

Article type:
Original Research

Article history:
Received 05 March 2026
Revised 28 April 2026
Accepted 15 June 2026
Initial Publish 27 September 2026
Published online 01 January 2027

Elham. Eslami¹, Abdolghader. Tekei^{2*}, Zahra. Moghimi³, Maryam. Bayani¹

1 Department of Management, Go.C., Islamic Azad University, Gorgan, Iran

2 Department of Management, GKM.C., Islamic Azad University, Gonbad Kavoos, Iran

3 Department of Public Administration, Se.C., Islamic Azad University, Semnan, Iran

Corresponding author email address:
ab.tekei@iau.ac.ir

How to cite this article:

Eslami, E., Tekei, A., Moghimi, Z., & Bayani, M. (2027). A Paradigmatic Model for the Implementation of Strategic Human Resource Management Policies Based on Empowerment (Case Study: Water and Wastewater Company). *Future of Work and Digital Management Journal*, 5(1), 1-17. <https://doi.org/10.61838/fwdmj.278>



© 2027 the authors. This is an open access article under the terms of the Creative Commons Attribution-NonCommercial 4.0 International (CC BY-NC 4.0) License.

A Paradigmatic Model for the Implementation of Strategic Human Resource Management Policies Based on Empowerment (Case Study: Water and Wastewater Company)

ABSTRACT

This study was conducted with the aim of developing a paradigmatic model for the implementation of Strategic Human Resource Management (SHRM) policies in the Water and Wastewater Company. In terms of purpose, the study is applied-developmental, and in terms of data collection, it is a descriptive research project. To achieve the research objective, a qualitative research design with an exploratory approach was employed. The research participants consisted of marketing professors and managers of the Water and Wastewater Company, of whom 20 individuals were selected through theoretical sampling. Interviews continued until theoretical saturation was achieved. Data were collected using semi-structured interviews and the Delphi questionnaire. The validity of the interviews was confirmed based on four criteria: credibility, transferability, confirmability, and dependability. The reliability of the qualitative analysis was found to be satisfactory, with a Holsti coefficient of 0.676 and a Kappa coefficient of 0.639. Data analysis was conducted using Grounded Theory in the qualitative phase and the Fuzzy Delphi method in the quantitative phase. The findings indicate that organizational factors, job-related factors, the organizational culture of the Water and Wastewater Company, innovation, and creativity influence the implementation of Strategic Human Resource Management policies. Human resource empowerment provides the necessary contextual conditions, while bureaucratic systems, organizational conflicts, and contradictions serve as intervening factors. The strategy for the development of Strategic Human Resource Management plays a pivotal role, and ultimately, development strategies affect individual empowerment, organizational empowerment, and social outcomes.

Keywords: Policy Implementation, Strategic Human Resource Management, Employee Empowerment.

Introduction

Human resources are widely recognized as the most valuable strategic asset of organizations and constitute a fundamental source of organizational effectiveness, adaptability, and sustainable competitive advantage. In increasingly dynamic and uncertain environments, organizations are required to respond to rapid technological developments, changing stakeholder expectations, evolving labor markets, and intensified competitive pressures. Under such conditions, the traditional administrative view of personnel management is no longer sufficient, and organizations must adopt strategic approaches that align human resource policies and practices with broader organizational goals and long-term development plans [1-3]. Strategic Human Resource Management (SHRM) has therefore emerged as a critical managerial approach that integrates human capital development with organizational strategy and seeks to maximize the contribution of employees to organizational success.

The growing importance of SHRM stems from the recognition that organizational performance depends not only on technological capabilities and financial resources but also on the effective management of human capital. Strategic human resource systems enable organizations to attract, develop, motivate, and retain talented employees while fostering organizational flexibility and resilience. Numerous studies have demonstrated that SHRM contributes significantly to organizational productivity, innovation, employee commitment, and sustainable performance outcomes [1, 4, 5]. Consequently, the design and implementation of effective human resource policies have become central concerns for both scholars and practitioners.

Despite the increasing attention devoted to strategic human resource policy formulation, the successful implementation of these policies remains a major challenge. Many organizations develop comprehensive human resource strategies and policies but fail to achieve the intended outcomes because of difficulties during the implementation phase. Public policy scholars have consistently emphasized that policy success depends not merely on policy design but also on effective implementation mechanisms, organizational readiness, stakeholder engagement, and contextual alignment [6, 7]. The implementation process involves translating strategic intentions into practical actions and ensuring that organizational members understand, support, and execute policy objectives. As a result, policy implementation has become one of the most critical areas of inquiry in organizational and public management research.

Within the field of human resource management, implementation challenges are particularly significant because HR policies directly influence employee attitudes, behaviors, and performance. Human resource policies concerning recruitment, selection, training, compensation, performance management, employee development, and workplace well-being require coordinated execution across multiple organizational levels. Ineffective implementation can undermine employee trust, reduce organizational commitment, and weaken overall organizational performance. Conversely, successful implementation can improve organizational justice perceptions, employee satisfaction, and organizational effectiveness [4, 8]. Therefore, understanding the factors that influence the implementation of strategic human resource policies is essential for achieving organizational goals.

Recent technological advancements have further transformed the landscape of strategic human resource management. The emergence of artificial intelligence, digital transformation initiatives, advanced analytics, and intelligent HR systems has fundamentally altered the ways organizations recruit, develop, evaluate, and retain employees. These technologies provide unprecedented opportunities for enhancing organizational efficiency, improving decision-making quality, and strengthening workforce capabilities. However, they also introduce new implementation challenges related to technological adaptation, employee readiness, organizational culture, and leadership capabilities [3, 9, 10]. Consequently, organizations must develop implementation models that account for both technological innovation and human-centered management principles.

The relationship between strategic human resource management and organizational innovation has attracted substantial scholarly attention. Contemporary organizations increasingly rely on creativity, knowledge sharing, and continuous innovation to maintain competitiveness and respond effectively to environmental changes. Human resource policies play a central role in fostering innovative behaviors by creating supportive work environments, encouraging learning, and promoting employee participation. Research indicates that strategic HR systems contribute significantly to organizational innovation capabilities and facilitate sustainable organizational development [2, 11]. Therefore, innovation-oriented human resource policies represent an important dimension of SHRM implementation.

Among the factors influencing successful implementation, employee empowerment occupies a particularly important position. Empowerment refers to the process through which employees gain greater autonomy, competence, meaning, and influence in their work activities. Empowered employees are more likely to exhibit proactive behaviors, engage in problem-solving, contribute innovative ideas, and support organizational change initiatives. Consequently, empowerment has emerged as a key mechanism through which strategic human resource policies generate positive organizational outcomes [12, 13]. Organizations that emphasize employee empowerment often experience higher levels of employee engagement, commitment, and performance.

The importance of empowerment has become even more pronounced in contemporary organizational environments characterized by complexity and uncertainty. Empowered employees possess greater flexibility in responding to emerging challenges and are better equipped to contribute to organizational learning and adaptation. Studies have shown that both organizational and individual factors influence empowerment outcomes. Leadership style, organizational structure, workplace climate, job characteristics, and developmental opportunities all contribute to employees' perceptions of empowerment [13]. Furthermore, empowering leadership practices strengthen the relationship between flexible human resource management systems and organizational performance, highlighting the strategic value of empowerment-oriented HR policies [14].

Organizational culture represents another critical determinant of strategic human resource policy implementation. Culture shapes employee attitudes, behavioral norms, communication patterns, and organizational values, thereby influencing how policies are interpreted and enacted. A culture characterized by trust, participation, learning, and innovation can facilitate the implementation of strategic HR initiatives, whereas rigid or resistant cultures may create substantial barriers. The role of cultural values extends beyond the organizational level and includes broader societal beliefs and norms that influence employee expectations and organizational practices [15]. Consequently, effective implementation requires careful consideration of both organizational culture and societal value systems.

