

CASE STUDY

One hundred years of human resource management progress at three levels in the world

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ARTICLE INFO

Article History:

Received 26 May 2021

Revised 12 July 2021

Accepted 09 September 2021

Keywords:

Historical Approach

Human resource management
(HRM)

Human Capital

Municipality of Tehran

ABSTRACT

BACKGROUND AND OBJECTIVES: Management experts believe that in order to achieve competitive advantage, Human resource management is the most important factor, because human capital according to characteristics such as: scarcity, value creation, irreplaceability and imitation, it is different from other organizational assets. Due to the importance of human resource management, this study seeks to describe the 100-year historical trend of human resource management in the world, Iran and Municipality of Tehran.

METHODS: In this research, the philosophy of interpretive research, inductive research approach, historical research strategy are selected and the method of data collection is library and field with document review tools and semi-structured interviews. The historical sources studied in this research include: theoretical literature of human resources, laws and regulations of human resources in different periods of the municipality, employment regulations, strategic documents and human resources and five-year development plans of Tehran. For this purpose, non-random and purposeful sampling was performed from the research community, which includes senior managers of human resources of Municipality of Tehran, who have been in charge since 1987. In this way, 10 people were interviewed. Data analysis was performed by qualitative content analysis.

FINDINGS: Human resource management in the world can be divided into 10 periods: before the Industrial Revolution, the Industrial Revolution, the emergence of modern companies, scientific management, social welfare movement, industrial psychology, World War I. After World War II, industrial relations divided the emergence of the field of human resource management, strategic focus on human resource management and human resource management in the era of cloud and mobile technology. The study of the historical trend of human resource management in Iran has been influenced by the employment laws of the country in 1922, 1966 and 2007 and according to it, the country is witnessing a change in human resource management from traditional (administrative and recruitment) to specialized and professional (strategic). Human resource management in Municipality of Tehran in the framework of the mission, development programs and development documents of human resources in the direction of playing administrative (recruitment, selection, promotion) and executive roles (training, development, empowerment, succession) has taken many steps and with simultaneous focus on inside and outside the organization, has moved towards urban Human resource management.

CONCLUSION: The results of the research provide important information about the historical course of Human resource management in three levels of the world, Iran and Municipality of Tehran, and by studying it, the gap between human resource management activities and measures are achieved.

DOI: [10.22034/IJHCUM.2022.01.10](https://doi.org/10.22034/IJHCUM.2022.01.10)

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NUMBER OF REFERENCES

39



NUMBER OF FIGURES

1



NUMBER OF TABLES

5

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Note: Discussion period for this manuscript open until April 1, 2022 on IJHCUM website at the "Show Article."

INTRODUCTION

Manpower is the main organizational capital and the organization should pay special attention to the provision, maintenance and use of this capital (Nielsen, et al., 2011). If the organization lacks attention in the field of Human Resource Management (HRM), it will face many problems and inefficient and unmotivated Human Resources (HRs) cannot help achieve organizational goals (Abbah, 2014). Therefore, considering the important role of the human factor, examining the role and position of HR and providing corrective solutions can help the organization to achieve its goals. HRM has undergone many changes and developments in recent years and the reason is organizational changes. Today's organizations operate in environments that face challenges such as: economic and technological change, HR availability and accessibility, HR diversity and organizational restructuring, and social and cultural change (Burke and Ng, 2006; Ernest Kossek, et al., 2010; Wilton, 2016). Based on these changes, HRM has also changed. In the past, this office was known as the recruitment office, and for this reason, it dealt with some archiving, filing, and controlling the entry and exit of personnel. Then the Office of Personnel Affairs was formed, which sought to investigate issues and problems and services of employees. Due to the role of HRs in achieving organizational goals, this unit became the management of HRs and was responsible for all matters of employees, including: entering the organization, employment, maintenance, until their retirement. Today, this unit is introduced as development management and human capital and the reason for this naming is the importance and strategic nature of this capital in the organization. Human capital is introduced with four characteristics, including: value creation, scarcity, imitation and competitive advantage of the organization. Due to these changes, the role and position of human resources has also changed in recent years, and administrative and executive roles in this field have decreased, and the strategic role of HRs has increased (Mathis and Jackson, 2018). The global economy is a turning point in the evolution of HRM throughout history. Even before Covid 19 enters the life cycle and business world, changes in the nature of work and employees were a common topic of discussion. Major trends such

as revival nationalism, technological disruption, and demographic change and diversity have had significant implications for HRM. Today, a wide range of challenges, including asymmetry and wealth disorders, technology disruptions, aging, polarization, and declining trust in institutions, have affected the legitimacy of the world order. To these can be added the environmental crisis, climate change, and widespread shareholder concerns for companies and their goals (Harney and Cooling, 2021). Municipalities are areas of government institutions that are closer to the people (Montalvo, 2009). Recent developments in the field of municipalities have focused on their human resources and the skills and capabilities they need to achieve organizational goals (Bruns, 2014). In order to achieve the goals of such complex organizations, human resources must be managed efficiently and effectively. Effective HRM and development can help improve the performance of municipalities and provide quality services. The study of human capital has a special place in the municipal organization, which is a government service institution and seeks to implement urban development programs and has changed from a service institution to a social institution today (Burch, S., 2010). During the studies, the absence of historical and comparative study in the field of human resource management has forced the researcher to seek an answer to the following question:

What are the roles and activities of the municipality's HRs management in the last one hundred years?

Theoretical background of research

According to the historical approach of this research, the historical theoretical foundations of HRM should also be examined.

