In fact, empowerment is a must for any organization. Empowerment is the process of strengthening the feeling of self-efficacy, and this is done by the expert in situations that create a feeling of powerlessness in people and their elimination using formal organizational methods and informal techniques to provide the information needed by people to make them effective (Shirtaheri, Pirooz and Farashad, 2020). Strategic planning of human resources in both theoretical and practical fields is a new knowledge and for less than two decades, the theory and basic models have been developed (Afjeh and Esmailzadeh, 2009). However, in our country, these patterns have not yet been clearly provided and have not yet been applied in the field of application in organizations. However, there is no doubt about the need for strategic human resource planning because it is necessary to integrate human resource subsystems and coordinate them with other existing subsystems as well as with the organization's strategy.

According to the study of each of the hypotheses, the results show that comprehensive individual strategies affect organizational performance. Since the factor load of the individual inclusive strategy is -0.70 and is less than 1.96, the individual inclusive strategies have no effect on organizational performance. Therefore, it can be concluded that the first hypothesis has not been confirmed. Therefore, the strategic view of human resources in the form of strategic human resource management is very important. In this regard, empowerment is a concept that can serve the interests of the organization and create a sense of ownership and pride in employees and also be effective in the absorption and maintenance of human resources. In other words, empowerment provides the potential for productivity at the source of expertise that is not being used optimally. Thus, empowered experts benefit both the organization and themselves, and as the experts become empowered, the organization also moves toward empowerment.

Similarly, inclusive organizational strategies affect organizational performance. Since the variable factor load of comprehensive organizational strategy is 3.59 and is greater than 1.96, comprehensive organizational strategies affect organizational performance. Therefore, it can be concluded that the second hypothesis has been confirmed. It can be said that by adopting strategies to support employees to do useful and appropriate work, including adequate budget, equipment and facilities, etc., the efficiency and effectiveness of employees will be greatly increased.

In addition, knowledge management strategies affect organizational performance. Because the load factor of knowledge management strategies is 4.48 and is greater than 1.96, knowledge management strategies affect organizational performance. Therefore, it can be concluded that the third hypothesis has been confirmed. Considering that organizational human resources should be equipped with qualities that do not have any problems in the face of environmental changes in the organization and with compassion, commitment and scientific insight, use all their capabilities, thoughts and energy to accomplish the organizational mission and always Create new quality values in the organization. Knowledgeable, creative and knowledgeable human resources and adaptable to complex environmental conditions can be considered an important asset for the organization.

Management development strategies also affect organizational performance. Because the variable factor of management development strategies is 3.68 and is greater than 1.96, management development strategies affect organizational performance. Therefore, it can be concluded that the fourth hypothesis has been confirmed. Therefore, one of the benefits of strategic management is that it provides an opportunity to delegate to employees. Delegation is a practice by which employees are encouraged to participate in decision-making processes, practice creativity, innovation, and daydreaming, thereby increasing their effectiveness. Most researchers agree that one of the needs we strive for is to be ourselves, that is, to be someone we deserve to be. Being motivated at work causes busyness and interest in work to become a daily habit, which will have a significant effect on optimizing the performance of employees in the organization in accordance with human resource strategies.

According to the findings, emotional awareness development strategies affect organizational performance. Since the variable factor load of emotional awareness development strategies is 0.94 and is higher than 1.96, emotional awareness development strategies affect organizational performance. Therefore, it can be concluded that the fifth hypothesis has been confirmed. It can be concluded that the adoption of strategies that somehow increase the validity of employees' decisions in terms of law and norms and are in line with the policies of the organization, in other words, the performance of employees is inactive.

The results of testing research hypotheses showed that strategic human resource management has a positive and significant effect on organizational performance. Based on this, it can be concluded that the formulation and implementation of human resource strategies and linking human resource policies and methods with the strategic goals and objectives of the organization, improves the performance of the organization. In other words, providing appropriate and coordinated human resources leads to the realization of the goals of the organization. The results of this research with the results of Kasirloo and Naami (2020), Pilpa and Farrokhan (2020), Dolani, Mir Mohammadi Kakler and Rezaei Sharifabadi (2019), Shebrangi and Amirnejad (2018), Hashemi, Ekradi and Yousefi (2016), Farhadi, Musa Khani and Tabari (2015), Rasouli, Zamahini and Shahraeini (2014).

In general, it can be said that the successful managers of today's world know the secret of their organization's success in benefiting from educated people and believe that the valuable assets that create a competitive advantage are the employees and only the people who are the organization. Keep the lead in the competition. Therefore, considering that human resources is one of the main factors in fulfilling the mission of organizations, it is necessary to prepare and implement strategies and strategies in order to optimally manage this valuable resource. Strategy in human resource management can be defined as a preferred strategy to achieve the goals of the organization and in line with the overall goals and strategy of the organization (Collins, 2021). A decision in the field of human resources is considered strategic when it helps managers in the face of rapid change, in providing the human resources needed to achieve the goals of the organization that these strategies lead to improvements in the level of work strategy.

### 6.1. Suggestions

According to the results of research and confirmation of hypotheses, the following is suggested:

To develop comprehensive individual strategies, it is recommended that the learning needs in the organization be identified and planned for individual development and learning by the manager himself. Learning in various forms such as guidance, education, learning resource centers and apprenticeship should be supported. Also, internal and external training programs and internal courses should be designed to meet the needs of groups of employees in the organization and external courses should be designed to meet the special needs of individuals.

Regarding the development of comprehensive organizational strategies, it is recommended that there be strong insight and cohesion of the organizational sector and a dynamic atmosphere in the organization. For this purpose, intermittent dialogues, communication and negotiation should be carried out in the form and in line with the framework of organizational goals and insights in this organization. Challenge the employees in organizations to reconsider what they accept without question.



In order to develop a knowledge management strategy on organizational performance, it is recommended that organizations pay special attention to creating new knowledge, acquiring customer knowledge and acquiring knowledge in order to develop new services and integrate a variety of resources and knowledge. Also pay attention to the issue of transfer and refinement of organizational knowledge. The use of knowledge to solve new problems such as the distribution of knowledge throughout the organization, the distribution of knowledge among business partners, the standard reward system for knowledge sharing and its facilitation is also suggested.

In the field of management development strategies on employee performance, talented managers should be identified in organizations and managers should prepare and implement individual development plans so that they can prepare themselves to accept serious responsibilities in other areas of the organization. The organization should prepare new managers to replace the previous managers and create a system to regularly control this process. It is recommended that the organization analyze current and future management needs.

In the field of emotional awareness development strategies on organizational performance, it is also suggested that employees prepare a learning plan that is motivated according to their interests, resources and goals of the organization and the appropriate criteria for evaluating achievements are specified. Employees should also be shown how they can learn from the inevitable mistakes. Patience in the organization must be promoted.

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