In addition to cultural influences, organizational structures and governance mechanisms significantly affect policy implementation outcomes. Public and service-oriented organizations often face unique challenges associated with bureaucratic procedures, hierarchical structures, regulatory requirements, and institutional constraints. Such conditions may limit organizational flexibility and reduce the effectiveness of strategic initiatives. Studies conducted within public sector contexts have demonstrated that bureaucratic structures can impede policy implementation by slowing decision-making processes, reducing employee autonomy, and discouraging innovation [16, 17]. Understanding these structural barriers is therefore essential for developing realistic implementation models.

Research on human resource policy implementation in Iran has increasingly focused on identifying context-specific factors that influence policy effectiveness. Various studies have examined human resource governance, strategic HR models, policy frameworks, and implementation mechanisms across governmental and industrial organizations. These investigations have highlighted the importance of managerial support, organizational alignment, stakeholder participation, and institutional capacity in facilitating successful policy implementation [17-19]. Furthermore, evidence suggests that implementation success depends on the integration of strategic planning, operational processes, and organizational culture.

Several recent studies have proposed models and frameworks for improving human resource policy implementation in different sectors. Research in the oil industry has emphasized the role of organizational capabilities, leadership commitment,

and developmental policies in promoting successful HR implementation [20]. Similarly, studies focusing on organizational performance improvement have demonstrated the necessity of comprehensive implementation mechanisms that connect strategic objectives with operational activities [21]. These findings underscore the multidimensional nature of implementation processes and the need for integrated analytical frameworks.

From a broader public policy perspective, implementation is understood as a complex process involving multiple actors, institutional arrangements, contextual conditions, and strategic responses. Policy scholars argue that implementation outcomes are shaped by interactions among causal factors, contextual conditions, intervening variables, strategic actions, and resulting consequences [6, 22]. Such perspectives suggest that successful implementation requires not only technical solutions but also an understanding of organizational dynamics and stakeholder relationships. This view aligns closely with contemporary SHRM research, which increasingly recognizes the interconnected nature of organizational systems and human resource processes [5, 23].

Environmental dynamics further reinforce the need for adaptable and responsive implementation approaches. Organizations operate within constantly evolving environments characterized by technological disruptions, changing workforce expectations, and increasing demands for organizational agility. Studies examining policy implementation in various sectors have demonstrated that environmental drivers significantly influence implementation success and organizational adaptability [24]. Consequently, strategic human resource implementation models must incorporate mechanisms that enable organizations to respond effectively to environmental changes while maintaining strategic coherence.

The Water and Wastewater Company represents a particularly important context for examining the implementation of strategic human resource management policies. As a provider of essential public services, the organization depends heavily on the capabilities, commitment, and performance of its workforce. Effective human resource management is therefore critical for ensuring service quality, operational efficiency, and public satisfaction. At the same time, the organization operates within a complex institutional environment characterized by regulatory requirements, bureaucratic structures, and evolving service expectations. These characteristics create both opportunities and challenges for implementing strategic human resource policies.

Although previous studies have contributed valuable insights into strategic human resource management, policy implementation, empowerment, and organizational development, important gaps remain in the literature. Existing research has often focused on individual dimensions of human resource management, specific organizational contexts, or isolated implementation factors. Relatively few studies have attempted to develop comprehensive paradigmatic models that explain the implementation of strategic human resource management policies through the interaction of causal conditions, contextual factors, intervening variables, strategic actions, and outcomes. Furthermore, limited attention has been devoted to empowerment-based implementation models within public service organizations [20, 21, 25].

Given the strategic importance of human resource management, the growing emphasis on employee empowerment, the challenges associated with policy implementation, and the critical role of public service organizations in societal development, there is a clear need to develop a comprehensive paradigmatic model capable of explaining the implementation of strategic human resource management policies within the Water and Wastewater Company. In addition, the exploratory nature of

this inquiry necessitates a qualitative research approach capable of uncovering underlying processes, relationships, and contextual influences, making grounded theory an appropriate methodological choice for theory development [26, 27].

Therefore, the aim of the present study is to develop a paradigmatic model for the implementation of empowerment-based strategic human resource management policies in the Water and Wastewater Company.

Methodology

This study was conducted to develop a paradigmatic model for the implementation of Strategic Human Resource Management policies. Since the findings of this study can be used by senior managers and human resource managers of the Water and Wastewater Company, it is an applied-developmental study in terms of purpose. In terms of data collection method, it is also a descriptive-survey study. Philosophically, this study is based on the interpretivist paradigm; therefore, a qualitative research strategy, specifically the Grounded Theory method with an inductive approach, was employed.

The research participants consisted of theoretical experts, namely professors of Human Resource Management, and empirical experts, namely managers of the Water and Wastewater Engineering Company in Golestan, Mazandaran, and Guilan Provinces, who had knowledge of the implementation of Strategic Human Resource Management policies. Theoretical sampling was used for sample selection, because according to Glaser et al. (1968), it is more appropriate for Grounded Theory. Theoretical sampling is the process of collecting data for theory generation, in which the researcher simultaneously collects, codes, and analyzes data. The researcher also decides what data should be collected and where they should be found in order to improve the emerging theory (Creswell et al., 2017). Based on the view of Miller et al. (2010), five criteria—key informant status, prominence, theoretical knowledge, diversity, and motivation to participate—were used to select participants for the qualitative analysis.

To collect the data, the perspectives of 20 university professors and managers of the Water and Wastewater Engineering Company in Golestan, Mazandaran, and Guilan Provinces were used. Some of the experts had both academic experience and work experience in the Water and Wastewater Company, and an effort was made to benefit from the views of individuals who had expertise and professional experience in the implementation of Strategic Human Resource Management policies, information technology, and innovation. The experts held postgraduate degrees, and their average work experience was more than 15 years. The interviews continued until theoretical saturation was reached. The saturation point indicates the reliability of a study conducted through the Grounded Theory method, because at this point the research data become repetitive, and this repetition of data and its methodological consequences indicate the reliability of the research method (Khaki, 2022). In this study, after the seventeenth interview, repetition appeared in the results, and data analysis did not lead to new codes or constructs. Nevertheless, to avoid false theoretical saturation, three additional interviews were conducted, and ultimately, 20 expert interviews were carried out.

Since semi-structured interviews are more appropriate for qualitative studies conducted with an exploratory purpose and aimed at presenting a paradigmatic model, semi-structured interviews with experts were also used in this study. The method proposed by Holsti was used to validate the conducted interviews. Coding was performed twice, and the “observed agreement percentage” was obtained as 0.731, which is higher than 0.6 and is therefore an acceptable value. Cohen’s Kappa was also estimated at 0.645, which is higher than 0.6; therefore, the reliability of the qualitative phase was satisfactory.

Data analysis in the qualitative phase, aimed at presenting the paradigmatic model of the study, was conducted using Grounded Theory based on the systematic approach of Strauss and Corbin in MAXQDA 20 software. The indicators were screened using the Fuzzy Delphi method in the MATLAB environment.

Findings and Results

In the qualitative phase, 20 individuals participated, including 6 university professors and 14 industry experts. In terms of gender, 15 participants were male and 5 were female. In terms of educational level, 6 participants held a master's degree and 14 held a doctoral degree. In terms of work experience, 9 participants had between 15 and 20 years of work experience, and 11 participants had more than 20 years of work experience.