The first period: the period before the industrial revolution

- Slavery (humans were like objects to be traded) - (1100 years ago)

One of the first approaches in the field of manpower was the period of slavery (Ahmadinejad et al., 2016). During this period, manpower in society was divided into three categories:

- Those that worked for themselves and marketed their product

- Slave owners
- slaves

The first group provided their manpower through their spouses and children, so having a large number of children among them was very valuable and they preferred their children to be boys so that they could use them as a useful person in physical work such as agriculture, gardening, animal husbandry, fishing and so on.

The second group, the slave owners, treated their slaves according to the moral principles they believed in, but in general slaves were those who had no rules such as working hours, job descriptions, working conditions and rules. There was no order in their operation and in all cases they were subject to their owner. The owners referred them to them at any time and at any time.

The third group, the slaves, as much as they had food to eat for a basic life, was sufficient for the owner, and the owners did not pay any attention to their hours, working conditions, rewards and benefits, education, etc. (Ahmadinejad *et al.*, 2016).

- Feudal system or Master-peasant (peasant belonged to the land and the land belonged to the master) - (from the 5th century AD)

Feudalism or the master-peasant system was a socio-economic system that covered Russia and Eastern Europe from the ninth to the second half of the nineteenth century (Ahmadinejad *et al.*, 2016). In this system, political power was divided among large landowners and each lord had a population of peasants (Zeinali and Gholizadeh, 2015). This system was created as a result of the collapse of the slavery society. Despite the variety of ways to achieve this system, it has existed in almost all lands of the world, but in each region with its own characteristics.

The characteristics of the feudal system include the following (Rashidi, 2011):

1. Peasant dependence on land: The feudal mode of production was based on landlord ownership, and farmers' personal dependence on feudal lord. The farmer's personal dependence on the master meant that in this mode of production, the peasant was no longer a slave, the control of his life was no longer in the hands of the owner, and it was not sold separately. But by selling the property or farm, it was transferred to the new owner. The farmer was not allowed to leave his master's land,

nor was he allowed to freely serve another master.

2. Property uses and their types: Since the farmers did not own the land, they had to work on the land that belonged to the feudal lord, and thus the owner could use the fruits of their labor as property ownership. Thus, the feudal mode of production is based on the types of proprietary or masterful use that is received from the farmers. Ownership was in fact the surplus product of the serf, which was given to the master. Generally, there are three types of property exploitation that coexisted more or less at different stages of the feudal system. The first is the use of work and forced labor, the second is the use of products and the third is the use of cash. It should be noted that in each of the various stages of the evolution of feudal society, one of these forms has been prioritized. In the early stages of the feudal system, the use of labor, commonly referred to as "forced labor," was the predominant form of exploitation of farmers. Farmers worked certain days of the week directly for the master and on his land, and this was a forced and free work for the master. Another form of proprietary use was "product interest," which consisted of the regular delivery of a crop and livestock to the owner of the land, and finally the third type of proprietary use involved cash use, in which payment was made in cash. The predominance of cash interest in various forms of property use is related to the late feudal era. Of course, it should be noted that in addition to regular property use, the owner also imposed taxes and duties on farmers.

3. Natural economy: Another feature of the feudal mode of production is the naturalness or closure of its economy. Natural economy means a closed and limited circle of production aimed at domestic and personal consumption. That is, production is done for consumption rather than for exchange or sales purposes. In other words, natural economy means that each master lived on his property from the profits he made from the exploitation of the peasants, and almost all of his and his crew's basic necessities were produced on the owner's personal property. Exchanges outside this closed environment were rarely needed. The agricultural economy was based on the same, and the farmer's family often engaged in handicrafts, providing most of their needs within the family. Over the centuries, and with the development of

cities, the production of crafts and the division of labor and exchanges between urban and rural areas expanded, and the doors of the natural economy opened to the outside world and the market expanded.

4. Religion: Religion and religious institutions played a major role in feudal society. Religious institutions, places of worship, and religious ministers had extensive endowments and extensive property, and interacted with the feudal state and feudal aristocracy in terms of wealth and influence. Religious ideology is the dominant form of ideology in the feudal mode of production. In the classical form of the feudal system, religion served feudalism, presenting it as eternal, destined, and sacred. However, on the other hand, agricultural movements also had mostly religious characteristics and were influenced by Protestant movements against the supremacy of the Catholic Church (Rashidi, 2011).

- *Master and apprentice*

In the master-apprentice system, the inheritance of fathers' jobs has played an important role. So many artisans have learned their art from their fathers and passed it on to their children. The hereditary aspect of the job has been linked to heredity. This type of tradition, in some ways, had several advantages and led to the reliability of the profession. However, due to the closed and limited scope of education, it has prevented the expansion and development of these jobs in the community and among different groups of people. For this reason, it has delayed the introduction of different attitudes and teachings in these professions; however, it must be acknowledged that the existing socio-political and even economic system has not been ineffective in such a mechanism. Master is the first and last man. Master's words should be done without any questions or answers. This phenomenon, which seems very authoritarian in appearance and does not meet any of the new educational standards, was easily implemented, because: if the teacher was not a father, he would have played the role of godfather and had an emotional relationship with the student. The master was a symbol of professional skill, wisdom and experience. The master was an employer, a planner, and an economist. He had spent his apprenticeship and therefore was naturally a manager, obedient and teachable, and the natural

management of the teacher is one of the most important rules and regulations of this educational system. The subject of education was quite clear, given the limited professions. The student had to learn all the jobs or tasks that were in the shop (Hejazi and Kheirkhah, 2005).

Second period: The Industrial Revolution and the emergence of the factory system (or the European Industrial Revolution in England since 1760)

The meaning of the industrial revolution is the replacement of the machine in the position of man in industry (Karimian and Attarzadeh, 2012). One of the direct consequences of the Industrial Revolution was the emergence of large factories in industrial societies, which for the first time provided employment and concentration of large numbers of workers in one place and under one roof. Intensification of differences in social classes, disregard for emotional aspects and non-observance of human principles in factories were among the features of the new industrial system. The Industrial Revolution had positive economic effects and negative social effects (Seyedjavadin and Jalilian, 2019).

