

Quantitative Elucidation of an Electronic Human Resource Management Model Based on Knowledge Management in the Social Security Organization Through Structural Equation Modeling

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ABSTRACT

This study was conducted with the aim of quantitatively explaining an electronic human resource management model based on knowledge management. The research method was descriptive-correlational and classified as an applied study. In terms of data collection, the study employed a survey research method. The statistical population consisted of all employees of the Social Security Organization in Ardabil Province who possessed academic degrees (associate, bachelor's, master's, and doctoral degrees) and were employed in the organization, totaling 448 individuals. The sampling method was probability sampling using stratified random sampling. Cochran's formula was used to determine the sample size, and based on this formula, a sample of 208 participants was selected. A researcher-made questionnaire (derived from the components extracted during the qualitative phase) was used to measure the variables. The validity of the instrument was confirmed through consultation with university faculty members and academic experts. Its reliability was also confirmed through Cronbach's alpha coefficient, which was calculated to be higher than 0.70. The research variables were categorized into five comprehensive clusters: (1) technological development (human resource productivity, innovative attitude, electronic management, and job flourishing); (2) electronic knowledge (knowledge creation, knowledge application, knowledge enhancement, and knowledge transfer); (3) managerial requirements (electronic satisfaction, electronic training, improvement of labor relations, organizational objectives, and talent management); (4) organizational variables (environmental adaptability, information technology, professional development, technology culture, technology-based human resource development, and electronic skills); and (5) human resource variables (electronic performance appraisal, electronic compensation, and electronic recruitment). The results of confirmatory factor analysis indicated that the model demonstrated adequate and acceptable fit. Furthermore, the results of structural equation modeling revealed that the relationships among the variables were positive. The findings of the present study provide an appropriate guideline for the implementation of knowledge-based electronic human resource management in organizations.

Keywords: Electronic human resource management, knowledge management, confirmatory factor analysis, structural equation modeling



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Introduction

In the contemporary organizational environment, the accelerated growth of digital technologies, knowledge-based economies, and intelligent managerial systems has fundamentally transformed the nature of human resource management. Organizations are no longer capable of achieving sustainable competitiveness solely through traditional administrative approaches to workforce management; rather, they are increasingly required to integrate electronic infrastructures, knowledge management systems, and technology-oriented human resource strategies into their operational frameworks. Human resources are now considered strategic assets whose effectiveness depends largely on the organization's capacity to create, transfer, preserve, and apply knowledge within digital environments (1). In this context, electronic human resource management has emerged as an innovative managerial paradigm that integrates information technology with human resource functions in order to improve organizational efficiency, employee productivity, and strategic decision-making (2, 3). The increasing dependence of organizations on digital systems has simultaneously intensified the importance of knowledge management because organizational knowledge is regarded as one of the most critical intangible assets influencing performance, innovation, and organizational sustainability (4). Consequently, modern organizations are progressively attempting to combine electronic human resource management practices with knowledge management mechanisms to create adaptive, agile, and knowledge-oriented structures capable of responding effectively to environmental changes and competitive pressures.

Theoretical developments in human resource management indicate that digital transformation has significantly altered the traditional functions of recruitment, training, performance appraisal, compensation, talent management, and employee development. The transition from conventional human resource management toward electronic and knowledge-based systems has been accelerated by the expansion of artificial intelligence, digital communication platforms, organizational databases, and predictive analytics technologies (5). Digital transformation in human resource management enables organizations to reduce operational costs, improve the quality of managerial decisions, enhance employee engagement, and optimize organizational communication processes (2). Similarly, the integration of knowledge management with human resource systems creates opportunities for organizational learning, innovation, and strategic capability development (6). Knowledge management facilitates the processes of knowledge creation, acquisition, sharing, storage, and application within organizations, thereby improving employee competencies and organizational responsiveness (7). Research has demonstrated that organizations with strong knowledge management infrastructures are more capable of maintaining competitive advantage because they can effectively utilize intellectual capital and human expertise to improve organizational outcomes (8). Therefore, the integration of electronic human resource management and knowledge management has become a critical requirement for organizations operating within knowledge-intensive and technology-driven environments.

One of the major challenges confronting contemporary organizations is the management of human resources in dynamic and uncertain environments characterized by rapid technological advancement and increasing organizational complexity. Organizations must continuously adapt their human resource systems to emerging technologies and evolving employee expectations. Human resource management practices that fail to align with technological changes may result in reduced productivity, employee dissatisfaction, resistance to change, and organizational inefficiency (9). In contrast, organizations that successfully implement knowledge-based human resource systems can improve employee empowerment, innovation capability, and organizational sustainability

(10). The importance of strategic human resource management in knowledge-oriented organizations has been emphasized by several scholars who argue that human resources should not merely be considered operational elements but rather strategic contributors to organizational knowledge and innovation (11). Furthermore, talent management and employee retention have become essential organizational priorities because knowledge workers represent valuable intellectual capital that directly influences organizational performance and competitiveness (12). Studies have shown that effective human resource practices can significantly enhance employee engagement, organizational commitment, and knowledge-sharing behaviors (13). Consequently, organizations increasingly seek integrated managerial models capable of combining electronic systems, knowledge management practices, and strategic human resource approaches to maximize organizational effectiveness.