Table 1

Demographic Characteristics of the Experts

Demographic Characteristics	Category	Frequency	Percentage
Expertise	Theoretical experts (university professors)	6	30%
Expertise	Empirical experts (Water and Wastewater managers)	14	70%
Gender	Male	15	75%
Gender	Female	5	25%
Age	Less than 40 years	1	5%
Age	40 to 50 years	8	40%
Age	50 years and above	11	55%
Education	Master's degree	6	30%
Education	Doctoral degree	14	70%
Work experience	15 to 20 years	9	45%
Work experience	More than 20 years	11	55%
Total	—	20	100%

To identify the underlying constructs of the model for implementing Strategic Human Resource Management policies in the Water and Wastewater Company, specialized semi-structured interviews were conducted with university professors, senior managers, and human resource managers of the Water and Wastewater Engineering Company in Golestan, Mazandaran, and Guilan Provinces. At this stage, before the interviews began, six open-ended questions were prepared, and during the interview process, as anticipated, new questions were also raised. To become familiar with the depth and breadth of the data content, the data were reread repeatedly and actively, meaning that meanings and patterns were sought. The interview results were analyzed using the Grounded Theory method. For this purpose, the interview texts were studied and reviewed several times. Then, the data were broken down into meaning units in the form of sentences and paragraphs related to the main meaning. The meaning units were also reviewed several times, after which appropriate codes were written for each meaning unit, and the codes were classified based on semantic similarity. The data analysis process was repeated in the same way with the addition of each interview. The interviews continued until theoretical saturation was reached. The criterion for achieving theoretical saturation was repetition in the extracted codes. Grounded Theory based on the method proposed by Strauss and Corbin (1997) was carried out through open, axial, and selective coding. The interview texts, which had previously been imported into the software as text files, were studied repeatedly, and their key points were entered into MAXQDA as codes. In the open coding stage, 313 codes were identified. Ultimately, through axial coding, 3 selective codes, 13 axial codes, and 108 open codes were obtained. The indicators of the model for implementing Strategic Human Resource Management policies in the Water and Wastewater Company, extracted from the interviews through Grounded Theory, are presented in Table 2.

Table 2

Codes of the Model for Implementing Strategic Human Resource Management Policies in the Water and Wastewater Company

Selective Code	Axial Coding	Open Coding
Causal Conditions	Organizational Factors	Support and backing of senior managers for the employees of the Water and Wastewater Company
Causal Conditions	Organizational Factors	Dominance of participatory management in the Water and Wastewater Company
Causal Conditions	Organizational Factors	Flexible and adaptive organization and structures
Causal Conditions	Organizational Factors	Open, multidirectional, and constructive communication in the Water and Wastewater Company
Causal Conditions	Organizational Factors	Technology orientation and acceptance of technology
Causal Conditions	Organizational Factors	Flexibility and adaptation to changes
Causal Conditions	Job-Related Factors	Increasing job responsibilities
Causal Conditions	Job-Related Factors	Challenging and attractive nature of tasks
Causal Conditions	Job-Related Factors	Reduction of repetitive and monotonous tasks
Causal Conditions	Job-Related Factors	Job autonomy and delegation of authority in performing job-related affairs
Causal Conditions	Job-Related Factors	Meaningfulness of assigned tasks
Causal Conditions	Job-Related Factors	Job rotation and horizontal promotion of employees
Causal Conditions	Culture of the Water and Wastewater Company	The value system governing the Water and Wastewater Company
Causal Conditions	Culture of the Water and Wastewater Company	Institutionalized beliefs and convictions in the Water and Wastewater Company
Causal Conditions	Culture of the Water and Wastewater Company	The climate and atmosphere governing the work environment of the Water and Wastewater Company
Causal Conditions	Culture of the Water and Wastewater Company	Accepted norms in the Water and Wastewater Company
Causal Conditions	Innovation and Creativity	Dominance of an innovative climate and culture in the organization
Causal Conditions	Innovation and Creativity	Stimulating and encouraging employees toward creativity and innovation
Causal Conditions	Innovation and Creativity	Acceptance of innovative processes
Causal Conditions	Innovation and Creativity	Application of employees' creative ideas in the affairs of the Water and Wastewater Company
Contextual Conditions	Employee Empowerment	A sense of meaningfulness in the job
Contextual Conditions	Employee Empowerment	A sense of competence through the development of job competencies
Contextual Conditions	Employee Empowerment	A sense of having the right to choose
Contextual Conditions	Employee Empowerment	A sense of effectiveness and being influential
Contextual Conditions	Employee Empowerment	A sense of participation with others
Contextual Conditions	Employee Empowerment	Proper recognition of employees' strengths and weaknesses
Contextual Conditions	Employee Empowerment	Improvement of job performance skills
Contextual Conditions	Employee Empowerment	Strengthening general and specialized knowledge
Strategic Conditions	Strategy for Developing Strategic Human Resource Management in the Water and Wastewater Company	A clear vision for Human Resource Management in the Water and Wastewater Company
Strategic Conditions	Strategy for Developing Strategic Human Resource Management in the Water and Wastewater Company	Defined missions aligned with the human resources of the Water and Wastewater Company
Strategic Conditions	Strategy for Developing Strategic Human Resource Management in the Water and Wastewater Company	Long-term human resource goal-setting in the Water and Wastewater Company
Strategic Conditions	Strategy for Developing Strategic Human Resource Management in the Water and Wastewater Company	A specific strategy aligned with long-term goals
Strategic Conditions	Strategy for Developing Strategic Human Resource Management in the Water and Wastewater Company	Short-term human resource goal-setting in the Water and Wastewater Company
Strategic Conditions	Strategy for Developing Strategic Human Resource Management in the Water and Wastewater Company	Executive policies for short-term goals
Strategic Conditions	Strategy for Developing Strategic Human Resource Management in the Water and Wastewater Company	Presentation of human resource executive trends and procedures in the Water and Wastewater Company
Strategic Conditions	Strategy for Developing Strategic Human Resource Management in the Water and Wastewater Company	Formulation and communication of human resource executive rules and regulations in the Water and Wastewater Company
Central Phenomenon	Implementation of Strategic Human Resource Management Policy	Management of employee attraction and recruitment in the Water and Wastewater Company

