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Designing a Knowledge-Based Human Resource Management Model in Voluntary Organizations

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ABSTRACT

This research has addressed the modeling of knowledge-based human resource management with a qualitative approach in voluntary organizations. According to the theory of resource-based perspective, human resources can be considered rare and non-repeatable assets that provide a sustainable competitive advantage to the company. The researcher is trying to answer a practical problem and in this regard, to develop practical knowledge and discover new knowledge in voluntary organizations. The method used was theme analysis in NVIVO software. The statistical population consists of experts from voluntary organizations with at least the position of deputy; over 20-year work experience; experience in voluntary activities; at least 45 years old with a doctorate degree or higher. The size of the community of experts was 10 people. The number of samples was determined using the purposive sampling technique. In this research, an 8-dimensional model with 29 indicators was identified. These 8 dimensions are supply, growth and training, motivation, maintenance, human resources infrastructure, consequences, internal environment, and external environment. These 8 criteria indicate that the creation of a suitable structure and organization of human resources causes the employees to move towards their main specialties and consequently increases the organization's productivity.

Therefore, by giving importance to human resources, developing and implementing new knowledge strategies, the productivity of knowledge workers, and the use of approaches based on information technology, can improve the knowledge management of human resources. ©**authors**

1. Introduction

Acquiring knowledge and using it effectively is the only way to gain competitive advantage and productivity in the current market (Ngo et al., 2023). Therefore, organizational resources, both tangible and intangible, should be knowledgeable and always be considered and developed (Kokkaew et al., 2022).

Efficient and knowledgeable human resources are no exception to this rule. What created a competitive advantage for organizations is having qualified, creative, and dynamic human resources; as far as it can be claimed that one of the most important factors of the superiority of organizations over each other is having human resources with optimal (efficient) functions. This means that efficient human resources are the main indicator of the superiority of an organization over other organizations because human resources are the most important resource of any organization (Damavandian & Akbari, 2022).

human resources in the category of management; They see it as an endless and valuable capital; Because it is well clear that the quantitative and qualitative reduction of human resource functions can lead to a decrease in productivity in service organizations (Muir et al., 2023). The renewal of the organization's valuable resources is necessary for the continuation of the organization's life, and the new growth theory has also been taken into consideration by emphasizing knowledge as an important factor affecting economic growth. The main concern of many non-governmental and voluntary organizations today is how to attract and maintain suitable and optimal human resources. One of the pillars of fulfilling the mission of voluntary organizations is also; Human resource management is efficient and effective, so it is necessary to think of measures to design a practical model for human resource management in this type of organizations (Begdali et al., 2017). Undoubtedly, voluntary organizations will play their role in employing competent, healthy and well-

developed people when they can use voluntary, knowledgeable and efficient groups of people who are actually the essential members, the central core. and to attract and keep in the organization what is considered the so-called soul of the organization. The reason is that the knowledge and experience of volunteer groups in this type of organization can be a fundamental step in realizing the goals of the organization. According to Zarei Metin et al. (2014), human resources in voluntary organizations are considered the social capital of the organization and they are somehow different from human resources in for-profit organizations. Therefore, for their optimal management, paying attention to topics such as emotional intelligence, emotional intelligence and spiritual intelligence is of great importance and necessity (Nguyen et al., 2021). Because in some way it can lead to strengthening the function of social capital in the organization and achieving goals such as providing assistance, eliminating shortcomings, or even eliminating existing gaps (Timori et al., 2017). Therefore, for the implementation of plans and ideas and the development of functions, human resources are involved, and accordingly, innovation in organizations and companies also depends on human resource management. To create and achieve innovative performance, it is necessary to have a lot of knowledge in the subject in question, to know its structure and the communication factors involved in it (Suksod et al., 2020). Human resource management actions affect the intellectual capital and knowledge capabilities of the organization, and this reflects the valuable characteristics of the organization, including recruitment, skill and motivation of employees, external relations, and knowledge available in the information system, documents and databases (Sekiguchi et al., 2016). Each of these elements has an effect on the creative performance of human resources; Also, human resource management helps innovation by increasing the organizational knowledge base and stimulating knowledge creation, which are

the main branches of knowledge management (Minbaeva et al., 2012). Therefore, it can be said that productivity and innovation in the organization are mainly created by knowledge-based human resource management methods. By intervening knowledge sharing, it strengthens the relationship between intellectual capital and innovative behavior (Rashid et al., 2018).