The development of electronic human resource management systems is closely associated with advancements in information technology and organizational digitalization. Electronic human resource management refers to the implementation of web-based technologies and digital systems for carrying out human resource functions and managerial processes (14). Such systems facilitate organizational communication, improve data accessibility, reduce administrative bureaucracy, and support strategic decision-making processes. Research indicates that digital human resource transformation contributes significantly to organizational agility, employee performance, and operational efficiency (3). In addition, developmental human resource practices supported by digital technologies can reduce knowledge hiding behaviors and strengthen organizational collaboration (15). Knowledge-sharing mechanisms also play a critical role in strengthening organizational citizenship behavior and improving collective organizational performance (16). The integration of electronic systems with knowledge management processes creates a supportive environment for organizational learning and innovation because employees gain easier access to information resources, training opportunities, and collaborative networks (17). Moreover, electronic training systems and virtual learning environments can substantially improve employee empowerment and professional development by facilitating continuous learning and skill enhancement (17). Therefore, electronic human resource management should not merely be viewed as a technological innovation but rather as a strategic managerial framework that integrates technology, knowledge, and human capital development.

Knowledge management itself has undergone substantial conceptual evolution due to changes in organizational philosophy, managerial paradigms, and technological infrastructures. Earlier approaches to knowledge management focused primarily on information storage and documentation, whereas contemporary perspectives emphasize organizational learning, collaborative knowledge creation, and strategic knowledge utilization (4). Modern organizations increasingly recognize that organizational knowledge is distributed across employees, teams, and technological systems, requiring integrated managerial approaches capable of facilitating knowledge exchange and collective learning (6). In knowledge-intensive organizations, the role of human resources extends beyond task execution toward active participation in organizational innovation and strategic development (13). Consequently, human resource systems must support knowledge acquisition, knowledge sharing, and knowledge application through appropriate technological and managerial mechanisms. Research has demonstrated that organizations with effective knowledge management systems experience higher levels of employee productivity, innovation capability, and organizational adaptability (7). Furthermore, strategic human resource management can mediate the relationship between knowledge management and organizational performance by strengthening employee competencies, organizational commitment, and collaborative behaviors (8). Human resource agility also contributes significantly to organizational crisis reduction because agile employees are better equipped to adapt to

environmental uncertainties and technological changes (18). Accordingly, the integration of electronic human resource management and knowledge management represents a multidimensional organizational necessity rather than a purely technological initiative.

Recent studies have increasingly focused on the relationship between knowledge-based management systems and organizational effectiveness. Green human resource management practices, for example, have been found to improve organizational efficiency through process innovation and knowledge-sharing mechanisms (19). Similarly, organizational citizenship behavior has been associated with knowledge management and supportive work environments, indicating that employee collaboration and organizational commitment are strongly influenced by knowledge-oriented managerial practices (20). Research on talent management also highlights the importance of identifying and developing employee competencies through strategic and technology-based managerial systems (21). Additionally, the emergence of business intelligence systems and organizational maturity models has further emphasized the need for organizations to establish technologically integrated and knowledge-oriented managerial frameworks (22, 23). These developments indicate that organizational competitiveness increasingly depends on the ability to combine digital technologies, knowledge management practices, and strategic human resource management into coherent and integrated systems. Nevertheless, despite the growing importance of electronic human resource management and knowledge management, many organizations continue to experience difficulties in designing and implementing integrated managerial models capable of aligning technological infrastructures with human resource development and organizational knowledge processes. This challenge is particularly significant in large public organizations where bureaucratic structures, resistance to change, and limited technological integration may hinder effective implementation of knowledge-based electronic human resource systems.

In the context of the Social Security Organization, the implementation of electronic human resource management based on knowledge management is especially important due to the organization's extensive administrative structure, large workforce, and service-oriented responsibilities. Such organizations require advanced managerial systems capable of improving workforce productivity, enhancing organizational communication, facilitating knowledge sharing, and supporting strategic decision-making processes. The development of integrated electronic human resource systems can improve organizational responsiveness, reduce administrative inefficiencies, and strengthen employee competencies through technology-supported learning and knowledge exchange mechanisms. Moreover, knowledge-based human resource management can contribute to employee empowerment, organizational innovation, and sustainable organizational development by promoting collaborative learning and strategic talent management (10). Despite the increasing relevance of these concepts, limited empirical research has quantitatively examined integrated models of electronic human resource management based on knowledge management within public sector organizations. Therefore, the present study seeks to quantitatively explain the model of electronic human resource management based on knowledge management in the Social Security Organization through structural equation modeling.