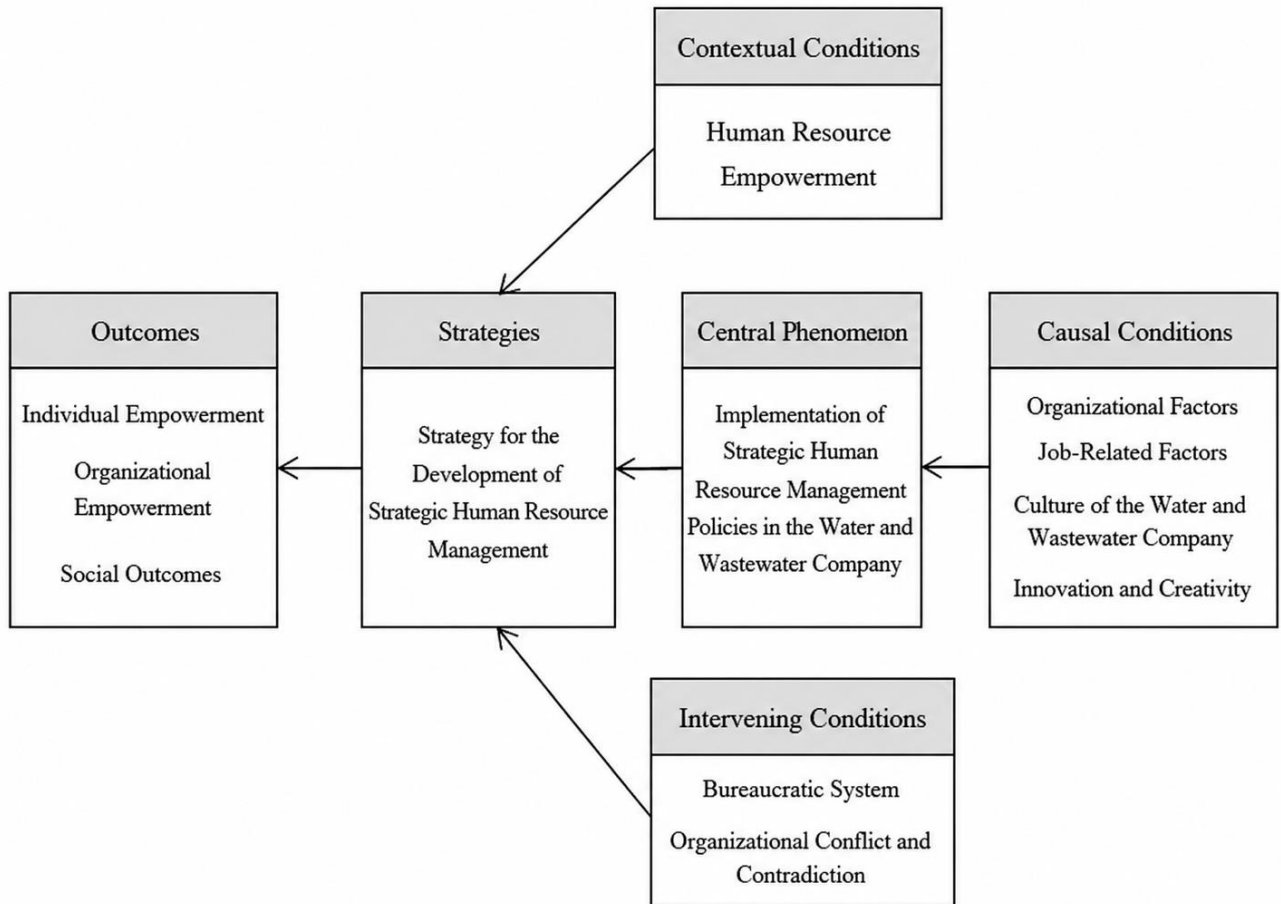
Central Phenomenon	Implementation of Strategic Human Resource Management Policy	Employment and utilization of employees of the Water and Wastewater Company in appropriate jobs
Central Phenomenon	Implementation of Strategic Human Resource Management Policy	In-service training of employees of the Water and Wastewater Company
Central Phenomenon	Implementation of Strategic Human Resource Management Policy	Socialization and development of employees' group skills in the Water and Wastewater Company
Central Phenomenon	Implementation of Strategic Human Resource Management Policy	Addressing and responding to employees' affairs in the Water and Wastewater Company
Central Phenomenon	Implementation of Strategic Human Resource Management Policy	Management of salaries, wages, and the compensation system
Central Phenomenon	Implementation of Strategic Human Resource Management Policy	Management of the employee reward and punishment system
Central Phenomenon	Implementation of Strategic Human Resource Management Policy	Development of constructive relations and communication with employees of the Water and Wastewater Company
Central Phenomenon	Implementation of Strategic Human Resource Management Policy	Counseling and workplace mental health services
Intervening Conditions	Bureaucratic System	Use of formal and hierarchical structures
Intervening Conditions	Bureaucratic System	Lack of a spirit of obedience among employees of the Water and Wastewater Company in an authoritarian structure
Intervening Conditions	Bureaucratic System	Authoritarian and directive management in the traditional system
Intervening Conditions	Bureaucratic System	Paperwork and lengthy bureaucratic processes
Intervening Conditions	Bureaucratic System	Failure to use automation and facilitate technology-based processes
Intervening Conditions	Organizational Conflict and Contradiction	Deep differences in perspectives between older employees and the Water and Wastewater Company
Intervening Conditions	Organizational Conflict and Contradiction	Task-related contradictions and conflicts in job affairs
Intervening Conditions	Organizational Conflict and Contradiction	Institutionalized intergenerational conflict in society
Intervening Conditions	Organizational Conflict and Contradiction	Group formation and generational factionalism in the Water and Wastewater Company
Intervening Conditions	Organizational Conflict and Contradiction	Resistance of traditional employees to change
Outcomes	Individual Outcomes	Increased employee satisfaction and contentment
Outcomes	Individual Outcomes	Improved employee commitment and job attachment
Outcomes	Individual Outcomes	Increased employee job motivation
Outcomes	Individual Outcomes	Active participation of employees in the affairs of the Water and Wastewater Company
Outcomes	Individual Outcomes	Reduction of individual conflicts and contradictions
Outcomes	Individual Outcomes	Reduction in intention to leave the service
Outcomes	Organizational Outcomes	Increased efficiency of the activities of the Water and Wastewater Company
Outcomes	Organizational Outcomes	Improved effectiveness of the activities of the Water and Wastewater Company
Outcomes	Organizational Outcomes	Development of two-way and constructive communication
Outcomes	Organizational Outcomes	Reduction of destructive job behaviors
Outcomes	Organizational Outcomes	Strengthening organizational unity and cohesion
Outcomes	Organizational Outcomes	Improved productivity of the activities of the Water and Wastewater Company
Outcomes	Social Outcomes	Improved performance of the Water and Wastewater Company in the area of social responsibility
Outcomes	Social Outcomes	Responsiveness of the Water and Wastewater Company to social needs and demands
Outcomes	Social Outcomes	Citizens' satisfaction with and public acceptance of the Water and Wastewater Company
Outcomes	Social Outcomes	Building public trust in the activities of the Water and Wastewater Company
Outcomes	Social Outcomes	Increased and improved citizen participation with the Water and Wastewater Company

In the Grounded Theory process, after data collection, analysis, and interpretation, the paradigmatic model, conclusion, and summary of the study are presented. By examining the existing situation, the obtained data were classified into 10 main categories. Based on the opinions of professors and subject-matter experts, among all codes obtained from the qualitative

content analysis of the interviews, 72 codes were used to explain the model for implementing Strategic Human Resource Management policies in the Water and Wastewater Company. Figure 1 shows the paradigmatic model of the study.

Figure 1

Paradigmatic Model for the Implementation of Strategic Human Resource Management Policies in Shahr Bank



The main categories of the model for implementing Strategic Human Resource Management policies in the Water and Wastewater Company are as follows: causal factors, including organizational factors, job-related factors, the culture of the Water and Wastewater Company, and innovation and creativity; the central phenomenon, namely the implementation of Strategic Human Resource Management policies; contextual factors, namely human resource empowerment; intervening factors, including the bureaucratic system and organizational conflict and contradiction; strategic factors, namely the strategy for developing Strategic Human Resource Management; and outcome factors, including individual, organizational, and social outcomes. The indicators of the implementation of Strategic Human Resource Management policies include "management of employee attraction and recruitment in the Water and Wastewater Company," "employment and utilization of employees of the Water and Wastewater Company in appropriate jobs," "in-service training of employees of the Water and Wastewater Company," "socialization and development of group skills among employees of the Water and Wastewater Company," "addressing and responding to employees' affairs," "management of salaries, wages, and the compensation system," "management of the employee reward and punishment system," "development of constructive relations and communication with employees of the Water and Wastewater Company," and "counseling and workplace mental health services." To ensure

the identification of the final indicators of the paradigmatic model for implementing Strategic Human Resource Management policies in the Water and Wastewater Company, the Fuzzy Delphi method was used. Experts' views regarding the importance of each indicator were collected using a seven-point fuzzy scale.

