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Identifying New Human Resource Management Strategies and Presenting a Localization Model for Contractors in the Western Municipality of Mazandaran Province

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Abstract

This study aimed to identify new Human Resource Management (HRM) strategies and present a localization model for municipal contractors in western Mazandaran. Using a mixed-method approach, key components were identified through literature review, expert interviews, and the Delphi technique. Data were analyzed using PLS software and statistical tests. The results highlight essential dimensions such as increased freedom and responsibility, improved supervision, budget allocation, problem-solving, foresight, and expert workforce development. Experts confirmed the model's suitability, though its implementation requires prerequisites like training, attitude change, and legal reform.

Keywords: New human management strategies, Localization model, Municipal contractors.

1 | Introduction

We often face limitations in terms of resources such as capital, land, energy, equipment, etc.. Still, by having a vast and unlimited resource such as the power of creativity and innovation, we can have a winning edge in competitive markets and build a better world based on it. Therefore, Human Resource Management (HRM) constitutes a significant part of the science and art of management. With a strategic approach to it, we will achieve a forward-looking, innovative, and transformational mindset. We will understand more than ever the role and duties of Human Resources (HR) in attracting and providing HR, nurturing and improving them, preserving and maintaining them, and finally, the appropriate and effective use of this critical strategic resource. Therefore, great attention should be paid to the level of human resource activity, especially in

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construction projects, so that organizations such as the municipality can be maintained in this sensitive competitive position.

And it elevated it from administrative duties to being aligned (Partnered) with the business strategy level and as a key decision maker. The philosophy of HRM considers the implementation of the organization's mission and its success to depend on the existence of employees as the most valuable element of the organization, the link between human resource policies and processes with strategic goals and plans, the dominance of organizational culture and values, and finally, common and unified goals among everyone [1].

2 | Literature

Okay-Somerville et al. [1] in a study titled “A multilevel examination of skills-oriented human resource management and perceived skill utilization during recession: Implications for the well-being of all workers”, stated that this study examines whether organizations can improve employee well-being by adopting HRM practices, strategic improvement to enhance skills, and skill deployment in a context [2], [3]. The use of employee skills has been proposed as a mediating mechanism between HRM practice and well-being [4].

The role of skill mix in the workplace is also examined as a boundary condition in which HRM differentially affects employee outcomes [5]. This analysis, using a national survey of workplaces in the UK and management and matching data, focused on organisations and the findings suggest that increased human resource and human management, and rich job design have increased job satisfaction and work-related emotional well-being through increased employee skills [6]. Organizations with a predominantly skilled workforce are more likely to adopt these skill-based HRM practices [7].

However, the impact of HRM on employee outcomes through the use of applied skills in organizations is evident, regardless of the skill mix of the workforce. Overall, the results suggest that using employee skills as a driver of HRM outcomes and sustainability is a “Best practice” argument across all skill levels, even in the face of economic downturns in organizations [8].

McCullin and Kaliner [9] in a study titled "Expanding the Concept of Fit in Strategic HRM," stated that we investigated the relationship between high-commitment human resource practices and charismatic leadership of the Chief Executive Officer (CEO) on voluntary employee turnover and relative performance to peers in a sample of 281 small firms. And we aimed to explore other aspects of the people management system by conceptualizing it in line with the context in the literature on strategic HR. When a firm uses a system of HCHR methods and has a charismatic leader, it experiences the highest performance and the lowest cost losses [10].

We also concluded from the impact of human management on charismatic leadership that when there is a mismatch between a company's human resource system and the leadership characteristics of the CEO, the company's costs are higher and performance is lower [11]. Siew [12] stated in a study titled “Human resource management in the construction industry–sustainability competencies.” While environmental sustainability has been the subject of discussion and debate for the past decade, attention has recently begun to turn to HRM in the construction industry as a factor in sustainable empowerment.

However, this is still a relatively unexplored area. There is still much unknown about the role of the individual worker in contributing to sustainable development. This research addresses this gap by providing a framework for measuring employee sustainability competency in the construction industry sector. As part of the framework, four skill levels are defined along with corresponding descriptions for a total of eight sustainability competencies. The suggested skill levels are then mapped to the main construction occupations based on the framework. An example is also provided to illustrate how competencies can be assessed. This is a fundamental and practical framework for construction managers and human resource practitioners [13].