Third period: The emergence of modern and capitalist companies (17th century)

With the advent of modern companies, manpower tasks were performed by trained individuals. This unit has a place in the organization and structure and personnel affairs were defined in it. Areas of selection and training were defined as key actions in human resources (Obedgiu, 2017).

Fourth period: Scientific Management, Social Welfare Movement and Industrial Psychology (Late Eighteenth Century)

- Scientific management

The early movement of the scientific management perspective began with the work of "Frederick Winslow Taylor" in the late nineteenth and early twentieth centuries. Contributions from others such as "Frank Villian Gilbert", "Henry Gantt", and "Charles Badeks" extended it. Taylor and his followers insisted that scientific analysis of workers' tasks was possible to discover procedures for maximizing productivity with minimum data, such as energy and materials. These efforts focused on the analysis of the individual's duties, but inevitably

led to changes in the overall structure of work arrangements (Seyedjavadin and Jalilian, 2019).

Principles of scientific management (Taylor multiple principles) are (Moghimi, 2019):

1. Scientifying the activities of each job
2. Careful selection of employees
3. Accurate training of employees
4. Support of employees.

More precisely, the four principles of scientific management are the creation of correct knowledge, scientific selection and training of employees, coordination, cooperation or division of tasks between managers and employees.

• *Social welfare movement*

Social welfare is a category that has long occupied the human mind and many thinkers have tried to achieve this human ideal and have suggested various ways to achieve it. Ever since Socrates spoke of human well-being and public happiness in the main square of Athens, and has introduced concepts such as justice, happiness, comfort, and hope, until Plato, the disciple of the idealist, pursued the plan of the utopia, as a social policy for welfare, security and the provision of ideals, in all these periods the human mind has not been unaware for a moment of thinking about well-being and happiness. With the advent of thinkers such as Hobbes, Rousseau, Locke, and Marx, two discourses or social paradigms emerged. One of them defended the government's non-interference in social, economic and cultural affairs, and the other supported the government's strong presence and intervention. The first group encouraged liberal ideas. Thinkers such as Locke, Rousseau, Smith, Popper, Hayek, Nazik, etc. fall into this category. The second group also defended socialist and Marxist teachings. After the emergence of economic and social crises in classical and neoclassical liberal governments, some thinkers attributed the emergence of these crises to the chaos that arose in the absence of the government. Because most liberal thinkers did not believe in government intervention in economic affairs and considered government intervention as a source of corruption, rent and reduced motivation and creativity in individuals and people's dependence on the government system (Seyedjavadin and Jalilian, 2019).

• *Industrial Psychology*

Due to the application of the principles and theories of psychology in industry, a new field called industrial psychology was gradually added to the sciences in the 1890s and early 1900s. In a famous book published in 1913, "Hogmansterberg" argued that some employees are better suited for certain tasks than others. Hogmansterberg designed tests that could measure the difference between a person's talents and abilities. How to study and analyze a task in order to determine the conditions: physical, mental and emotional required to do it and also designing tests to identify and select the most suitable people, are among the most important tasks.

Fifth period: World War I and the rise of the HRM profession in the 19th century

World War I was a major military battle between several countries. This battle took place from 1914 to 1918 (Kamali, 2012). This war became known as the First World War, a war to end all wars, and the Great War. Millions of innocent people have been either killed or migrated to other places. In World War I, chemical weapons were used for the first time (Vilches et al., 2016). The war began after the Austro-Hungarian Empire declared war on Serbia. The battle, which at first seemed like a small conflict between the two countries, spread rapidly and was soon joined by Germany, Russia, Britain and France. The reason for joining these countries was to join treaties that obliged them to defend other countries. The eastern and western fronts quickly opened on the borders of Germany, Austria and Hungary.

HRM during World War I:

In 1913, one of the oldest professional HR associations, the Institute for Personnel and Development, was formed as the Workers' Welfare Association in England. Then, a decade later, it changed its name to the Industrial Welfare Institute. In the same years, the first institution of higher learning was formed in the United States to study labor and labor relations. It was located at Cornell University in the United States (Obedgiu, 2017).

Examples of HRM proceeding in the nineteenth century include:

- Establish mechanisms for selecting tribal leaders

- Record and disseminate knowledge in the field of health, safety, hunting and food collection
- The use of different methods of screening employees by the Chinese
- The use of the internship system by the Greeks
- The emergence of trade unions
- Development of personnel measures including welfare and administrative affairs in the United Kingdom and the United States
- Increase motivational practices
- Improving wage and working conditions (Tubey et al., 2015).

Sixth period: After World War II - Human Relations Movement (Integration of the human factor in scientific management): 1960-1945

The studies, known as Hawthorne studies, were conducted at the Western Electric Company plant in Hawthorne, Illinois, USA, led by Elton Mayo (Moghimi, 2020). Hawthorne's studies began with a view similar to that of scientific management, but eventually led to the human relations movement in management. The human relations movement also led to the establishment of the basics of organizational behavior to study the behavior of individuals and groups in the organization (DuBrin, 2013). In above study, suitable physical conditions of work such as light, duration of work, rest, sound, movement, etc. were studied by engineers. First, all physical condition improved. Conditions had improved, and therefore the production of workers increased. Then all of a sudden, the engineers reduced the facilities and things got worse. Production was expected to decline but this did not happen. Under these circumstances, Hawthorne's work was discovered. Hawthorne's effect states that: The behavior of managers and employees' attitudes toward their managers affect the level of employee performance (Herzberg, 2008).