Table 3

Seven-Point Fuzzy Scale for Evaluating the Indicators

Linguistic Variable	Fuzzy Value	Fuzzy Number Scale
Completely unimportant	1	(0, 0, 0.1)
Very unimportant	2	(0, 0.1, 0.3)
Unimportant	3	(0.1, 0.3, 0.5)
Moderate	4	(0.3, 0.5, 0.75)
Important	5	(0.5, 0.75, 0.9)
Very important	6	(0.75, 0.9, 1)
Completely important	7	(0.9, 1, 1)

First, experts' views regarding the importance of each indicator were collected and fuzzified based on the scale presented in Table 3. In the next step, the experts' views were aggregated using the fuzzy mean method. For defuzzification, the center of area method was used based on the formula proposed by Zeng and Tang (1993).

Formula 1. Estimation of the Fuzzy Mean of Triangular Fuzzy Numbers

$$F_AVE = ((\sum l)/n, (\sum m)/n, (\sum u)/n)$$

Formula 2. Defuzzification of Triangular Fuzzy Numbers

$$DF_ij = [(u_ij - l_ij) + (m_ij - l_ij)] / 3 + l_ij$$

A defuzzified value greater than 0.7 is acceptable, and any indicator with a score lower than 0.7 is rejected. In the first round, two indicators, namely "expansion of the company's market share" and "lack of sufficient human capital," were removed. All indicators obtained scores above the tolerance threshold, and no indicator was removed. In the second round, 72 indicators were examined, and no indicator was removed, which itself indicated the end of the Delphi rounds. Nevertheless, one more round was continued, and in the third round, no indicator was removed or added. In general, one approach for terminating the Delphi process is to compare the mean scores of the first-round and second-round questions. If the difference between the two stages is smaller than the very small threshold value of 0.2, the survey process is stopped.

Table 4

Distance between the Definite Values of Round Two and Round Three

Indicators	Fuzzy Mean and Definite Value of Round 2	Fuzzy Mean and Definite Value of Round 3	Difference	Result
Support and backing of senior managers ...	(0.698, 0.873, 0.955) — 0.842	(0.688, 0.853, 0.950) — 0.830	0.012	Agreement
Dominance of participatory management ...	(0.615, 0.808, 0.930) — 0.784	(0.693, 0.868, 0.965) — 0.842	0.058	Agreement
Organization and structures ...	(0.675, 0.858, 0.955) — 0.829	(0.663, 0.818, 0.933) — 0.805	0.024	Agreement
Open, multidirectional ... communication	(0.708, 0.865, 0.955) — 0.843	(0.690, 0.860, 0.958) — 0.836	0.007	Agreement
Technology orientation and ...	(0.700, 0.860, 0.955) — 0.838	(0.715, 0.883, 0.965) — 0.854	0.016	Agreement
Flexibility and adaptation ...	(0.655, 0.833, 0.940) — 0.809	(0.613, 0.800, 0.923) — 0.779	0.030	Agreement
Increasing job responsibilities ...	(0.725, 0.883, 0.963) — 0.857	(0.680, 0.860, 0.960) — 0.833	0.024	Agreement
Challenging and attractive nature ...	(0.730, 0.880, 0.955) — 0.855	(0.730, 0.893, 0.965) — 0.863	0.008	Agreement
Reduction of repetitive and ... tasks	(0.640, 0.830, 0.938) — 0.803	(0.680, 0.855, 0.948) — 0.828	0.025	Agreement
Job autonomy and delegation ...	(0.668, 0.840, 0.945) — 0.818	(0.645, 0.833, 0.943) — 0.807	0.011	Agreement
Meaningfulness of assigned tasks ...	(0.678, 0.860, 0.950) — 0.829	(0.670, 0.830, 0.930) — 0.810	0.019	Agreement
Job rotation and horizontal promotion ...	(0.643, 0.830, 0.948) — 0.807	(0.643, 0.813, 0.925) — 0.794	0.013	Agreement
Value system governing ...	(0.708, 0.878, 0.965) — 0.850	(0.698, 0.858, 0.960) — 0.839	0.011	Agreement
Institutionalized beliefs and convictions ...	(0.665, 0.845, 0.948) — 0.819	(0.653, 0.838, 0.943) — 0.811	0.008	Agreement