In service and voluntary companies that do not have high technology, there is a stronger relationship between intellectual capital, company performance, as well as the relationship between intellectual capital and organizational innovation (Boyer, 2016). By designing and implementing educational activities and knowledge development, organizations can optimize the appropriateness of existing knowledge and skills and students, and as a result, create knowledge and also improve human capital (Razzaghi et al., 2017).

Voluntary organizations are mainly organizations that are not affiliated with any government and are formed at the local, national or international level to provide services or public policy. Due to the non-profit nature of these organizations, appropriate and efficient models and tests are not used to recruit human resources, and as a result, candidates are not properly screened (Farooq et al., 2017). Finally, people may be recruited in the organization who do not have the necessary motivation to provide services, so they leave the organization soon. There is no other consequence because this organization has to re-attract human resources to provide services. Also, in some cases, managers' lack of trust in human resources in voluntary organizations can maintain the mentioned problems. According to the researcher, the aforementioned problems can be solved or minimized by designing a human resource management model specific to voluntary organizations. An important question for the organization is how to develop human resources to be a knowledge and intellectual capital that plays a decisive role in supporting the organization's goal. Therefore, the ultimate goal of the researcher in conducting the

present research is to answer the question, what is the management of human resources in voluntary organizations?

2. Literature Review

In a world full of ever-increasing changes in the field of science and knowledge, both theoretically and practically, the role of an informed and knowledgeable person is a very vital factor for the continuity of the organization's life as well as adapting to the various changes in the internal and external environment of the organization (Wright et al., 2017). What causes the superiority of a community over other human communities is only due to the cultivation, maintenance, development and evolution of humans and individuals available to each community; because the material, financial and facility resources are all man-made (Sidjavadin and Farahi, 2013). But in some human societies, the position of man is still not well understood, and even acknowledging this fact, it is still observed that the role of this basic element has been downplayed by the planners, and in some areas, it is necessary to take priority found (Chen et al., 2012). Moreover, dealing with the management of other resources is more important than the management of human resources, and the need to carefully examine the position and importance of this organizational pillar has been overshadowed (Naz et al., 2016). Knowledge management and human resource management are closely related since both focus on people and share some activities and goals (Donate et al., 2016). As a result, knowledge strategy can be a key factor of human resource management practices when creating goals for organizational levels. When a company has a knowledge management strategy, human resource management moves towards a high-performance system (Noorvan et al., 2022).

For this knowledge-based research, human resource management can be considered as a set of activities, initiatives and strategies that companies use to improve their performance in order to create, store, transfer and apply knowledge (Gupta et al., 2020). In various companies, exploratory operations are primarily aimed at creating new knowledge,

while extractive activities are used with the aim of improving knowledge reservoirs, that is, by transferring, sharing and applying knowledge (Della Torre, 2019). By relying on innovation, organizations seek to increase productivity and improve their economic status, and innovation is a complex activity that uses new knowledge, part of this new knowledge comes from external factors, and part of it is done through human resources. obtained within the organization. In some researches, they have come to the conclusion that the application of human resource management in knowledge management capabilities increases organizational training, which is a necessary factor for innovation and sustainable competition (Chen et al., 2020). Researchers argue that companies that align their human resource management practices with their specific knowledge strategy (Garcia-Morales et al., 2007) will be more successful in creating sustainable competitive advantage. In some researches, companies have been classified into four types based on knowledge management strategy (Otoo, 2019):

Explorers: Companies that excel in developing new and fundamental knowledge, but are not strong in exploiting existing knowledge from human resource practices that promote creativity and risk-taking (Zack et al., 2009). Examples of these practices include outcome-oriented evaluation and weak job definitions (Singh et al., 2021).