Examples of HRM Measures after World War II - The Human Relations Movement:

- The human relations movement at that time formed the ethics of management
- Emphasis on employee productivity through various motivational methods
- Emphasis on staff welfare issues
- The emergence of task descriptions
- Improvement in staff recruitment and selection
- Emergence of service compensation and

performance appraisal strategies

- Recognition of trade unions in different countries
- The emergence of collective bargaining to increase employee welfare
- Adopting many laws in the field of employment
- Emergence of technology and use in recording employee information
- The advent of job analysis
- Development of personnel departments such as employment, labor relations, training, benefits
- Applying technology in the field of payroll (Tubey et al., 2015).

Seventh period: The Golden Age of Industrial Relations and Personnel Management and Maintenance Function (1980-1963)

This period saw an unprecedented increase in US labor law. Laws that dealt with various aspects of employment relationships, such as the prohibition of discriminatory measures, the promotion of safety and health, and tax regulations. Technology had advanced during this period, so productivity improve and costs reduced. In the field of human resources, technology was used to process information (Bin Asdar, 2019). The term HRM has been introduced since 1980 and has its roots in the human relations approach since the 1950s and 1960s. HRM with a human relations approach, paid attention to the internal dynamics of the working groups. The desire to create social cohesion and agreement on values was created through organizational culture. Measures were taken to integrate personnel issues and overall business strategies. Many efforts were made to promote commitment and participation. Emphasis was placed on employing employees to the best of their ability. HRM was introduced as a set of policies to maximize organizational cohesion, employee commitment, flexibility and quality of work (Collins et al., 2018).

A set of HRM proceedings in the golden age of industrial relations (1980-1963):

- The civil rights movement shaped the thinking of the management of the time
- With civil rights, all forms of discrimination were abolished and equal job opportunities were created
- The transition period was from personnel management to HRM

- Various HR tasks were computerized to improve accuracy, speed, storage and reporting
- Increased trade unions led to improved working conditions and staff
- Various laws were passed in the areas of safety, health, retirement benefits and tax regulations
- Employees participated in decisions
- Employee training and empowerment improved (Tubey *et al.*, 2015).

Eighth period: The Emergence of HRM field in the Cost-Effective Age (Early 1990-1980)

In the human resources unit, the volume of administrative work was intensified due to the increase in legal requirements. But the focus of overall performance shifted from administrative to staff development and participation. In order to improve the efficiency and effectiveness of service delivery by reducing costs and added value of services, the HR unit was pressured to become cheaper and stronger through technology. Technology is cost-effective, and many organizations have moved to use it. In addition, organizations began to build networks and, with the development of personal computers, allowed organizations to harness the power of central and local computers to support HR operations. This allowed managers and employees to have access to HR information in their workplace (Bin Asdar, 2019).

A set of HRM measures in the era of cost-effectiveness (1980-1963):

- Increase workplace automation to increase production;
- Shifting attention from administrative affairs to development affairs and staff participation;
- Emphasis on efficiency and effectiveness through the use of technology;
- Emergence of hard and soft HRs approach;
- The advent of employee returns on investment: Minimize or eliminate unnecessary staff costs or expand vital resources (Tubey *et al.*, 2015).

Ninth period: The period of strategic focus on HRM and moving towards corporate functions and the importance of international and political perspectives (from the early 1990s to 2010)

The economic landscape entered the global arena during the 1990s and increased competition. Strategic HRM became important in management

thinking and actions, and human resources and intellectual capital of employees were used as strategic assets and competitive advantage to improve organizational performance. A good example of human resources and information provided by information systems is human resources in the HR planning system. HR planning predicts the HRs needed in the future and access to it inside and outside the organization (Lengnick *et al.*, 2011). According to this system, the organization can estimate the number and quality of HRs inside and outside the organization. During this period, the efficiency of HR support technologies also changed significantly. In the late 1990s, integrated enterprise resource planning software was introduced that integrated data from finance, accounting, marketing, manufacturing, human resources, and sales (Bin Asdar, 2019). By considering the importance of HR skills in achieving organizational goals, the HRM unit has a significant role in the realization of organizational strategies and is inherently a strategic category. Strategic HRM is a combination of strategic management and HRM, in order to achieve strategic goals (Armstrong, 2011). In strategic HRM, two axes are emphasized:

- Link or alignment between human resources and organizational strategies
- Positive relationship between HR activities and organizational performance

Since the goals of the organization are achieved by individuals, the quantity and quality of these people is very important in achieving the goals and given the basic role of HRM in this area, the need for a strategic view of HRM in organizations is inevitable. In addition to employee motivation and intra-organizational variables, HRM measures are very important in determining shareholder profits, customer satisfaction and community support (Gholipour, 2019; Ramli *et al.*, 2021). Globalization has progressed rapidly over the years. Because the economy has become globalized and many companies have a major share of sales and profits outside the country, for example, US multinational corporations have foreign sales of more than \$ 500 million a year. Globalization has had a major impact on HRM and has raised issues such as:

- How can a company, build factories around the world with a mix of different nations?
- How to attract, select, train and employ human

resources in different countries?

- What characteristics and factors influence HR decisions in different countries (Mathis *et al.*, 2015).

Features of this course include:

- Significant increase in various factors of globalization, rapid changes due to technological advances and pressure to increase efficiency

- Increased competition in all industries
- The advent of strategic HRM
- Emergence of business process reengineering strategies

- Attention to intellectual capital
- Apply appreciation, reward and motivation strategies

- Awareness of the strategic role of HRs as a strategic business partner

- Emergence of improved strategies for attracting, retraining, developing and sharing talents

- The advent of labor performance evaluation methods such as the Balanced Scorecard

- Emphasis on the role of HRM in the organization's competitive advantage

- Manpower planning methods
- Diversity management
- Talent management (Tubey *et al.*, 2015).