Climate and atmosphere governing ...	(0.643, 0.825, 0.935) — 0.801	(0.663, 0.838, 0.940) — 0.814	0.013	Agreement
Accepted norms ...	(0.638, 0.815, 0.933) — 0.795	(0.640, 0.823, 0.940) — 0.801	0.006	Agreement
Dominance of an innovative climate and culture ...	(0.720, 0.885, 0.970) — 0.858	(0.753, 0.900, 0.968) — 0.874	0.016	Agreement
Stimulating and encouraging employees ...	(0.725, 0.883, 0.963) — 0.857	(0.693, 0.863, 0.953) — 0.836	0.021	Agreement
Acceptance of innovative processes ...	(0.783, 0.925, 0.980) — 0.896	(0.670, 0.843, 0.940) — 0.818	0.078	Agreement
Application of creative ideas ...	(0.708, 0.878, 0.965) — 0.850	(0.720, 0.885, 0.970) — 0.858	0.008	Agreement
A sense of meaningfulness in the job ...	(0.658, 0.840, 0.948) — 0.815	(0.755, 0.903, 0.963) — 0.874	0.059	Agreement
A sense of competence through development ...	(0.653, 0.838, 0.943) — 0.811	(0.658, 0.840, 0.948) — 0.815	0.004	Agreement
A sense of having the right to choose ...	(0.668, 0.840, 0.945) — 0.818	(0.663, 0.838, 0.940) — 0.814	0.004	Agreement
A sense of effectiveness and being influential ...	(0.703, 0.875, 0.960) — 0.846	(0.793, 0.925, 0.978) — 0.899	0.053	Agreement
A sense of participation with others ...	(0.670, 0.843, 0.940) — 0.818	(0.695, 0.858, 0.950) — 0.834	0.016	Agreement
Proper recognition of strengths and weaknesses ...	(0.583, 0.788, 0.920) — 0.764	(0.603, 0.800, 0.925) — 0.776	0.012	Agreement
Improvement of job performance skills ...	(0.650, 0.843, 0.945) — 0.813	(0.663, 0.838, 0.940) — 0.814	0.001	Agreement
Strengthening general and specialized knowledge ...	(0.668, 0.848, 0.943) — 0.820	(0.708, 0.878, 0.965) — 0.850	0.030	Agreement
Clear vision of management ...	(0.618, 0.810, 0.925) — 0.784	(0.655, 0.840, 0.938) — 0.811	0.027	Agreement
Defined missions aligned with ...	(0.643, 0.838, 0.945) — 0.809	(0.725, 0.883, 0.963) — 0.857	0.048	Agreement
Long-term human resource goal-setting ...	(0.660, 0.843, 0.943) — 0.815	(0.720, 0.885, 0.970) — 0.858	0.043	Agreement
Specific strategy aligned with ...	(0.708, 0.873, 0.953) — 0.845	(0.638, 0.815, 0.933) — 0.795	0.050	Agreement
Short-term human resource goal-setting ...	(0.720, 0.873, 0.960) — 0.851	(0.728, 0.890, 0.970) — 0.863	0.012	Agreement
Executive policies for goals ...	(0.675, 0.858, 0.955) — 0.829	(0.615, 0.815, 0.928) — 0.786	0.043	Agreement
Presentation of trends and procedures ...	(0.690, 0.855, 0.945) — 0.830	(0.678, 0.853, 0.953) — 0.828	0.002	Agreement
Formulation and communication of rules ...	(0.605, 0.795, 0.923) — 0.774	(0.673, 0.855, 0.960) — 0.829	0.055	Agreement
Management of attraction and recruitment ...	(0.755, 0.908, 0.975) — 0.879	(0.675, 0.845, 0.945) — 0.822	0.057	Agreement
Employment and utilization of employees ...	(0.718, 0.885, 0.960) — 0.854	(0.698, 0.873, 0.955) — 0.842	0.012	Agreement
In-service training of employees ...	(0.703, 0.875, 0.960) — 0.846	(0.710, 0.873, 0.963) — 0.849	0.003	Agreement
Socialization and development ...	(0.650, 0.835, 0.948) — 0.811	(0.695, 0.858, 0.950) — 0.834	0.023	Agreement
Addressing employees' affairs ...	(0.710, 0.880, 0.960) — 0.850	(0.648, 0.828, 0.940) — 0.805	0.045	Agreement
Management of salaries and wages ...	(0.758, 0.903, 0.973) — 0.878	(0.768, 0.915, 0.980) — 0.888	0.010	Agreement
Management of reward and ... system	(0.723, 0.880, 0.968) — 0.857	(0.790, 0.923, 0.983) — 0.899	0.042	Agreement
Development of relations and communication ...	(0.620, 0.818, 0.933) — 0.790	(0.760, 0.910, 0.980) — 0.883	0.093	Agreement
Counseling and health services ...	(0.725, 0.883, 0.963) — 0.857	(0.730, 0.885, 0.968) — 0.861	0.004	Agreement
Use of structures ...	(0.635, 0.833, 0.945) — 0.804	(0.708, 0.878, 0.965) — 0.850	0.046	Agreement
Lack of obedience spirit ...	(0.673, 0.843, 0.950) — 0.822	(0.655, 0.833, 0.940) — 0.809	0.013	Agreement
Authoritarian and directive management ...	(0.685, 0.845, 0.943) — 0.824	(0.753, 0.900, 0.968) — 0.874	0.050	Agreement
Paperwork and lengthy ...	(0.705, 0.878, 0.955) — 0.846	(0.668, 0.853, 0.955) — 0.825	0.021	Agreement
Failure to use automation ...	(0.718, 0.870, 0.965) — 0.851	(0.688, 0.860, 0.948) — 0.832	0.019	Agreement
Deep differences in perspectives ...	(0.628, 0.815, 0.935) — 0.793	(0.623, 0.813, 0.930) — 0.789	0.004	Agreement
Task-related contradictions and conflicts ...	(0.768, 0.915, 0.980) — 0.888	(0.753, 0.900, 0.968) — 0.874	0.014	Agreement
Institutionalized intergenerational conflict ...	(0.665, 0.833, 0.938) — 0.812	(0.730, 0.885, 0.968) — 0.861	0.049	Agreement
Group formation and factionalism ...	(0.720, 0.880, 0.958) — 0.853	(0.590, 0.780, 0.910) — 0.760	0.093	Agreement
Resistance of traditional employees ...	(0.753, 0.905, 0.980) — 0.879	(0.650, 0.823, 0.938) — 0.804	0.075	Agreement
Increased satisfaction and contentment ...	(0.698, 0.865, 0.958) — 0.840	(0.698, 0.858, 0.960) — 0.839	0.001	Agreement
Improved commitment and attachment ...	(0.730, 0.890, 0.980) — 0.867	(0.625, 0.820, 0.938) — 0.794	0.073	Agreement
Increased employee job motivation ...	(0.710, 0.873, 0.963) — 0.849	(0.658, 0.840, 0.948) — 0.815	0.034	Agreement
Active participation of employees ...	(0.635, 0.813, 0.938) — 0.795	(0.693, 0.863, 0.953) — 0.836	0.041	Agreement
Reduction of individual conflicts ...	(0.678, 0.853, 0.953) — 0.828	(0.663, 0.838, 0.940) — 0.814	0.014	Agreement
Reduction in intention to leave ...	(0.670, 0.855, 0.950) — 0.825	(0.698, 0.865, 0.958) — 0.840	0.015	Agreement
Increased efficiency of activities ...	(0.718, 0.878, 0.963) — 0.853	(0.728, 0.890, 0.970) — 0.863	0.010	Agreement
Improved effectiveness of activities ...	(0.698, 0.865, 0.958) — 0.840	(0.653, 0.838, 0.943) — 0.811	0.029	Agreement
Development of two-way communication ...	(0.718, 0.883, 0.975) — 0.859	(0.703, 0.875, 0.960) — 0.846	0.013	Agreement
Reduction of destructive job behaviors ...	(0.693, 0.863, 0.953) — 0.836	(0.743, 0.900, 0.970) — 0.871	0.035	Agreement
Strengthening unity and cohesion ...	(0.670, 0.843, 0.940) — 0.818	(0.665, 0.838, 0.950) — 0.818	0.000	Agreement
Improved productivity of activities ...	(0.775, 0.920, 0.980) — 0.892	(0.705, 0.858, 0.948) — 0.837	0.055	Agreement
Improved performance of the Water ...	(0.713, 0.868, 0.960) — 0.847	(0.750, 0.898, 0.973) — 0.874	0.027	Agreement
Responsiveness of the Water and Wastewater Company ...	(0.678, 0.853, 0.953) — 0.828	(0.673, 0.850, 0.948) — 0.824	0.004	Agreement
Public satisfaction and acceptance ...	(0.693, 0.855, 0.955) — 0.834	(0.713, 0.875, 0.958) — 0.849	0.015	Agreement
Trust-building activities ...	(0.728, 0.890, 0.970) — 0.863	(0.678, 0.853, 0.953) — 0.828	0.035	Agreement
Increased and improved participation ...	(0.700, 0.868, 0.953) — 0.840	(0.740, 0.898, 0.975) — 0.871	0.031	Agreement

Based on the results presented in Table 4, it was determined that in all cases, the difference was smaller than 0.2; therefore, the Delphi rounds could be terminated. Based on the paradigmatic model of the study, organizational factors, job-related factors, the culture of the Water and Wastewater Company, and innovation and creativity influence the implementation of Strategic Human Resource Management policies. Human resource empowerment provides the necessary contextual conditions, while the bureaucratic system and organizational conflict and contradiction play intervening roles. The strategy for developing Strategic Human Resource Management has a strategic role, and finally, Strategic Human Resource Management development strategies lead to individual empowerment, organizational empowerment, and social outcomes.

Discussion and Conclusion

The present study aimed to develop a paradigmatic model for the implementation of empowerment-based Strategic Human Resource Management (SHRM) policies in the Water and Wastewater Company. The findings revealed that organizational factors, job-related factors, organizational culture, innovation and creativity, employee empowerment, bureaucratic systems, organizational conflict, and strategic human resource development collectively shape the implementation process of SHRM policies. The resulting paradigmatic model demonstrated that successful implementation of strategic human resource policies is not determined by a single organizational variable but rather emerges through the interaction of causal, contextual, intervening, strategic, and consequential conditions. This finding reinforces the argument that policy implementation is a multidimensional process that requires alignment among organizational structures, human resource systems, leadership practices, and environmental conditions [6, 22].

One of the most important findings of this study was the identification of organizational factors as critical causal conditions influencing the implementation of SHRM policies. The findings indicated that managerial support, participatory management, flexible organizational structures, open communication, technological orientation, and adaptability to change contribute significantly to successful implementation. This result is consistent with previous research emphasizing that the success of strategic human resource initiatives depends heavily on organizational readiness and managerial commitment. Strategic HR policies are more likely to be implemented effectively when senior leaders actively support employees and create an organizational environment conducive to participation and innovation [1, 2]. Likewise, studies conducted in governmental organizations have demonstrated that supportive governance mechanisms and managerial commitment facilitate the translation of policy objectives into operational practices [16, 17]. Therefore, the findings suggest that organizational structures and leadership behaviors serve as foundational mechanisms through which SHRM policies become operational realities.

