

ORIGINAL RESEARCH PAPER

## Providing a lean human resources management model

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### ABSTRACT

**BACKGROUND AND OBJECTIVES:** Quick advancement of technology, rising risks, globalization, and expectations for privatization are among the environmental characteristics that current organizations are facing. To be successful in this setting, lean human resources provide a competitive advantage, which its implementation results in the continuous removal of wastes (obstacles) and the high-quality and low-cost providing of services. Therefore, the objective of the current study is to Evaluation of lean human resource management model in the Islamic Council of Tehran. Tehran's City Council as a service organization must reform the structure of Human Resource to increase the skills of employee, so this study aimed to changing the approach of Human Resource Management to Lean and increasing the productivity.

**METHODS:** The present study uses a quantitative approach. This article has a "descriptive-correlational" methodology of the type of "analysis of variance-covariance matrix". In other words, the relationship between variables is analyzed based on the purpose of the research. The survey was carried out in the form of a desk and field research. The research model was extracted via analysis and interpretation of the interviews with the experts of the Islamic City Council of Tehran by employing the thematic analysis method and four rounds of the Delphi technique. Eventually, the measurement model and the structural model to assess the relationships between variables, as well as confirm the developed model, were examined utilizing the data gained from the Islamic City Council of Tehran.

**FINDINGS:** On the basis of the findings achieved from the structural equation modeling, the items "Performance Appraisal" with a factor loading of 0.89, "Employment" with a factor loading of 0.91, "Improvement" with a factor loading of 0.77, "Remuneration" with a factor loading of 0.87, "Supply" with a factor loading of 0.92, "Compensation System (Benefits and Rewards)" with a factor loading of 0.84, "Flow" with a factor loading of 0.76, "Relationships" with a factor loading of 0.79, and "Maintenance" with a factor loading of 0.86 explain the latent variable of the "lean human resource management model in the Islamic City Council of Tehran".

**CONCLUSION:** Results of this investigation have presented a comprehensive model for the evaluation of the lean human resources management in Tehran's City Council that could be exploited by industrialists and scholars. The novelty and originality of the lean human resource management model has not been designed and localized for Tehran's City Council up to now. Therefore, this research enhances the existing knowledge about lean human resource management.

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## INTRODUCTION

Human Resource Management (HRM) is the most key and essential activity in the organization (Giermanowska et al., 2020). HRM has experienced remarkable changes in practices within organizations and theories. Organizations realized that sustainable competitive advantage is accomplished via sound Human Resources (HRs) management (Florén et al., 2014). HRM functions embrace an extensive variety of matters, methods, techniques, and circumstances, leading to multiple implications (Galuszynski and Potts, 2020). Lean human resource management is an approach to increase productivity and continuous value creation and minimize costs and losses (Chahal et al., 2017). Established in the Toyota Production System (TPS), also known as Lean Manufacturing, lean is among the most critical innovations in the domain of management in the twentieth century (Mol and Birkinshaw, 2014). Lean philosophy places a heavy emphasis on waste elimination (activities that absorb and consume resources and reserves but create no value), continuous improvement of processes, and respect for customers, staff, and suppliers, and these items constitute its guiding principles (Shah and Ward, 2007). Generally, there is compliance in relation to the effect of lean on the potential moderating role of HRM practices within the organization (Bocquet et al., 2019). Despite the fact that noticeable improvements of lean practices so far took place in the management sphere, the achieved human dimensions of lean have unexpectedly eliminated attention from the previous academic area (Magnani et al., 2019). "Lean" is actually a universal collection of techniques through which wastes within an organization are eliminated; not only will the organization become leaner, but it will subsequently make the organization more flexible and accountable (Rangsee et al., 2019). Lean is a systematic approach to identify and remove waste (non-value-adding activities) through continuous improvement for attaining perfection. Besides, lean management is an effective and efficient management system that could result in the satisfaction of human forces (manpower). The lean paradigm in the service sector is a novel notion in Iran, which attempts to find waste elimination and value creation in business processes. The design and localization of a LHRM pattern for organizations can lead to the formation of productive HR to proceed in the current competitive and varying conditions. Hence, this directly reflects the essential