Flores et al. [14] in a study titled “Sustainable workforce scheduling in construction program management” stated that Multi-Resource Constrained Project Planning (MRCPS) deals with planning a set of projects with alternative requirements from renewable and non-renewable resources. MRCPS solutions in workforce

planning typically consider objectives in terms of cost and time. However, social goals related to the workforce may influence the performance of projects and impact the program's sustainability goals. To provide this new social input, this paper presents a new multi-objective multi-integer programming model. The proposed solution method uses a sequence of objectives, followed by a constraint procedure. The model is illustrated with a case study of a construction program [14].

3 | Statistical Community

The statistical population of this study consists of two parts: an interview and a questionnaire distribution. In the interview section, the research population includes high-ranking municipal officials and employees (Total: 5 people) who will respond to the interview. In the questionnaire section, the research population consists of all municipal employees and contractors in western Mazandaran, which is 693 people. Also, the research sampling will be simple random.

4 | Sampling Method and Sample Size Determination

Given that the statistical population in the qualitative section includes high-ranking officials and employees of the municipality (Total: 5 people), the sampling method was carried out using the available sampling method and considering the characteristics of the individuals. A total of 3 municipal officials related to the field and two engineers with extensive work experience were selected.

Table 1. Frequency of qualitative statistical population (Semi-structured interview).

Population and Sample Size (People)	Society
3	Municipal officials
2	Engineers
1	Total sum

5 | Data Collection Method

The method of work is field and library. Considering that the present research aims to identify new human management strategies and present a model of its localization in contractors of the West Municipality of Mazandaran Province, and since it obtains the dimensions and items of the scale through an exploratory method, it is part of a sequential exploratory combined research design of the type of tool-making and modeling. This research was conducted in two qualitative and quantitative phases.

5.1 | Qualitative Phase of Research

Given that the present study deals with a deep understanding of human management and presents a localization model for contractors in the West Municipality of Mazandaran Province as a case study, the qualitative part of the research was conducted using a qualitative case study method. In the first part, by collecting research background and experiences of some municipal managers, a number of components were extracted. For each, several subcomponents were included according to the research literature. In the next stage, in the qualitative phase (Interview), the supervisor and several municipal officials were interviewed, and then a questionnaire was developed using the Delphi method.

5.2 | The Quantitative Phase of the Research

The quantitative part of this research was conducted in a descriptive survey format. The questionnaire developed in the quantitative phase of the research was distributed to municipal employees and personnel via email and in person.

6| Using the Delphi Technique in Developing a Questionnaire

In this technique, interview indicators were surveyed in three stages, and according to the results of the Delphi technique and the opinions of experts, the difference in the fuzzy mean of the questions that were greater than the threshold (0.1) in the first and second stages was determined. Therefore, some questions were added to the questionnaire for modeling, and the remaining questions were removed from the questionnaire.

7| Questionnaire Validity and Reliability

In the present study, the questionnaire was developed with high precision by studying theoretical and fundamental research and extracting factors from this research, based on the frequency of presence of these factors in the research conducted; therefore, it can be an appropriate tool for new human management strategies. The validity of this questionnaire was confirmed using the opinions of experts (the Supervisor, a group of managers, and municipal experts). The necessary changes were also identified and corrected by the supervisor, including structural, content, and clarity defects of the questionnaire items.

8| Information Analysis Method

The data analysis method in the present study was used with the help of PLS software at two levels of qualitative and quantitative statistics. In general, it should be said that in this study, the Delphi method and expert opinion were used to examine the central hypothesis. The initial questionnaire was provided to the experts in three stages, which ultimately led to the creation of the final questionnaire and the achievement of the research components. To examine the first and second hypotheses, considering the non-normal distribution of the variables, PLS software was used to examine the final model and determine the amount of influence of each component on the principal component. Next, to examine the third hypothesis, a two-sample test was used to examine the current situation and to measure the respondents' opinions on the components in the current situation of the organization. Finally, to examine the model, a questionnaire was provided to 55 experts, and the validation of the model was examined.