Methods and Materials

The present study is a quantitative study and, in terms of methodology, falls within the category of descriptive and correlational research. A survey research method was employed to evaluate and validate the quantitative model. In order to validate the extracted model, the categories obtained from the study were used in the form of a questionnaire as the research instrument. Model validation, as well as the examination of relationships and effects

among variables, was quantitatively conducted using structural equation modeling (SEM) and confirmatory factor analysis (CFA). The statistical population consisted of all employees of the Social Security Organization in Ardabil Province who possessed academic degrees (associate, bachelor's, master's, and doctoral degrees) and were employed in the organization, totaling 448 individuals. The sampling method was probability sampling using stratified random sampling. According to Cochran's formula, a sample size of 208 participants was selected. The validity of the instrument was confirmed through consultation and guidance from university faculty members, and the reliability of the instrument was confirmed through a Cronbach's alpha coefficient greater than 0.70. Data analysis in the quantitative section was performed using LISREL and SPSS software packages. As previously noted, confirmatory factor analysis was employed to validate the extracted model, while structural equation modeling in the LISREL environment was used to examine the relationships and effects among variables and to determine the path coefficients.

Findings and Results

Before presenting the research findings, the demographic characteristics of the employees participating in the study are reported. Table 1 presents the demographic characteristics and conditions of the participants.

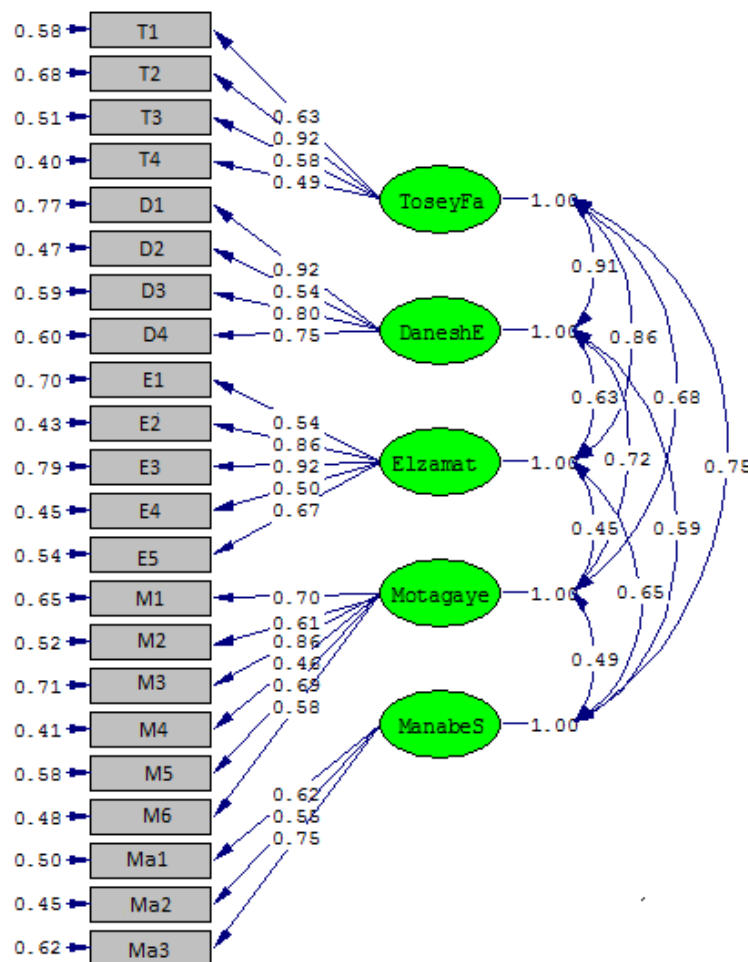
Table 1. Demographic Information of the Sample Members

Variable	Category	Frequency	Percentage
Gender	Male	178	85.6%
	Female	30	14.4%
	Total	208	100%
Age	20–30 years	17	7.8%
	31–40 years	55	26.5%
	41–50 years	74	35.8%
	Above 50 years	62	29.9%
	Total	208	100%
Educational Degree	Master's degree	57	27%
	Doctoral degree	110	53%
	Bachelor's degree	41	20%
	Total	208	100%
Work Experience	Less than 5 years	39	18.6%
	5–10 years	46	22%
	10–15 years	64	31%
	More than 10 years	59	28.4%
	Total	208	100%