Tenth period: HRM in the age of cloud and mobile technology (2010-now)

Over the past few years, new changes have taken place in HRM, most of which are related to technology. In 2010, protection and positive action laws were passed and health regulations were added. Instead of an enterprise resource planning system, organizations have moved to mobile-based HR systems, trying to take advantage of social networking capabilities and web tools (Stair and Reynolds, 2015). This was an obstacle to HRM. They have learned in the past to control HR data in the organization's internal systems. But new systems such as Twitter, Facebook and Instagram were out of their control (Bin Assad, 2019). The use of cloud technology in HRM has enabled organizations to manage their human resources more efficiently, with lower communication costs and higher productivity (lv *et al.*, 2018).

According to a survey conducted by "Kadar Christon" on the attractiveness of mobile-based HR systems, the following results were obtained:

- View salaries and make changes

- Recruitment and talent identification
- Performance management system, in which employees view their performance appraisal results online and engage with managers

- Available learning and development

Statistical analysis also shows that mobile-based processes in the organization have led to:

- Improve employee participation
- Higher levels of managers have access to information and decisions are improved

- Through this technology, organizations can reach and attract talented people (Lv *et al.*, 2018).

Today, cloud computing in human resources turns traditional HR processes into added value in business (Cai and Chen, 2021; Wang *et al.*, 2016). This software not only transforms the performance of HR technology, but also improves the performance and success of human resources in the organization. The five main processes that occur with cloud computing in human resources include the following:

- Recruitment Technology: This technology helps identify and attract ideal candidates and has a recruitment management module for marketing and recruiting top talent. This technology provides the ability to monitor the organization in the recruitment process. When a candidate submits his or Recruitment her application, all information is provided to the organization.

- Processing technology: The first few days of an employee's presence in a company are crucial, and this technology can help new hires succeed and contribute to the processing of accurate personal information.

- Office Technology: This technology facilitates HR processes from HR planning to payroll, as it integrates and makes data available. Managers can use this technology to have a complete picture of their team.

- HR Performance Technology: This technology helps the organization align employee development, evaluation, and reward with organizational performance. Managers make decisions about employee rewards using performance data.

- Development Technology: Employees use this technology to access their training and development modules. This technology implements staff development measures professionally. Professional development tools help to train employees and improve organizational performance.

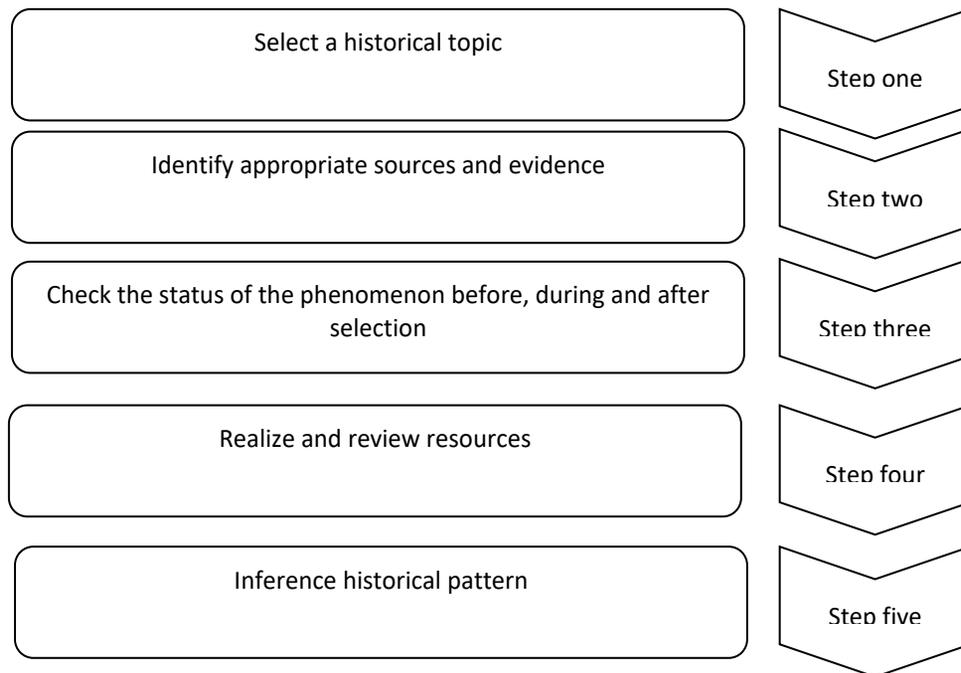


Fig. 1: Stages of historical research (Sager and Roser, 2015)

Looking ahead and using cloud computing, the HRM of organizations, manage their human resources and increase the productivity of the organization more secure, effective and cost-effective, (Lv *et al.*, 2018). The purpose of this study is to investigate the historical trend of HRM in the world, Iran and Municipality of Tehran in the last one hundred years (1921-2021). The current study has been carried out in Tehran in (1300-1400).