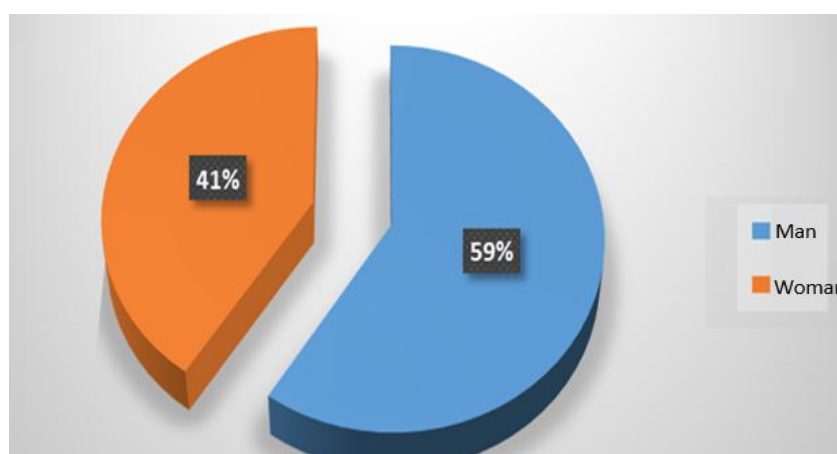


Fig. 1. Pie chart of the gender of sample individuals.

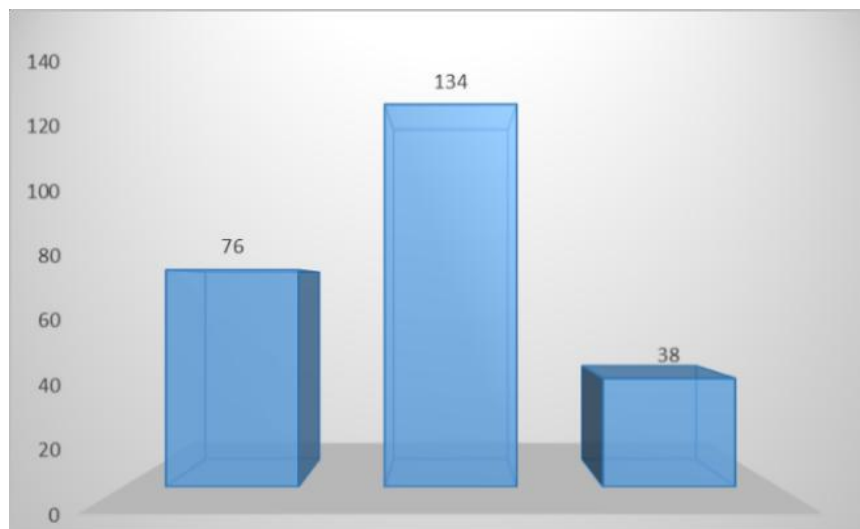


Fig. 2. Bar chart of the age of the sample.

9 | Inferential Findings

If we can measure the variables under study in any society and express them quantitatively, we claim to know something about them. Otherwise, our knowledge about them is small and insufficient. But if the required data is converted to quantitative data, we can use tests to generalize the study populations and information about the parameters related to statistical hypotheses from the sample to the entire target population. In socio-economic research, the researcher deals with different variables, and each variable, by definition, can take on other values. Having a variable at the interval or relative level means that the variable is more precise and can be measured more accurately. Therefore, it can be said that if what is being researched can be measured, it can be claimed that the use of statistical methods will be meaningful.

In this section, considering the title of the research, the identification of new human management strategies and the presentation of its localization model in contractors of the West Municipality of Mazandaran Province are discussed. The study includes four sub-hypotheses and one central hypothesis, which are attempted to be answered using structural equation modeling. Before proceeding with the analysis, the data were checked for outliers resulting from incorrect data entry into the software, and attempts were made to correct them. Then, the questionnaires were checked for missing data. The mean of each variable replaced missing data in the questionnaires.

10 | Conclusion

Based on the findings of the present study and the presented model, the role and mission of municipal officials can be recognized by improving the level of freedom and responsibility, improving the level of supervision and control, allocating credit and budget, the ability to solve problems, and developing a practical and expert workforce. The model presented in this study and its findings have an Iranian and indigenous identity, considering its generalizability in Western Mazandaran. The secondary findings of this study showed that currently, municipal officials pay attention to indicators such as the credit and budget allocation index, improving the level of supervision and control, the ability to solve problems and foresight, enhancing the level of freedom and responsibility, and developing a practical and expert workforce. This is while the proposed model has a reasonable degree of fit, based on this, and the status of new human management strategies in municipalities has also been reported to be favorable.

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Data Availability

The supporting data for this study—including interview transcripts (anonymized where required), raw questionnaire responses, coding frameworks, and analytical notes—are available from the corresponding author upon reasonable request, subject to appropriate ethical considerations and justification for access.

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