requirement and high application of this survey. Taking into account that HR are the most valuable resource of any service organization (Macke and Genari, 2019), so the most critical factor influencing the achievement of success in the city council is manpower. Thus, the establishment and implementation of a lean HR model in this domain can greatly contribute to creating a value-based structure in the City Council. Implementing such an approach in the Islamic City Council of Tehran will result in efficiency and enhancement in the satisfaction of HR. A LHRM model has not yet been designed and localized for Tehran's City Council, representing the novelty of this investigation. In this respect, the current study intends to explore the lean status of HRM of the Islamic City Council of Tehran, which has currently attracted the attention of many managers in urban management as a hybrid concept. Moreover, this study seeks to investigate what is the LHRM model of Tehran's City Council? And how lean is Human Resource Management?

### *Literature review*

Terms of activity in service industries have radically changed during the last two decades (Bryson et al., 2012). Organizations have understood that the solution for advancement in such a competitive and changing atmosphere is staying shoulder to shoulder with change and accepting new conditions. Businesses have gone through multiple paradigm transitions from hand production to mass production to the present day and are now moving beyond lean manufacturing (lean production) (Martínez-Jurado et al., 2014). Evidently, organizations are composed of something more than organizational charts. The essence of organizations is shaped on the basis of diverse resources such as human, financial, material, and information resources and knowledge (Norouzifard and Zamani, 2016). As Mathis and Jackson (2010) expresses: "Managers are responsible for combining and coordinating these various resources to achieve the organization's goals". Nevertheless, HRM is regarded as a vital function for organizations (Anwar and Abdullah, 2021) since the key component shaping the organizations are people and effective management of them is the central duty of HRM (Florén et al., 2014). The cornerstone of HRM studies should be recognized in scientific management (or Taylorism) and the human relations movement (Jenkins, 2019). Among the scholars, who exploited time and motion studies (or time-motion study) from

the perspective of the tasks of each job to develop the best way of doing the job were Taylor and Gilbert. As [Mathis and Jackson \(2010\)](#) state, the origins of HR function should be considered in the growth of the size and complexity of organizations, which resulted in the establishment of specialized units for the recruitment of new employees and then the appropriate management of the existing labor force. The majority of initial investigations in connection with the theoretical literature of HR greatly emphasized practical topics, and orientations led to the individual level. The primary preludes of contemporary orientations in the field of HRM, nevertheless, lies in the content of early research ([Allen et al., 2016](#)). These preliminary studies founded the theoretical basis of research relating to HRM, as pointed out by [Wright and McMahan \(2011\)](#) and [Huselid \(2018\)](#). As Wright pointed out, these preliminary studies formed the theoretical basis of HRM research. Furthermore, the contribution of organizational theorists and their role to strengthen the theoretical foundations of HRM studies, e.g., [Katz and Kahn \(1978\)](#) and [Miles et al. \(1978\)](#), could not be overlooked. This is because this type of thinking is on the rise in most current theoretical literature so that the position of managing the employee affairs has been converted to a strategic partner, and its centralized and staffing function has become the decentralized and queuing function, and HRM concept embraces all management decisions and activities, which somehow influence individuals (or HR) in the organization ([Arfmann and Barbe, 2014](#)). Manufacturing companies of Japan, particularly in the automotive sector, encountered the challenge of shortages of raw materials, financial resources, and HR after the Second World War. To deal with this situation, Eiji Toyoda and Taiichi Ohno at Toyota Motor Corporation in Japan were the pioneers in introducing the notion of TPS, which was later recognized as lean manufacturing in the United States ([Miller and Patterson, 2018](#)). The core idea behind the TPS was waste elimination. Anything that did not create added value to the final (finished) product from the customer's viewpoint was seen as a waste. The primary goal of lean production was to assist manufacturers who were willing to upgrade their company's operations and acquire more competitive advantage through the implementation of diverse lean tools and techniques. For the first time in 1988, John Krafcik employed the term "lean". [Krafcik, J.F., \(1988\)](#) exploited the term lean