MATERIAL AND METHOD

In this research, the philosophy of interpretive research, inductive research approach, historical research strategy and qualitative research method have been selected. The method of data collection was using documents and conducting semi-structured interviews. For this purpose, non-random and purposeful individuals have been selected from the research community, which includes HR managers. Socio-scientific approaches usually accept the historical method only as a preliminary method that provides evidence for subsequent “secondary methods” such as causal narratives, process tracing, and pattern matching. From this

perspective, the former provides a descriptive “database”, while the latter focuses on drawing inferences and, ideally, extracting and explaining scientific relationships. According to this view, “researchers use historical narratives for descriptive purposes, that is, documents of what happened and the characteristics of a phenomenon” (Lange, 2012). The stages of conducting historical research are as Fig. 1 (Sager and Roser, 2015):

The statistical population of the research is the documents related to the history of human resource management that have been selected by purposive sampling method. In the interview section, by purposeful non-random sampling method, senior human resource managers who had managerial education and experience in human resource management in Tehran Municipality were selected. The documents used in this research include the items in Table 1:

Due to the fact that this research is faced with qualitative data: text, words, image, etc., the method of qualitative content analysis has been used. Content analysis refers to anyone who uses a technique to infer systematically and objectively

Table 1: Historical documents

Historical theoretical documents of HRM	
Historical documents	Country laws and regulations (from 1987 until now)
	Municipal laws and regulations (from 1907 until now)
	Municipal administrative regulations
	Macro policies of the administrative system
	Strategic document for the development of human resources of the municipality
	Five-year municipal development plans
	Municipal missions
	Interviews with senior HR managers (since 1987)

the specific features of messages (Shapiro, 2020). In order to increase the reliability of the research, methods have been used which are: review and long-term engagement with data, continuous observation, three-way (data collection from various sources and methods), analysis of conflicting data, review Interpretations of raw data, talking to colleagues, not rushing to present results.

RESULTS AND DISCUSSION

In qualitative content analysis, data analysis begins with repeated reading of the text, immersion, and general understanding (Bengtsson, 2016). The text is then read word for word to extract the code. This process continues continuously from code extraction to naming. The codes are then categorized into separate classes based on their differences and similarities, and at the end, evidence for the text is cited for each concept. Examples of codes, subcategories, and categories are provided in Tables 2 to 5:

In this research, based on the historical research method, the historical course of HRM in three levels of the world, Iran and Municipality of Tehran in the last hundred years was extracted. In the first stage, with the method of qualitative content analysis, the history of HRM in the world was extracted in ten periods. In the second stage, the history of HRM in Iran during four government periods was reviewed and extracted. Finally, the historical course of HRM in Municipality of Tehran was reviewed in three periods. These three levels are described as follows:

Worldwide HRM

· The role of HRM has been administrative at first, then executive and finally strategic, and today,

HRM has become a strategic business partner.

· The approach and view of human beings has been instrumental at first, then manpower and then as human resources and finally has moved to human capital.

· Various HRM activities including: recruitment, selection, training, performance appraisal, development, job design, service compensation system and labor relations have matured during different periods.

· HRM systems from modes: manual, in person, systemic has moved towards the cloud and internet space

· Job design has shifted from simple, repetitive jobs to complex, non-repetitive jobs.

· HR capabilities have become more complex and diverse

· The structure of HRM has moved from administrative and recruitment to HRM and then human capital development

· Employee service compensation has shifted from a purely material to an immaterial and developmental state

· The attention of HRM has moved from the state of attention inside the organization, to the attention outside the organization, customers, stakeholders, competitors, etc.

· Staff development programs have become more complex and important

· In addition to the physical dimension, the mental and psychological dimensions of employees have become important

· Employee competencies have moved from quantitative and rigorous to quality and soft

· Getting things done has moved from in person to virtual and remote

Table 2: Qualitative content analysis of the slavery period

Row	Keywords of texts (interviews, observations and documents)	Tags / codes	Subcategories / subclasses	categories / classes
1	Slaveholding means the domination of one person over another	Hostile relations between worker and employer	Labor relations	HR maintenance
2	It is a domination that destroys all the personality of the person who is the subject of domination	An instrumental approach to the workforce	Recruitment and employment	Provision of human resources
3	Slaveholding and the slave trade were legally recognized by most societies	Governance of law of slavery	Labor relations	HR maintenance
4	Slaves were considered the legal property of their owners	Labor as an asset	Recruitment and employment	Provision of human resources
5	Due to the creation of privileged social classes, nobles and aristocracy, the issue of enslavement of human beings also arose	Social classification system	Job classification	Utilization of human resources
6	Due to the inability of the upper classes in agriculture and animal husbandry, the need to employ other people to do hard work was felt	Employing labor in hard jobs	Job design	Utilization of human resources
7	Slavery, considered as a genuine social law, they based their political and social philosophy on it	Governance of law of slavery	Labor relations	HR maintenance
8	Introduced slavery as a natural thing and considered slavery not as a human being, but as a tool along with other tools	An instrumental approach to the workforce	Recruitment and employment	Provision of human resources
9	The inequality of human beings was a natural thing and slavery was interpreted as part of the nature of slaves	Inequality of human beings	Equal opportunity	HR maintenance
10	Influenced by the common custom and beliefs of the scientists' opinions of that time, buying and selling human was commonplace as the legal slave trade	Manpower trade	Salary	Utilization of human resources
11	People are bought and sold as commodities, They are forced to work	An instrumental approach to the workforce Employing labor in hard job	Recruitment and employment Job design	Provision of human resources
12	Violence and threats are used against them and the lives and work of these victims continue in unfavorable conditions	Hostile relations between worker and employer unsuitable working conditions	Labor relations Safety, health and wellness	HR maintenance
13	This type is the main form of slavery in which slaves are considered the property of their owners and traded	Labor as an asset	Recruitment and employment	Provision of human resources
14	Individual slavery offers its labor for free against a debt. The duration of this type of slavery may not be known, and even children may be forced into slavery because of their parents' debt. This type of slavery is the most common form	Forced labor	Salary	Utilization of human resources