In the present study, a questionnaire was used to measure the research variables. Therefore, in order to test the research hypotheses based on this scale, the validity of the measurement scale first had to be confirmed. Accordingly, confirmatory factor analysis was employed to examine the relationships between latent variables and their measurement items. Confirmatory factor analysis investigates the relationship between the items (questionnaire questions) and the constructs. In fact, unless it is established that the questionnaire items adequately measure the latent variables, the research hypotheses cannot be tested based on the questionnaire data. Therefore, confirmatory factor analysis was used to demonstrate that the data had been measured accurately. The strength of the relationship between the factor (latent variable) and the observed variable is represented by the factor loading. Factor loading values range between zero and one. In all cases, the observed factor loadings were greater than 0.40, indicating that the correlations between the latent variables (dimensions of the principal constructs) and the observed variables were acceptable. After identifying the correlations among variables,

significance testing was required. To determine the significance of the relationships among variables, the T-value statistic was used. Since significance was examined at the 0.05 error level, relationships were considered significant when the T-value exceeded the critical value of 1.96. Based on the results of the measurement indices for each of the scales used, the T-value statistic at the 5% confidence level was greater than 1.96, indicating that the observed correlations were statistically significant.

Accordingly, confirmatory factor analysis was used to assess the fit and adequacy of the extracted model. After examining and presenting the “knowledge-based electronic human resources” model, confirmatory factor analysis was conducted, as illustrated in the following figures.



Chi-Square=649.17, df=134, P-value=0.00075, RMSEA=0.089

Figure 1. Estimation of the Overall Knowledge-Based Electronic Human Resources Model in Standardized Form

The observed factor loadings for all clusters and exploratory themes were greater than the standard factor analysis threshold of 0.40, making the model interpretable. For example, the factor loading for T1 was 0.63 with an error value of 0.58, both of which exceeded 0.40. Therefore, none of the categories or the six variables in the model were removed, and the model was confirmed. Some of the important model fit indices for the quantitative model are presented in the following table.

Subsequently, the significance of the model was examined using the T-value significance test, in which the score and coefficient of this statistic in confirmatory factor analysis should exceed 1.96. The results of this test are shown in the following figure.

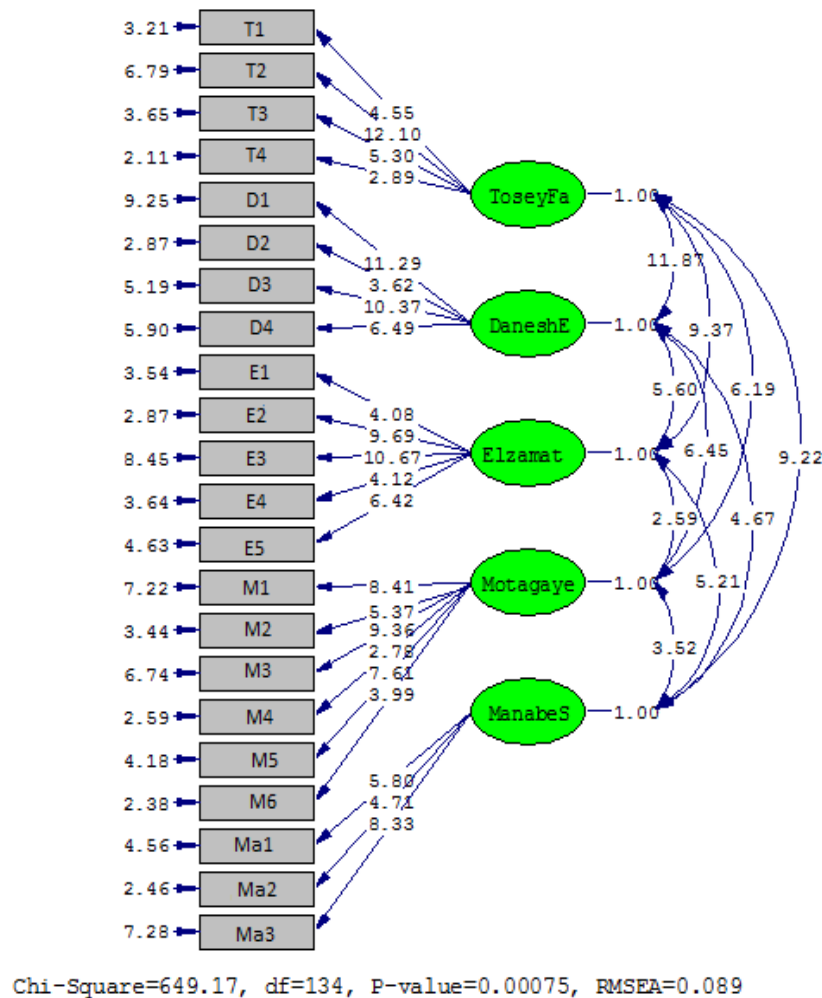


Figure 2. Estimation of the Knowledge-Based Electronic Human Resources Model in Terms of T-Value Significance

According to the above figure, the final model extracted in the qualitative phase was evaluated based on the T-value statistic. The significance test results confirmed and accepted the extracted categories in the proposed model. All coefficients were greater than 1.96. For example, the T-value significance for D3 was approximately 10.37, and for E2 it was 9.69, both of which exceeded 1.96. Therefore, the proposed model demonstrated adequate and desirable fit and was confirmed, and none of the exploratory themes of the overall model were eliminated.