Exploiters: Companies that successfully exploit existing knowledge areas but fail to produce completely new knowledge, cannot benefit from human resource practices that foster flexibility, continuous improvement, and integration of tacit knowledge. to benefit. Examples of these methods include internal recruitment, teams, formal training, short-term results-oriented evaluations, and rewards for employee participation (Li et al., 2019).

Two-mode learners: Companies that are proficient in developing new and fundamental knowledge and are also powerful in exploiting existing knowledge, benefit from human resource practices that promote complexity management, creativity,

and flexibility. Examples of these practices include flexible human resource management systems, teams, rewards, and practices that promote open communication (Zhu & Warner, 2019).

Maintainers: There are companies that are not excellent in developing new and fundamental knowledge, and also not so strong in exploiting existing knowledge, but they have advantages and human resource functions that promote stability and rapid socialization of new members. are beneficial (Su et al., 2018). Examples of these methods include internal recruitment, formal training, behavior assessment, limited job definition, and clear career paths (Zhang et al., 2022).

Considering the human nature of knowledge and innovation, human resource management practices can have a significant effect on increasing the intellectual capital and innovation ability of the company (Al-Hakim et al., 2013). Also, in line with the studies that have been done, to improve the state of innovation as a knowledge process, managers should use traditional human resource management practices to advance knowledge and create knowledge in voluntary organizations. Secco et al. (2022), showed the importance of knowledge planning for human resource development. Malik et al. (2022) introduced knowledge as one of the important dimensions of human resource management. Therefore, knowledge-centeredness of human resource management is a necessary issue that is discussed in this article based on qualitative technique.

3. Method

Since the current research aims to design a human resource management model in voluntary organizations, it is an applied research, because the researcher aims to answer a practical dilemma and problem, and in this regard, the researcher aims to develop practical knowledge and discover It is a new knowledge in voluntary organizations. The statistical population of the current research consists of experts from voluntary organizations with at least the position of deputy; Over 20 years of work experience; Experience in voluntary activities; At least

45 years old and a doctorate degree or higher. Taking into account the conditions of expertise; The size of the community of experts was 10 people. The number of samples was determined using purposive sampling technique. The concept of validity means whether the measurement tool can measure the characteristic of the tool for which it was designed or not. To ensure the validity of the questions in the qualitative section, six important strategies have been used in determining the qualitative validity. - Researcher's sensitivity: experience, sensitivity, flexibility and skill. - Methodological coherence: alignment between the research questions and the elements of the research method. - Proportionality of the sample: using subjects with the best knowledge about the research. - Simultaneous data collection and analysis: data analysis immediately after data collection. - Theoretical thinking: re-examining the data. - Theoretical formation: identifying and presenting a suitable model that has comprehensiveness, rationality, brevity and consistency. In this research, 3 pre-test interviews were used to correct the questions and edit them. After extracting the questions; Semi-structured interviews and their modification were also done based on the ambiguity and questions of the interviewees. Interviews were analyzed in NVIVO software.

4. Findings

Using the documents of voluntary organizations and also the opinion of 3 managers, the indicators of knowledge-based human resource management were examined. These managers had a doctorate degree in the field of human resources management, with a history of management activity in voluntary organizations and were over 45 years old. In the initial stages of this research and considering the scope of the subject, the researcher, by referring to reliable scientific databases, investigated and deeply analyzed various information sources in the time range of 1992 to 2020. At this stage, the theoretical framework of knowledge-based human resource management in voluntary organizations was

formed. In addition, in order to localize the conceptual framework, the researcher has looked at the studies conducted in the country and the world.

Second step: creating primary codes and coding

In order to create the initial (open) codes in the first stage, thematic analysis based on analogy, which some have also called guided analysis, was used. The use of this approach becomes necessary when there are various theoretical viewpoints around the research topic and the purpose of the research is to test previous theories or expand them in a different context. In this research, according to the existing theories and literature, the main axes were extracted from the operational definition; and in eight central themes of provision, development and training, effective employment and motivation, care and maintenance, human resources infrastructure, results and consequences; The internal environment and the external environment were analyzed and organized, then according to the operational definitions of each main axis, coding concepts and the number of 134 codes were identified by repetition. In this research, the frequency of supply axis 29, development and training 22, effective employment and motivation 30, care and maintenance 6, human resources infrastructure 7, results and consequences 10; 18 internal environments and 12 external environments were registered.