for the elaboration of the TPS ([Netland et al, 2016](#)) because the system used the least of anything in comparison with the mass production model, the inventor and the pioneer of which was Henry Ford ([Brophy, 2013](#)). [Womack and Jones \(2003\)](#) also presented the summary of the results of their review in the well-known book "the machine that changed the world: The Story of Lean Production" to the world, in which they announced the reasons for the success of the Japanese and the way of their functions in various dimensions. By the dissemination of the results of [Womack and Jones \(2003\)](#) study, the lean idea was rapidly welcomed so much in the United States, for American corporates perceived that the Japanese carried out the design, development, production, and distribution of their products utilizing half of the resources (generally human, investment, workspace, tools, raw materials, time, and expense) relative to American companies. In a study entitled "Customer-focused lean production development", [Kosonen and Buhanist \(1995\)](#) examined a customer-focused lean production model. To facilitate the transformation of organizations into lean organizations, the authors focused on changing structures, formations, and methods, viewing an organization, and training multi-skilled personnel. In their study, [Nightingale and Mize \(2002\)](#) developed a maturity model for transformation of lean enterprises. [Joyce and Schechter \(2004\)](#) assessed the philosophy of lean enterprise management. In the study of [Johnson et al. \(2012\)](#), the main areas of focus for transforming organizations into lean organizations included developing a common perspective, designing a smart annual system, providing specific instructions by top coaches, linking the cost of problems and outcomes to root causes, creating visual cues, teaching problem-solving and knowledge transfer skills, creating a physically and emotionally healthy environment, promoting progress through supervision, and assigning tasks to emerging leaders. [Tekez and Taşdeviren \(2016\)](#), presented a model for assessing the leanness capability of companies. [Tajpour \(2018\)](#) investigated the effect of knowledge management on improving manager's skills. In addition, [Hosseini et al. \(2020\)](#) investigated the effects of entrepreneurial skills on manager's job performance. A lean organization could be regarded as an organization, in which lean principles and flexibility prevail in all its actions and activities ([Sanders et al, 2017](#)). The principal idea in a lean organization is that

all the activities of the organization such as leadership, management systems, production planning and control, and other activities should be conducted in a lean way as much as possible. In accordance with the definition offered by [Womack and Jones \(2003\)](#), a lean production system is “a system that utilizes all inputs more efficiently and minimally to create the same output that a conventional mass production system generates while enhancing diversity for the end customer”. What is required by customers is manufactured in the maximum needed quality and quantity with the minimum cost and the shortest possible time by employing the lean approach. Definition of [Jordan and Michel \(2001\)](#) of a Lean Organization includes a network organization that a company forms with its strategic partners so that it could promote its capability to convey value to its customers by developing the resources and capabilities of the company in the form of a business partnership network. All partners and the company in some way create added value for the company’s end product on the basis of this definition. In their opinion, the essential activity of the lean organization is identification, correction, and recreation of the value flow. Value flow contains activities throughout the business network that create added value for the end product from the customer’s perspective ([Wan and Frank Chen, 2008](#)). Lean production of a measure is not a function or a reaction; however, it is a process. Lean management is a systematic approach to identifying and eliminating (removing) waste via continuous improvement of product flow with customer attraction, which looks for achieving perfection ([Tortorella et al, 2016](#)). Among the researchers conducted in this field are [Kosonen and Buhani \(1995\)](#) entitled “customer focused lean production development”, [Nightingale’s \(2002\)](#) entitled “development of a lean enterprise transformation maturity model”, [Joyce and Schechter \(2004\)](#) entitled “the lean enterprise-A management philosophy at Lockheed Martin”, [Johnson et al. \(2012\)](#) entitled “from Toyota to the bedside: nurses can lead the lean way in health care reform”, [Tekez and Taşdeviren \(2016\)](#) entitled “a model to assess leanness capability of enterprises” pointed out in this regard. Because the developing HRM is a novel and evolving discussion, and the benefits of its incontrovertible attainments travel the path of evolution and development, hence, this is a new debate among

Iranian managers and scholars. In accordance with the conducted literature review, lacking coherent and fundamental models to advocate the application of lean thinking in the HRM development is felt, which, this gap is explored in this investigation. One of the most critical factors influencing the achievement of success in the city council is manpower. Thus, the establishment and implementation of a lean HR model in this domain can greatly contribute to creating a value-based structure in the City Council. The current study has been carried out in Tehran City Council and 2021.