Structural equation modeling is a collection of statistical methods used for modeling relationships between independent and dependent variables (structural model), as well as latent and observed variables (measurement model). It incorporates factor analysis, regression analysis, and path analysis methods. Multivariate analysis is considered one of the most powerful and appropriate analytical approaches in behavioral and social science research. Covariance structure analysis, causal modeling, or structural equation modeling (SEM) is one of the principal methods for analyzing complex and multivariate data structures.

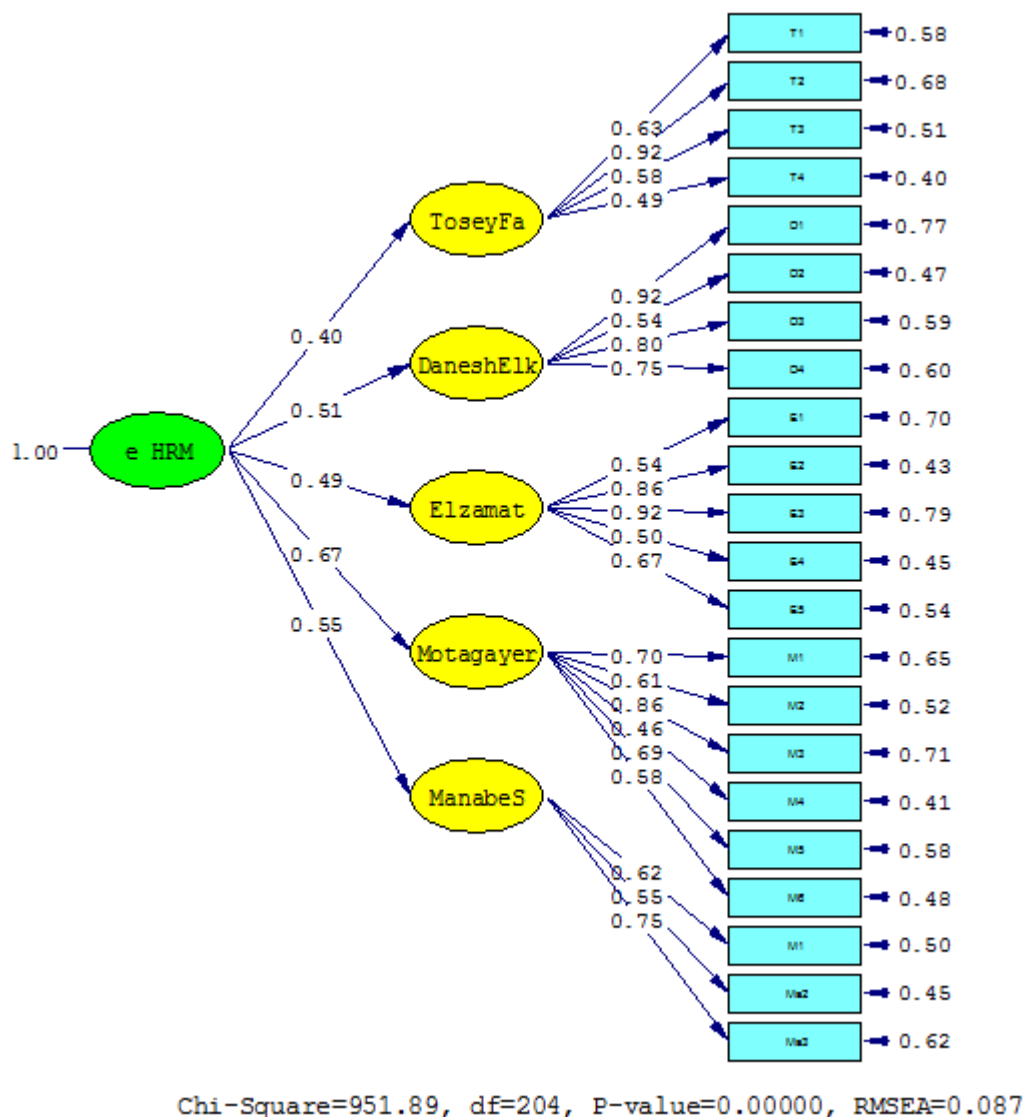


Figure 3. Estimation of Path Coefficients and Factor Loadings of the Model

In Figure 3, the path coefficients (β) of the research model are presented. This diagram represents the output of the structural equation modeling test conducted in the LISREL software environment. The magnitude of the path coefficient indicates the strength and intensity of the relationship between two latent variables. Researchers believe that path coefficients should exceed 0.40 in order to be considered influential within the model. As illustrated, all indicators demonstrated acceptable factor loadings above 40%, and the relationships among the research variables were positive.