Continued Table 2: Qualitative content analysis of the slavery period

Row	Keywords of texts (interviews, observations and documents)	Tags / codes	Subcategories / subclasses	categories / classes
15	This type of slavery occurs when a person is forced to work against his master's violence or punishment, restricting personal freedoms against his will	Forced labor	Salary	Utilization of human resources
16	During this period, manpower in society was divided into three categories: those who worked for themselves and marketed their products, slaveholders and slaves	Social classification	Job classification	Utilization of human resources
17	Some did not have specific working hours, job descriptions, working conditions and regular rules and were completely subject to the will of the owner. The owners referred to them at any time and at any time.	No specific working hours Lack of specific job descriptions There are no specific working conditions Full citizenship of the employer	Safety, health and wellness Safety, health and wellness Safety, health and wellness Labor relations	HR maintenance
18	The slaves did not have enough food to eat and an early life, and that was enough for the owner. The owners did not pay any attention to their hours, working conditions, rewards and benefits, training, etc.	Food supply for the workforce Provide primary life No specific working hours Lack of favorable working conditions Lack of appropriate rewards and benefits Lack of adequate training	Salary Salary Safety, health and wellness Safety, health and wellness salary Education and development	Utilization of human resources HR maintenance Utilization of human resources human recourse development

HRM in Iran

- managing human resources has moved from absolute and focused to participation and excellence mode
- Iran is one of the countries that has started training and employing women in organizational jobs since the beginning of 1920.
- The employment law of the country has been changed during three periods in 1922, 1966 and 2007 and has moved towards legalizing the administrative system, reducing discrimination, central justice and creating equal opportunities.
- HRM has historically moved from its administrative position to its executive and development position
- The various actions of HRM in recruitment, selection, training, growth and promotion, performance appraisal and service compensation, have moved from a job-oriented approach to employed-oriented, and in the direction of competency-oriented
- Methods of doing work have moved from face-to-face to hybrid (in person and remote)

- Selection and employment, on equal terms, has moved towards centralized recruitment tests
- Training has shifted from general to specialized and professional
- In the path of selection and appointment, new tools such as evaluation centers are used
- The service compensation system has moved from a job-based payment mode to a performance-based payment
- In business design, competency models are used, especially at the managerial level
- Job capabilities and capacities have become more precise and special

HRs management in Municipality of Tehran

- HRM in Municipality of Tehran has moved from an administrative to an executive role in recent decades
- HR processes have moved towards intelligency
- The administrative structure has become a developed structure of human resources
- Due to the coronavirus, activities are performed remotely

Table 3: Qualitative content analysis of HRM worldwide

		supply	Purchased labor as tools and assets
Worldwide HRM	Slaveholding	Use and maintenance	Under difficult conditions - without job description, Definite working hours, rewards, benefits and unfavorable environment
		Development	Employment in difficult jobs without training and career prospects
	The period before the Industrial Revolution	supply	Instrumental approach and hostile relations, owned by landowners
		Use and maintenance	Perform difficult tasks such as farming To meet basic needs - food and clothing
	Arbab – serf	Development	No training and career prospects
		supply	Choice based on cognition and family and friendly relationships
	Master-student	Use and maintenance	Providing a variety of needs for food, clothing, housing and Material and spiritual support while providing service to the master
		Development	Transfer of knowledge, skills and experience in the career path
	Industrial Revolution	Supply	Errand boy, Apprentice, foreman and master
		Use and maintenance	Selection based on type of work and division of labor
	The appearance of modern companies	Development	Employment in simple and repetitive jobs and pay based on production
		Supply	Holding workers' training courses
	Scientific management	Use and maintenance	Formation of personnel affairs
		Development	Holding training courses
	World War I	Supply	Selection by scientific methods - the fit of the job and the employee
		Use and maintenance	Job analysis and simplification
	After World War II	Development	Holding scientific courses
		Supply	Use different screening methods
	Industrial relationships	Use and maintenance	Measures in the field of welfare services, motivation and Service compensation
		Development	Do an internship
The emergence of HRM	Supply	Pay special attention to the choice of force	
	Use and maintenance	Attention to motivational issues - immaterial factors - welfare services and formalization of unions	
Strategic focus on HRM	Development	Implementation of specialized training	
	Supply	Pay attention to equal opportunity	
HRM in the age of cloud technology	Use and maintenance	Paying attention to employee participation, safety and health - increasing trade unions	
	Development	Holding professional training	
	Use and maintenance	Emphasis on efficient and effective use of human resources	
	Development	Focus from administrative to developmental affairs	
	Supply	HR forecasting and talent management	
	Use and maintenance	Measures in the field of welfare services, incentives and compensation services	
	Development	Strategic training planning	
	Supply	Recruitment and IT based hiring	
	Use and maintenance	Designing and executing jobs in combination	
	Development	Holding training based on information technology	

Table 4: Qualitative content analysis of HRM in Iran

HRM in Iran	First period: 1921-1941	Supply	Formulation and implementation of the first employment law, employment of employees from social strata, provided that they have the criteria of rational selection (necessary expertise and knowledge)
		Use and maintenance	Lack of trust and lack of employment of young people in various positions, employment of women in lower positions, development of various punishments
		Development	Development of educational centers, increasing the level of education of the community, studying abroad, incompatibility of the field of study with the jobs of the country, lack of proper educational needs assessment, entrance exam for ranking and regular scale for promotion, types of formal and honorary promotion
	Second period: 1941-1978	Supply	Develop and implement the second employment law, appointment and promotion based on merit and competence and talent and intellectual growth and experience in previous jobs, preserving the interests of those in power. Loyalty to the king is a condition for holding political positions, women's dignity (beauty and attractiveness)
		Use and maintenance	All jobs in this law are divided into twelve groups and based on the importance of duties and responsibilities and tenure conditions in terms of information and experience, classification and for assignment to one of the groups is proposed to the council. The unit is determined based on the number one hundred
		Development	Approval of the continuation or implementation of training or internship programs for employees by the Administrative and Employment Organization
	Third period: 1978-1989	Supply	Selection of human resources according to the pillars: countering influence, meritocracy, central justice and orbital province. Talent acquisition and talent development, meritocracy
		Use and maintenance	Creating equal opportunities and conditions in payment and employment in organizational positions
		Development	Emphasis on education, especially ideological and moral education
	Fourth period: 1989 so far	Supply	Implement the third employment law, determine recruitment qualifications and implement all types of formal and contract employment
		Use and maintenance	Payment system based on evaluation of job and employment factors, calculation of points obtained from evaluation results, do duties by observing accuracy, speed, honesty, trustworthiness, openness, fairness and following the general and specific rules and regulations of the device and Equal accountability to clients
		Development	Implement empowerment programs and increase the skills and job abilities of employees and managers, establish performance management