The findings also highlighted the importance of job-related factors, including job autonomy, meaningful work, responsibility, task variety, and opportunities for job rotation. These factors create conditions in which employees can actively contribute to organizational objectives and become engaged in the implementation process. This finding aligns with contemporary SHRM literature, which emphasizes the role of enriched job designs in promoting employee commitment, motivation, and performance [4]. Furthermore, research on flexible human resource systems has shown that empowering work arrangements and employee discretion enhance both individual and organizational performance outcomes [14]. The current findings suggest that employees are more likely to embrace and support strategic initiatives when their work roles provide opportunities for personal growth, meaningful contribution, and professional development.

Another important finding concerns the role of organizational culture in facilitating SHRM policy implementation. The study identified organizational values, norms, beliefs, and workplace atmosphere as critical components of the implementation process. This finding is consistent with previous studies emphasizing that culture acts as a powerful mechanism through which organizational members interpret and enact strategic initiatives. Organizations characterized by trust, collaboration, learning, and shared values are more capable of implementing strategic policies successfully than organizations dominated by rigid or fragmented cultural environments [15, 23]. Organizational culture not only influences employee attitudes toward change but also shapes the extent to which strategic human resource policies become embedded in everyday organizational practices. Consequently, culture should be viewed as a strategic asset that supports long-term human resource development and organizational transformation.

The identification of innovation and creativity as causal conditions further strengthens the strategic significance of human resource management. The findings indicate that innovative climates, support for creativity, and openness to new ideas contribute directly to policy implementation success. This result is highly consistent with studies demonstrating that strategic human resource systems play an essential role in fostering organizational innovation and competitive advantage [1, 11]. In contemporary organizations, innovation is increasingly recognized as a collective outcome emerging from supportive human resource practices, employee participation, and organizational learning processes. The present findings suggest that organizations seeking successful implementation of SHRM policies should actively cultivate environments that encourage experimentation, creativity, and knowledge sharing.

A central contribution of the study is the identification of employee empowerment as the primary contextual condition supporting the implementation process. The findings revealed that feelings of competence, autonomy, effectiveness, participation, and meaningfulness provide the foundation upon which strategic policies can be implemented successfully. This result is strongly supported by previous empowerment research. Studies have consistently demonstrated that empowered employees exhibit higher levels of engagement, commitment, creativity, and organizational citizenship behaviors [12, 13]. Empowerment enhances employees' willingness to participate in organizational change initiatives and strengthens their capacity to contribute to strategic objectives. Moreover, empowering leadership has been shown to amplify the positive effects of human resource management practices on organizational performance [14]. Therefore, empowerment functions not merely as an outcome of HR policies but as a prerequisite for their successful implementation.

The study further identified strategic human resource development as the key strategic mechanism connecting contextual and causal conditions with implementation outcomes. Elements such as a clear vision, defined missions, long-term goals, operational policies, and implementation procedures emerged as essential components of successful SHRM implementation. This finding is consistent with prior studies emphasizing the necessity of aligning HR strategies with organizational objectives and ensuring that implementation processes are supported by coherent planning mechanisms [18, 21]. Strategic planning provides direction and coordination while enabling organizations to translate broad policy goals into concrete actions. The findings therefore support the view that implementation effectiveness depends on the existence of well-developed strategic frameworks capable of guiding organizational behavior.

The results also revealed that bureaucratic systems and organizational conflict act as intervening conditions that can hinder implementation efforts. Formal hierarchies, excessive administrative procedures, resistance to change, generational conflicts, and task-related disagreements were identified as significant barriers. These findings correspond closely with

previous research conducted in public-sector organizations, which has highlighted bureaucracy as one of the most significant obstacles to organizational innovation and policy implementation [16, 17]. Similarly, public policy scholars have emphasized that implementation outcomes are often shaped by institutional constraints and stakeholder conflicts that emerge during the execution phase [6]. The presence of organizational conflict may weaken employee commitment, reduce cooperation, and create resistance toward strategic initiatives. Consequently, effective implementation requires mechanisms for conflict management, communication enhancement, and bureaucratic simplification.

The central phenomenon identified in this study—the implementation of SHRM policies through recruitment, placement, training, socialization, compensation, reward systems, employee relations, and workplace counseling—reflects the multidimensional nature of strategic human resource management. These findings are consistent with policy frameworks proposed in previous human resource studies, which emphasize the integration of multiple HR subsystems to achieve strategic objectives [19]. Effective implementation requires coordination among all major HR functions rather than isolated interventions. This integrated perspective reinforces the argument that SHRM is fundamentally a systemic process involving interconnected organizational practices and policies.

The findings concerning individual outcomes demonstrated that successful implementation leads to higher job satisfaction, stronger organizational commitment, increased motivation, active participation, reduced conflict, and lower turnover intentions. These outcomes are highly consistent with previous empirical evidence showing that effective HR policies positively influence employee attitudes and behaviors [4, 8]. Empowerment-oriented HR systems foster psychological attachment to the organization and enhance employees' willingness to contribute to organizational success. Consequently, the findings support the proposition that strategic HR implementation creates substantial value at the individual level.

At the organizational level, the study found that successful implementation contributes to improved efficiency, effectiveness, productivity, communication quality, organizational cohesion, and reductions in destructive workplace behaviors. These outcomes align with the broader SHRM literature, which consistently links strategic human resource practices to enhanced organizational performance and sustainable competitive advantage [1, 2]. Similarly, research examining the policy implications of human resource management has emphasized that effective implementation generates organizational capabilities that improve adaptability and long-term performance [5]. The present findings therefore provide further empirical support for the strategic value of human resource management.

Finally, the study demonstrated that successful implementation produces important social outcomes, including enhanced social responsibility performance, greater responsiveness to societal needs, increased public trust, and improved citizen participation. This finding extends traditional SHRM perspectives by emphasizing that human resource policies generate consequences beyond organizational boundaries. Recent research has increasingly recognized the role of HRM in addressing broader societal challenges and creating public value [23]. The findings therefore suggest that effective implementation of SHRM policies can contribute not only to organizational performance but also to social legitimacy and stakeholder trust.

Overall, the paradigmatic model developed in this study confirms that the implementation of strategic human resource management policies is a complex and dynamic process shaped by multiple interacting factors. Organizational and job-related conditions, culture, innovation, empowerment, strategic planning, bureaucracy, and organizational conflict collectively determine implementation success. The findings contribute to the growing body of SHRM literature by providing an

integrated framework that explains how these factors interact within a public service organization and demonstrates the central role of empowerment in translating strategic intentions into organizational and social outcomes [9, 10, 20, 21].

This study has several limitations that should be acknowledged. First, the research was conducted within a single organizational context, namely the Water and Wastewater Company, which may limit the generalizability of the findings to other industries and organizational settings. Second, the study employed a qualitative grounded theory approach, which provides rich contextual insights but does not allow for statistical testing of relationships among the identified constructs. Third, the findings were based on the perceptions and experiences of experts and managers, which may be influenced by subjective interpretations and organizational biases. Finally, the rapidly evolving nature of strategic human resource management and digital transformation may require continuous refinement of the proposed model to ensure its relevance in changing organizational environments.

Future studies could test the proposed paradigmatic model quantitatively using structural equation modeling or other advanced statistical techniques. Comparative studies across different industries, regions, and organizational sectors would help determine the generalizability of the findings. Researchers may also examine the moderating roles of organizational size, leadership style, digital maturity, and environmental uncertainty in the implementation process. Longitudinal studies would be particularly valuable for understanding how strategic human resource policies evolve over time and how implementation outcomes develop across different organizational stages. In addition, future research could explore the influence of emerging technologies such as artificial intelligence and predictive analytics on empowerment-based strategic human resource management.