The significance of the model and the relationships among variables were then examined through the T-value significance test.

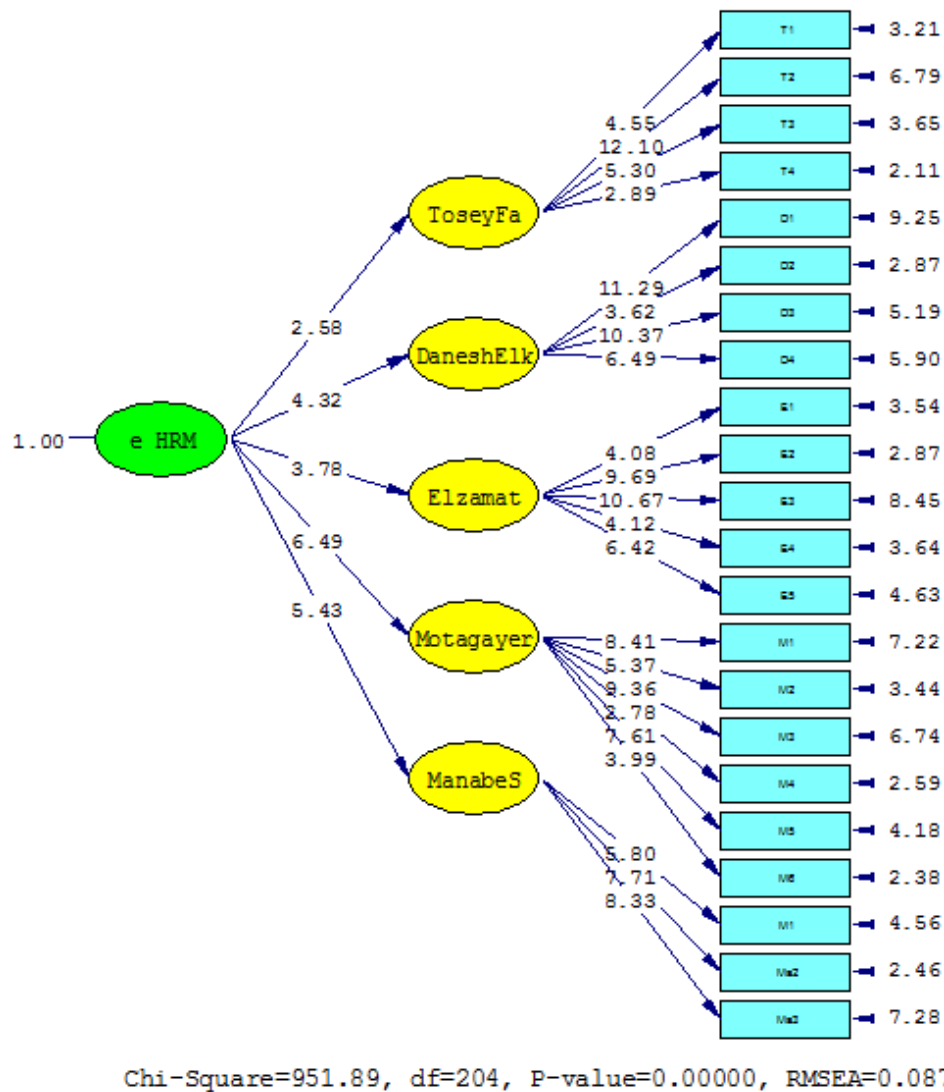


Figure 4. Display of T-Value Significance Values

The above diagram relates to the T-value significance test. By comparing the values of this test for each path, the significance or non-significance of the model paths can be determined. If the T-statistic exceeds the absolute value of 1.96, the relevant path is confirmed at the 95% confidence level. The T-statistic values in the above model indicate that all coefficients exceeded 1.96. Some of the important fit indices for the “knowledge-based electronic human resources” model are presented in the following table.

Table 2. Other Fit Indices of the Knowledge-Based Electronic Human Resources Model

Fit Index	Acceptable Range	Obtained Value	Result
χ^2/df	≤ 5	4.66	Accepted
IFI	> 0.90	0.91	Accepted
RMSEA	< 0.078	0.078	Accepted
CFI	> 0.90	0.96	Accepted
RMR	< 0.10	0.09	Accepted
AGFI	The closer to 1, the better	0.69	Accepted

The remaining indices of the structural model also confirmed the adequacy and desirability of the model fit.