The third step: searching and identifying themes

This stage includes searching and identifying themes, which themes were extracted after matching the codes with potential themes from the coded part of the text. In other words, linking the codes with the main themes and categorizing them was done in this step. In this research, open codes in the form of 34 dimensions in eight central themes of provision, growth and training, effective employment and motivation, care and maintenance, human resources infrastructure, results and consequences; internal environment and external environment; were organized.

The fourth step: Reviewing the themes in this level:

The themes with the extracted codes were examined and controlled several times by the researcher. In other words, the quality control of thematic analysis was evaluated in two sections, validity and reliability. In order to assess the adequacy and accuracy of the findings, at the beginning, the opinions of experts were used to check the theoretical validity of the research. The expert panel of the research evaluated the method of gathering information and the relationship between the central themes and the phenomenon under investigation and confirmed the comprehensiveness of the knowledge-based human resource management model in voluntary organizations and reached a consensus on it in the process of reliability checking after coding the texts from the theoretical literature. and the results of the interviews by the researcher; The codes were classified into 8 primary core themes and then given to other independent coders for secondary coding, and finally, Cohen's kappa coefficient was used to compare the coding results to control the level of concordance/non-concordance. The Kappa coefficient in this study was 0.76, which is a suitable coefficient for the consistency and agreement of the coders and, as a result, the reliability of the research. In order to check the validity of the research, the Holsti index has been used. This index is 0.872. Therefore, the validity of the research is confirmed.

The fifth step: defining and naming themes

At this stage, the codes that were categorized in the form of a theme were named as basic themes if they corresponded semantically with the discovered themes. The basic themes carried new meanings and expressed an important point in the text and were named separately. In other words, the central themes contain the hidden and communicative aspects of the content, which are identified through the interpretation of the meanings of the codes. Also, at this stage, the main themes and their dimensions are presented in Table 1:

Table 1. Identified components

Optional category	Manufacturer category	The central category
strategic planning	Supply	Knowledge-oriented human resource management in voluntary organizations
HRP		
Job analysis and design		
Selection		
Recruitment		
Sociability	Growth and education	
Training and internship		
Succession and talent management		
Performance evaluation		
Management of knowledge and intellectual capital		
reward	Effective employment and motivation	
salary		
Career path and promotion		
Employee relations		
Health and safety work environment	Care and maintenance	
Separation and departure		
Welfare and insurance services		
Human resources organization	Human resources organization and infrastructure	
Human resource information systems		
Organizational Commitment	Perceptual and functional results and consequences of human resources	
Cost effectiveness		
Individual well-being		
Individual satisfaction		
Individual performance		
Culture	Internal environment	
Structure		
Technology		

Optional category	Manufacturer category	The central category
Strategy		
Unions		
Legal and social values	The external environment	
politics	Manufacturer category	
Economy	supply	
Labor market		
Customers and service recipients		