Managers should prioritize the creation of supportive organizational environments characterized by participatory leadership, open communication, and flexible structures. Investment in employee empowerment initiatives should be considered a strategic priority because empowered employees are more likely to support organizational goals and contribute to successful policy implementation. Organizations should also strengthen innovation-oriented cultures by encouraging creativity, knowledge sharing, and continuous learning. Bureaucratic barriers should be reduced wherever possible through process simplification, technological integration, and decentralized decision-making. Finally, strategic human resource policies should be aligned with organizational vision, operational objectives, and societal responsibilities to ensure that implementation efforts generate sustainable benefits for employees, organizations, and the broader community.

Acknowledgments

We would like to express our appreciation and gratitude to all those who cooperated in carrying out this study.

Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

Funding

This research was carried out independently with personal funding and without the financial support of any governmental or private institution or organization.

References

- [1] W. B. Gunawan, "Strategic and Sustainable Human Resource Management: Twin Weapon for Achieving Competitive Advantage in Organization," *Priviet Social Sciences Journal*, vol. 5, no. 6, pp. 45-58, 2025, doi: 10.55942/pssj.v5i6.401.
- [2] R. Alexandro, "Strategic human resource management in the digital economy era: an empirical study of challenges and opportunities among MSMEs and startups in Indonesia," *Cogent Business & Management*, vol. 12, no. 1, p. 2528436, 2025 2025, doi: 10.1080/23311975.2025.2528436.
- [3] C. Nastase, A. Adomnitei, and A. Apetri, "Strategic human resource management in the digital era: technology, transformation, and sustainable advantage," *Merits*, vol. 5, no. 4, p. 23, 2025 2025, doi: 10.3390/merits5040023.
- [4] S. A. Boehm, H. Schröder, and M. Bal, "Human Resource Management Policies and Practices: Antecedents, Outcomes, and Conceptualizations," (in English), *Work, Aging and Retirement*, vol. 7, no. 4, pp. 257-272, 2021.
- [5] S. H. Jensen, H. Aguinis, and S. Kraus, "Policy Implications of Organizational Behavior and Human Resource Management Research," (in English), *Academy of Management Perspectives*, vol. 36, no. 3, pp. 857-878, 2022.
- [6] E. Thomann and E. Lieberherr, "Public Policy Implementation and Accountability," in *Handbook of Public Policy Implementation*: Edward Elgar Publishing, 2024, pp. 53-66.
- [7] H. Alreese, H. Aguinis, and U. Ojiako, "Examination of Legal Perspective of Public Policy Implementation on Construction Projects Arbitration," (in English), *Journal of Legal Affairs and Dispute Resolution in Engineering and Construction*, vol. 13, no. 3, p. 03721002, 2021.
- [8] M. Bayat, R. Fathi, H. Behrouz, and F. Jiriaei, "Examining the Effect of Human Resource Policies on Organizational Cynicism through Perceived Organizational Justice," (in English), *Iranian Rubber Industry*, vol. 27, no. 110, pp. 28-40, 2023.
- [9] M. Tak, "Artificial Intelligence in Human Resources: Strategic Transformation in Talent Acquisition and Management," ed, 2025.
- [10] M. A. Yamin, S. D. Almuteri, K. J. Bogari, and A. K. Ashi, "The influence of strategic human resource management and artificial intelligence in determining supply chain agility and supply chain resilience," *Sustainability*, vol. 16, no. 7, p. 2688, 2024.
- [11] N. Susantinah and I. Krishnawan, "Human Resource Management (HRM) Strategy in Improving Organisational Innovation," (in English), *Journal of Contemporary Administration and Management (ADMAN)*, vol. 1, no. 3, pp. 201-207, 2023.
- [12] M. Montazeri and R. Tohfeh, "Mapping Employees' Mental Maps of Human Resource Empowerment Using the Zaltman Metaphor Elicitation Technique," (in English), *Human Resource Management Research*, vol. 15, no. 4, pp. 167-190, 2023.
- [13] M. Shafiei, H. Jamshidi, and M. Ghiyasi, "Examining the Effect of Organizational and Individual Factors on Hospital Managers' Empowerment from the Perspective of Organizational Supervisory Levels," (in English), *Management and Entrepreneurship Studies*, vol. 10, no. 47, pp. 231-246, 2024.

- [14] M. H. Pahi, U. Ahmed, S. M. Imroz, S. M. M. Shah, and I. S. C. Yong, "The Flexible HRM and Firm Performance Nexus: Can Empowering Leadership Play Any Contingent Role?," (in English), *International Journal of Productivity and Performance Management*, vol. 73, no. 2, pp. 629-647, 2024.
- [15] M. B. Reza'alizadeh, N. Mirsepasi, and K. Daneshfard, "Investigating the Role of Culture and Societal Values in Human Resource Development with Attention to the Second Phase Statement of the Revolution," *Strategic Management Studies for National Defense*, vol. 8, no. 30, pp. 87-112, 2025.
- [16] M. Alvani, M. Mohammadi, and G. Memarzadeh, "Designing a Governance Model for the Implementation of Human Resource Policies in Iran's Public Sector," (in English), *Management of Governmental Organizations*, vol. 4, no. 14, pp. 13-30, 2016.
- [17] G. Memarzadeh, M. Hamdzadeh, and A. Seyed Naghavi, "Designing a Model for Implementing Human Resource Policies in Iranian Governmental Organizations with Emphasis on the General Policies of the Administrative System," (in English), *Strategic and Macro Policies*, vol. 10, no. 41, pp. 154-178, 2022.
- [18] A. Alizadeh, R. Bagherzadeh, and M. Tabarzadeh, "A Strategic Human Resource Management Model Based on a Comparative Public Policy Approach in the Oil Industry," (in English), *Strategic Studies in the Oil and Energy Industry*, vol. 13, no. 51, pp. 53-72, 2021.
- [19] J. Babashahi, M. A. Batmani, and A. Tavassoli, "Presenting a Policy Framework for Human Resource Management Subsystems," (in English), *Sustainable Human Resource Management*, vol. 3, no. 4, pp. 201-230, 2021.
- [20] A. Malmir, M. Akbari, A. Eslambolchi, and K. Hamidi, "Designing a Model for Implementing Human Resource Development Policies in Iran's Oil Industry," (in English), *Strategic Studies in the Oil and Energy Industry*, vol. 16, no. 61, pp. 81-102, 2024.
- [21] N. Jazani, A. Davoudi, and J. Mehrabi, "Designing an Executive Model for Human Resource Performance Improvement Policy in SHASTA," (in English), *Studies of the Islamic-Iranian Progress Model*, vol. 11, no. 3, pp. 53-76, 2023.
- [22] H. Danaeifard, K. Hosseini, and H. Kazemi, "The Method of Understanding Problematicization in Public Policy Studies: Concepts and Application," (in English), *Methodology of Humanities*, vol. 29, no. 114, pp. 35-51, 2023.
- [23] E. Hughes and T. Dundon, "Addressing Big Societal Challenges in HRM Research: A Society-Actors-Processes-Policy Framework," (in English), *Academy of Management Perspectives*, vol. 37, no. 2, pp. 91-116, 2023.
- [24] A. Amirkabiri, M. Zoughi, and M. R. Rabiei, "The Effect of Environmental Drivers on the Implementation of Agilization Policy in Logistics Villages of Tehran Province," (in English), *Value Creation in Business Management*, vol. 3, no. 4, pp. 296-314, 2023.
- [25] N. Salimi, "A Conceptual Model of Women's Social Body Participation in the Women's Policy-Making Process," (in English), *Women in Development and Politics*, vol. 21, no. 2, pp. 481-516, 2023.
- [26] J. W. Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Sage Publications (in English), 2017.
- [27] G. Khaki, *Grounded Theory Research Method with a Thesis-Writing Approach*. Tehran: Foujan (in English), 2022.