Discussion and Conclusion

The findings of the present study demonstrated that the proposed model of electronic human resource management based on knowledge management possessed acceptable and desirable fit indices and that the relationships among the principal variables of the model were positive and statistically significant. The results of confirmatory factor analysis indicated that all latent variables and exploratory themes had factor loadings above the acceptable threshold, confirming the adequacy of the measurement model. Furthermore, the structural equation modeling results showed that technological development, electronic knowledge, managerial requirements, organizational variables, and human resource variables all played significant roles in explaining and shaping the knowledge-based electronic human resource management model. These findings indicate that the successful implementation of electronic human resource management systems in organizations depends on a multidimensional framework that simultaneously integrates technological infrastructures, knowledge-oriented managerial processes, organizational culture, and strategic human resource practices. In particular, the significance of technological development variables such as innovative attitude, electronic management, and human resource productivity highlights the growing importance of digital transformation in modern organizations. This finding is consistent with the studies of (2) and (3), who emphasized that digital transformation in human resource management improves organizational effectiveness by facilitating technological integration, strategic coordination, and efficient management processes. The present findings also support the argument proposed by (5) that advanced technological systems and knowledge-based analytical frameworks significantly enhance human resource management capabilities and organizational decision-making quality.

Another important finding of the present study was the significant role of electronic knowledge components, including knowledge creation, knowledge application, knowledge enhancement, and knowledge transfer, in strengthening the effectiveness of electronic human resource management. This result confirms that organizational knowledge constitutes one of the most strategic organizational assets in contemporary knowledge-based economies. Organizations that are capable of effectively generating, sharing, and utilizing knowledge are better positioned to improve employee competencies, increase innovation capacity, and enhance organizational adaptability. These findings are aligned with the research conducted by (6), who argued that the establishment of knowledge management systems requires comprehensive organizational infrastructures that support knowledge exchange and collaborative learning. Similarly, (4) emphasized that changing philosophical paradigms in organizational management have shifted attention toward knowledge-centered managerial approaches in which organizational learning and knowledge utilization are considered key drivers of sustainable organizational development. The results of the present study also correspond with the findings of (7), who demonstrated that knowledge management components significantly improve human resource productivity by enhancing organizational learning mechanisms and employee capabilities. In this regard, the positive relationship observed between electronic knowledge and organizational effectiveness suggests that organizations seeking to implement electronic human resource management systems should simultaneously invest in knowledge-sharing cultures and technological learning infrastructures.

The findings further revealed that managerial requirements such as electronic training, electronic satisfaction, talent management, organizational objectives, and improved labor relations exerted substantial influence on the implementation of knowledge-based electronic human resource management. This finding demonstrates that

technological systems alone are insufficient for organizational transformation unless they are accompanied by supportive managerial policies and strategic human resource practices. Electronic training systems, for example, enable organizations to provide continuous professional development opportunities, thereby increasing employee empowerment and technological readiness. This finding supports the results reported by (17), who concluded that virtual education based on knowledge management significantly contributes to human resource empowerment and competency development. Moreover, the significant role of talent management observed in the present study corresponds with the findings of (21), who emphasized that strategic talent management systems are essential for maintaining organizational competitiveness and supporting long-term organizational sustainability. The present findings also align with the research of (13), who found that employee engagement and retention in knowledge-intensive organizations are strongly influenced by integrated human resource, knowledge management, and organizational change strategies. Therefore, managerial commitment and strategic support appear to be fundamental prerequisites for the successful implementation of knowledge-based electronic human resource systems.

The results additionally demonstrated that organizational variables, including environmental adaptability, information technology, professional development, technology culture, electronic skills, and technology-based human resource development, significantly contributed to the proposed model. This finding indicates that organizational readiness and technological culture play critical roles in determining the effectiveness of electronic human resource management systems. Organizations operating in rapidly changing environments must possess adaptive structures capable of integrating technological innovations with organizational learning processes. The positive effect of information technology observed in the present study supports the findings of (22), who emphasized the importance of business intelligence maturity and technological integration in organizational development. Likewise, the findings correspond with the maturity management perspective proposed by (23), who argued that organizational maturity in technology-based systems requires systematic alignment between technological infrastructure, managerial capability, and organizational culture. The significance of technology culture and electronic skills in the current study also reflects the increasing necessity of preparing employees for digital work environments through continuous professional development and technological literacy initiatives. These findings are consistent with the argument of (11), who highlighted the importance of systematic human resource development models in knowledge-based organizations. Consequently, organizations seeking successful digital transformation must focus not only on technological investments but also on cultivating adaptive organizational cultures that encourage innovation, learning, and technological acceptance.