- Decentralized absorption has moved towards focused and competency-based absorption
- Training, development, empowerment and performance appraisal are considered
- Due to the diversity of different organizations in Municipality of Tehran, HR planning and management is faced with various issues such as: diversity in recruitment, diversity in compensation

of services, diversity in education and like that.

- Developments in municipal HRM in the third period are extensive and measures such as: implementation of evaluation center, development of educational trips abroad, establishment of knowledge management, performance management, succession breeding, elite breeding and process intelligence are some examples.

Table 5: Qualitative content analysis at the municipal level

HRM at the municipal level	First period: 1320-1300	Supply	Determining the selection conditions: having full Persian literacy, not being less than 25 years old and not attending government service, election of the mayor by the Ministry of Interior and its approval by the government and the association, employment of members of the municipality according to importance and needs
		Use and maintenance	Carrying out division of labor in the internal affairs of the municipality, consulting the members of the municipality in the field of municipal administration and determining the level of salaries and wages: the total salary of members and employees of the municipality should not exceed 10% of the annual income of the municipality
	Second period: 1357-1320	Supply	Selection of municipal employees from among official and low position employees, cleaning agents and drivers of municipal vehicles
		Use and maintenance	Determining the level of members' salaries: at the time of preparing the annual budget, the salaries of members and employees of the municipality are set at 25% compared to the municipalities whose revenue collection is less than one million Rials, and for municipalities that have a revenue of more than one million Rials, it should not exceed 25%
		Development	Sending ten employees abroad with educational conditions equal to at least equivalent to the second year of high school and knowing a foreign language outside the average of two years to study and obtain information in urbanism planning and administrative affairs by receiving salaries and benefits in Rials
	Third period: 1357 so far	Supply	Creating four types of employment: permanent employees, official employees, temporary employees and municipal workers, creating a formal employment process with admission to the entrance exam and competition, creating an appointment: initial cooperation as a 6-month to two-year probationary period and if the behavior is satisfactory and Service status and approval of the selective core Perform formal employment, recruitment and employment based on the core competency approach, establishing a talent management system, establishing a succession system, attracting specialized and elite staff, implementing the evaluation center
		Use and maintenance	Salary: Determining the salaries of permanent and official employees of the municipality according to the law of the coordinated system of payment of government employees, providing health and treatment of employees, creating welfare facilities for employees, creating a suitable working environment, assisting cooperatives in consumption, housing, Giving Loan, Upgrading the level of welfare facilities, establishing employee motivation system, smartening processes
		Development	Holding pre-service training, in-service training, improving the group of employees based on the value of work, responsibilities, importance of duties, empirical background, education and job evaluation, competency-based development with emphasis on management levels, establishing a strategic performance management system for managers and professionals, Establishing a knowledge management system, improving the skills of managers and employees, conducting training abroad

Research suggestions

Based on the results of this research and the comparison of HRM measures of Municipality of Tehran with HRM in the current era, the following suggestions are presented:

- The need to move towards strategic HRM

- The need to move towards HR development
- The need to move towards integrated HRM
- The need to move towards the attitude of human capital
- Moving towards the maturity of HRM
- Designing jobs with a combined approach

- Review the structure of HRM
- Moving towards a citizenship and social perspective

Research innovation

What can be considered as an innovation in this research is the concept of “urban HRM”. This management is based on: The three areas of HRM, urban governance and sociology should be focused on specialized areas and roles of HRM in the context of urban affairs and citizens’ lives by creating urban administrative mechanisms and procedures in order to manage urban human resources.

AUTHOR CONTRIBUTIONS

M. Alizadeh has prepared a roadmap, developed a method of research and analysis and interpretation of the data and M. Baoosh and A. Rahimy has collected data and compiled a theoretical framework.

ACKNOWLEDGMENT

The authors consider it necessary to appreciate the efforts of all senior managers of human resources in Municipality of Tehran and the staff of Tehran Urban research and Planning Center who have helped the authors in fulfillment of this research.

CONFLICT OF INTEREST

The authors of this article do not declare any conflict of interest with the publication of this article. Various ethical issues such as plagiarism, fabrication, data forgery, informed consent, duplication, submission and redundancy have been controlled.

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PUBLISHER’S NOTE

Tehran Urban Planning and Research Center remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

ABBREVIATIONS

CEA	Cost-Effective Age
CMT	cloud and mobile technology
HA	Historical Approach
HRM	Human Resource Management
IP	Industrial Psychology
IR	Industrial Revolution
PBIR	period before the industrial revolution
SHRM	strategic Human Resource management
SM	Scientific Management
SWM	Social Welfare Movement

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HOW TO CITE THIS ARTICLE

Alizadeh, M.; Baoosh, M.; Rahimi, A., (2022). *One hundred years of Human Resource management progress at three levels in the world, Iran and Municipality of Tehran. Int. J. Hum. Capital Urban Manage.*, 7(1): 125-142.

DOI: [10.22034/IJHCUM.2022.01.10](https://doi.org/10.22034/IJHCUM.2022.01.10)

url: http://www.ijhcum.net/article_246067.html