As seen in Figure 1, the final components of the knowledge-based human resource management model in voluntary organizations are as follows. Based on this, the mentioned model includes 8 components and 29 indicators.
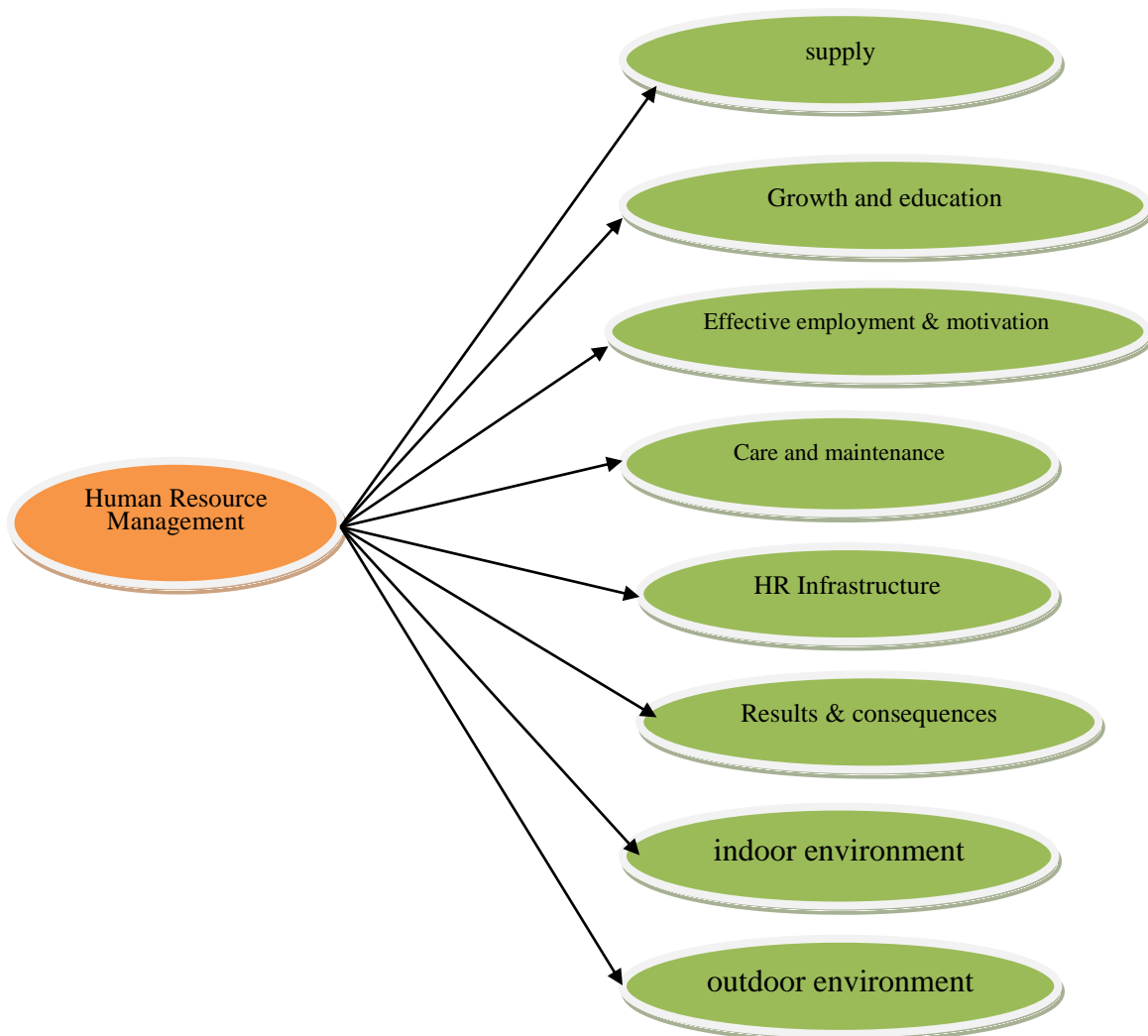

Figure 1. The final model approved based on the research (the final model extracted from the research)

Finally, based on the formed components, effective solutions for knowledge-based human resource management in three situations, full-time, part-time, and voluntary, have been determined. The investigations carried out regarding the education and training system from interviews with experts and document reviews are presented in Table 2.

As presented in the membership-competency matrix of training and training, in the training of employees with full-time membership-low competence, more emphasis is placed on recruiting employees with general competencies and developing

behavioral competencies to increase commitment to the organization. while for employees with full-time membership - high merit; Specialized skills are also considered and both categories of these employees, based on career paths; They will be trained. But for part-time employees - high merit; Most efforts are made to find people with high professional competence; be attracted and only short-term trainings to develop general and behavioral skills will be provided to them. This is despite the fact that the training of volunteer employees is based on familiarization with the voluntary organization and the development of behavioral skills in a short term and has nothing to do with the payment system.