Another notable finding of the study was the significant positive relationship between human resource variables, including electronic recruitment, electronic performance appraisal, and electronic compensation, and the effectiveness of the overall model. This result suggests that electronic human resource functions can substantially improve organizational efficiency and strategic coordination when integrated with knowledge management systems. Electronic recruitment systems, for instance, allow organizations to identify and attract talented individuals more efficiently through digital platforms and data-driven selection methods. Similarly, electronic performance appraisal systems facilitate more transparent, accurate, and timely evaluation processes, thereby improving employee accountability and organizational feedback mechanisms. These findings support the conclusions of (1), who emphasized that contemporary human resource management practices must harness digital technologies to maximize human capital utilization and organizational productivity. Furthermore, the current findings align with the

research of (10), who found that knowledge-based human resource management positively influences sustainable employee performance through psychological empowerment mechanisms. The positive relationships identified in the present study also support the argument that electronic systems can strengthen employee participation, organizational transparency, and strategic human resource management effectiveness when appropriately aligned with organizational objectives and knowledge-sharing processes.

The present findings additionally demonstrated the interconnected nature of knowledge sharing, organizational commitment, employee engagement, and organizational citizenship behavior within the framework of electronic human resource management. The positive relationships among the study variables indicate that electronic and knowledge-based human resource systems may contribute to the development of collaborative organizational climates in which employees are more willing to share knowledge, participate in organizational activities, and support organizational objectives. This finding corresponds with the research of (16), who reported that organizational commitment mediates the relationship between knowledge sharing and organizational citizenship behavior. Similarly, the findings are consistent with the study of (20), who demonstrated that knowledge management and supportive work environments significantly improve employee performance and organizational citizenship behavior. In addition, the positive relationships identified in the current study support the conclusions of (18), who emphasized that knowledge management and human resource agility contribute to organizational resilience and crisis reduction. Therefore, knowledge-based electronic human resource management may enhance organizational sustainability not only through technological efficiency but also by strengthening organizational collaboration, adaptability, and employee engagement.

The findings of this study also contribute theoretically to the growing literature on digital transformation and strategic human resource management by presenting an integrated quantitative model that combines technological development, organizational knowledge, managerial requirements, organizational variables, and human resource practices within a unified framework. Previous studies have often examined these dimensions independently; however, the present study demonstrates that effective electronic human resource management requires simultaneous interaction among technological, organizational, managerial, and human factors. This integrated perspective is particularly important for public sector organizations where complex administrative structures and bureaucratic processes may create barriers to organizational transformation. The study therefore expands existing theoretical discussions concerning the strategic role of knowledge management and digital transformation in organizational development. Moreover, by validating the proposed model through confirmatory factor analysis and structural equation modeling, the study provides empirical support for the multidimensional nature of knowledge-based electronic human resource management systems. The findings indicate that organizations should approach digital human resource transformation as a comprehensive organizational strategy rather than merely a technological initiative. In this respect, the study reinforces the broader view that organizational competitiveness increasingly depends on the strategic integration of technology, knowledge, and human capital management.

One of the limitations of the present study was that the research population was limited to employees of the Social Security Organization in Ardabil Province, which may reduce the generalizability of the findings to other organizations and sectors. Additionally, the study employed a cross-sectional design, preventing the examination of causal relationships and long-term changes in electronic human resource management systems over time. The reliance on self-report questionnaires may also have introduced response bias and subjective interpretations among

participants. Furthermore, organizational and cultural differences among institutions may influence the applicability of the proposed model in different contexts.

Future research is recommended to examine the proposed model in different organizational sectors, including private enterprises, educational institutions, healthcare organizations, and industrial companies, in order to compare the effectiveness of knowledge-based electronic human resource management across various organizational environments. Longitudinal studies could also provide deeper insights into the long-term effects of digital transformation and knowledge management on organizational performance and employee behavior. Future researchers may additionally investigate the moderating role of organizational culture, leadership style, technological readiness, and employee digital literacy in the implementation of electronic human resource management systems. Comparative studies across different countries and cultural settings may further contribute to the development of globally applicable models of knowledge-based human resource management.

From a practical perspective, organizations should prioritize the development of integrated technological infrastructures capable of supporting knowledge sharing, electronic training, digital communication, and strategic human resource processes. Managers should invest in continuous employee training programs to improve technological competencies and strengthen employee readiness for digital transformation. Organizations are also advised to create supportive organizational cultures that encourage innovation, collaboration, and knowledge exchange among employees. In addition, policymakers and organizational leaders should align electronic human resource systems with strategic organizational objectives and establish transparent performance evaluation and talent management mechanisms. Finally, organizations should adopt a comprehensive and strategic approach toward digital transformation in order to maximize organizational efficiency, employee empowerment, and sustainable organizational development.

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Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

All ethical principles were adhered in conducting and writing this article.

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.

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