#### *Conceptual Model*

After writing the research design, literature review and evaluation of the existing models in the area of “LHRM” were conducted. To this end, keywords such as models available in the field of HRM, lean management, and LHRM were exploited. Next, in-depth interviews with the experts of Tehran’s City Council (senior managers of the Islamic Council of Tehran and Professors and academic experts) were conducted. In this respect, after the extraction of codes from the research literature, interviews were done with experts to specify codes, which were ignored in the literature review. In order to analyze and extract the components of LHRM, the Thematic Analysis (TA) method was employed. Cohen’s kappa coefficient was used during the code identification process to measure inter-rater agreement. The coefficient was measured for the identified themes. In this study, the kappa coefficient was calculated as 0/86, indicating very good inter-rater agreement. Finally, after four rounds of the Delphi technique, the conceptual model of the research was extracted in the form of the [Table 1](#).

#### **MATERIALS AND METHODS**

The present study uses a quantitative approach. The research method is descriptive-correlation and according to the classification of [Sarmad et al. \(2014\)](#) is the type of analysis of variance-covariance matrix. The survey was carried out in the form of a desk and field research. This means that the desk research in relation to “LHRM”, literature review, and theories in connection with the subject were initially performed. After identifying the indexes, a questionnaire was distributed among the experts of the Islamic City Council of Tehran, and the completed questionnaires were returned. Then, examining the distribution

Table 1: The domestic model of LHRM

Criteria	Code	Index
Performance Appraisal (P)	P1	Showing proper feedback
	P2	Innovative performance appraisal systems
Employment (E)	E1	Cultural preparation
	E2	Staff involvement in continuous improvement
Improvement (I)	I1	Enhancing productivity
	I2	Staff training
	I3	Competency-based succession planning
	I4	Job rotation
Remuneration (C)	C1	Giving suitable rewards
	C2	Creativity and innovation
Supply (S)	S1	Attracting multi-skilled employees
	S2	Meritocracy
	S3	Competency-based selection
Compensation System (Benefits and Rewards) (A)	A1	Providing welfare and medical services to staff
	A2	Payment system based on performance
Flow (F)	F1	Staff empowerment
	F2	Developing the scope of staff responsibility
	F3	Socialization process
Relationships (R)	R1	Developing relationships on the basis of mutual trust and commitment
	R2	Group coordination and decision-making
Maintenance (M)	M1	Low-level management
	M2	Workplace conditions
	M3	Appropriate job promotion path
	M4	Aligning the objectives of individuals and organizations

normality of the studied statistical sample utilizing Kolmogorov-Smirnov (KS) test via SPSS 20 software. Eventually, the offered conceptual model was analyzed using SEM with the aid of LISREL 8.80 software. In order to assess the reliability of the research tools, Cronbach’s alpha method was applied. After the distribution of the questionnaire, the value of Cronbach’s alpha for the study’s questionnaire was obtained to be 0.973. As this value is greater than 0.7, the questionnaire reliability was confirmed. The “content validity” was employed for checking the questionnaire validity. Content validity makes guarantees that all dimensions and components, which could reflect the desired concept in which there is a kind of measurement, are considered. Initially, after formulating the initial framework of the questionnaire, the viewpoint of 10 senior managers of Tehran’s City Council was assessed for its evaluation, and its validity was approved. In order to achieve the sample size, Cochran’s formula was exploited Eq. 1 (Momeni and Ghaiomi, 2007):

$$n = \frac{N \cdot (Z_{\alpha/2})^2 \cdot \delta^2}{\varepsilon^2 (N - 1) + (Z_{\alpha/2})^2 \cdot \delta^2} \quad (1)$$

For a 45-item pretest sample, the value of standard

deviation was estimated to be 0.73851. Thus, the sample size is computed by Cochran’s method as follows:

$$n = \frac{250 \times (1.96)^2 \times 0.73851}{(0.05)^2 \times (250 - 1) + (1.96)^2 \times 0.73851} = 205.016 \approx 206$$

With respect to the statistical population number (250 people from the staff of Tehran’s City Council), the statistical sample size was estimated to be 206 persons based on the formula of sampling from the limited population. The random sampling method was exploited in this survey.