Table 2. Membership matrix - competence (training and internship)

Full-time	Part-time	volunteer (honorary)
1- Development of specialized skills 2-Emphasis on the training of current employees 3-Emphasis on the development of innovative competencies 4- Needs assessment based on performance evaluation 5- Use of new teaching methods such as role play, simulation 6- Training required for the career path 7- Formal learning	1- Emphasis on attracting competent employees 2- Needs assessment based on performance evaluation 3- Informal learning 4- Short term training	1- Emphasis on the development of behavioral competencies (commitment) 2-Informal learning 3- Providing general education about the goals and missions of the organization. 4- Short-term training
1- Development of general skills 2- Emphasizing the training of current employees 3- Emphasizing the development of committed competencies 4- Trainings based on leadership-cost strategy 5-Using conventional methods such as presentation (webinar) 6- Training required for the career path 7- Formal learning 8- Training during operation	1- Limited training of specialized skills 2-Emphasis on recruiting competent employees 3- Formal learning 4- Short term training	1- Emphasis on the development of behavioral competencies (commitment) 2- Providing general education about the goals and missions of the organization 3-Short term training

5. Conclusion

The implementation of techniques such as extracting the knowledge of experts helps the organization to prevent the departure of the knowledge of experts and experts. According to the published statistics, many non-governmental organizations easily lose the experiences of experts due to the lack of a process for knowledge management. This research has addressed the modeling of knowledge-based human resource management with a qualitative approach in voluntary organizations. According to the theory of resource-based perspective, human resources can be considered as rare and non-repeatable assets that provide sustainable competitive advantage to the company. In this research, an 8-dimensional model with 29 indicators was identified. These 8 dimensions are: supply, growth and training, motivation, maintenance, human resources infrastructure, consequences, internal environment and external environment. These 8 criteria indicate that the creation of a suitable structure and organization of human resources causes the employees to move towards their main specialties and consequently increases the productivity of the organization. Therefore, by giving importance to human resources, developing and implementing new knowledge strategies, the productivity of knowledge workers and the use of approaches based on information technology, can improve the knowledge management of human resources. Human resource management methods suitable for work and knowledge workers include innovative job design and appropriate reward and motivation systems. Human and social factors are very basic elements in knowledge

management, and many authors believe that human resource practices and policies play an important role in the attitude and behavior of employees. These methods can affect things like employee motivation and commitment, knowledge sharing behavior and organizational culture, all of which are related to knowledge management. For example, an organization's reward system is usually considered as an important element to motivate employees, encouraging them to work towards expected results. The results obtained are in line with research (Chen et al., 2020; Damavandian et al, 2022; Norwan et al, 2022).

Based on the obtained results, the following practical suggestions are provided: Managers of voluntary organizations can take measures to design and develop the organization in order to improve human resource management in organizations in order to contribute to organizational knowledge. Actions such as the expansion of work groups and teams, networks and work communities, appropriate job design and career management of knowledge workers are included in this category of actions. In many organizations, employee conversations with each other are seen as a featureless activity without any added value. If these communications can provide a suitable platform for the development of knowledge sharing, and human resource management can play an active role in this field. - Increasing trust between employees increases the chances of sharing and exchanging knowledge, and in this regard, the human resources unit can play a vital role in increasing and improving trust among employees.

- Performance evaluation is another solution for knowledge-based human resource management. A strong performance management system is one of the competitive strategies in the field of human resources, which is also difficult to imitate. By carefully and correctly examining the performance management, it is possible to identify the strengths and weaknesses as well as the development needs and start the development plans that are necessary to achieve these needs. Culturalization is

another solution for the development of knowledge-based human resources. In general, more than human resource specialists have to direct learning, they have to help create a culture and educational structure that facilitates organizational, team and individual learning continuously.

- The human resources unit can play an important role in knowledge management by organizing and facilitating the holding of workshops, conferences, seminars, etc. to play. In such meetings, people can share their information and ideas with each other. Apart from the value that such meetings have in knowledge dissemination, such gatherings can help develop an environment where knowledge sharing is an accepted and ongoing activity.

- Human resources unit by appointing a manager of knowledge programs to develop the company's knowledge assets and create business teams based on information technology, as well as develop and expand the cause and purpose of knowledge management and emphasize to senior managers in order to convince them and gain their support. They help a lot to establish the knowledge management system.

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Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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