## RESULTS AND DISCUSSION

### Results of the research

For data analysis, inferential statistics techniques were applied. After examining the distribution normality of the studied statistical sample utilizing KS test, using SEM, the relationship between the sub-dimensions and the latent variables is initially assessed for each of the model dimensions by employing Confirmatory Factor Analysis (CFA) in the form of measurement models. Next, the relationships between the dimensions of the model are investigated in the form of a structural model. The hypothesis examined in

Table 2: The results of the KS test to check the distribution normality of the questionnaire

KS test		LHRM model in Tehran's City Council
Mean	Normal parameters	2.58
Standard deviation		0.74032
Absolute	Most Extreme Differences	0.177
Positive		0.177
Negative		-0.109
Kolmogorov-Smirnov Z		0.691
Asymp. Sig. (2-tailed)		0.748

a. Test distribution is Normal.

this study is that the items “Performance Appraisal (P)”, “Employment (E)”, “Improvement (I)”, “Remuneration (C)”, “Supply (S)”, “Compensation System (Benefits and Rewards) (A)”, “Flow (F)”, “Relationships (R)”, and “Maintenance (M)” explain the latent variable of the “LHRM model in the Islamic City Council of Tehran”. For checking the normality of the distribution of the components constituting the model, the KS test was exploited (Momeni and Ghaiomi, 2007). The results of evaluating the relevant hypotheses are in the order of Table 2:

$H_0$ : Data has a normal distribution.

$H_1$ : Data has a non-normal distribution.

The results of Table 2 present the number of data, the desired parameters in examining the existence of distribution (like mean and standard deviation in a normal distribution), the absolute value of the maximum deviation, the maximum positive deviation, the maximum negative deviation, the Z-statistic value, and the of significant number value (sig), respectively.  $H_0$  hypothesis is accepted since sig is greater than 5%, so the claim indicating the normality of data distribution is approved. Among the statistical modeling techniques, which has recently entered from the behavioral sphere to the field of management, organization, and economics is the SEM same as the regression, the quantification of relationships between independent and dependent variables is conducted in this approach. However, structural parameters express causal correlations dissimilar to regression parameters that exhibit experimental correlations. The conceptual model of measuring “LHRM in the Islamic City Council of Tehran”, representing the relationship between the latent variable and the observed variables, is illustrated in Fig. 1:

With regard to the results of CFA, significant

numbers in the form of Fig. 2 were gained as follows:

As indicated in Fig. 2, all significant numbers associated with the items of the measurement model are significant, for their significant number is higher than 1.96. Therefore,  $H_1$  is confirmed. The model fit indices represent that the model is at a desirable condition in terms of the fit index because its chi-square to the degree of freedom ratio is equal to 1.75, which is less than the standard error value 3, and the Root Mean Square Error of Approximation (RMSEA) is equal to 0.096, which is less than the standard error value 0.1. Hence, many modifications are not required. The P-value is less than 0.05. The optimal value of the goodness-of-fit index (GFI) in this model is equal to 0.95 (more than 0.9), and the Adjusted Goodness of Fit Index (AGFI) is equal to 0.86 (more than 0.8). The standard estimation model of “LHRM in the Islamic City Council of Tehran” is as follows Fig. 3:

In accordance with Fig. 3, the measurement model of any of the model dimensions, including “Performance Appraisal”, “Employment”, “Improvement”, “Remuneration”, “Supply”, “Compensation System (Benefits and Rewards)”, “Flow”, “Relationships”, and “Maintenance”, was explained. Besides, the relationships between observed and latent variables in Tehran’s City Council were confirmed, and the fit indices were assessed to be at a favorable level. Furthermore, the following results for each of the model dimensions were achieved according to Fig. 2:

➤ The most essential sub-dimensions in the dimension “Performance Appraisal (P)” with a factor loading of 0.89 were “Innovative performance appraisal systems (P2)” with a factor loading of 0.83 and “Showing proper feedback (P1)” with a factor loading of 0.79, respectively. In today’s ever-changing and complex environment, organizations need to modify and improve their performance evaluation systems through innovation to grow and survive.

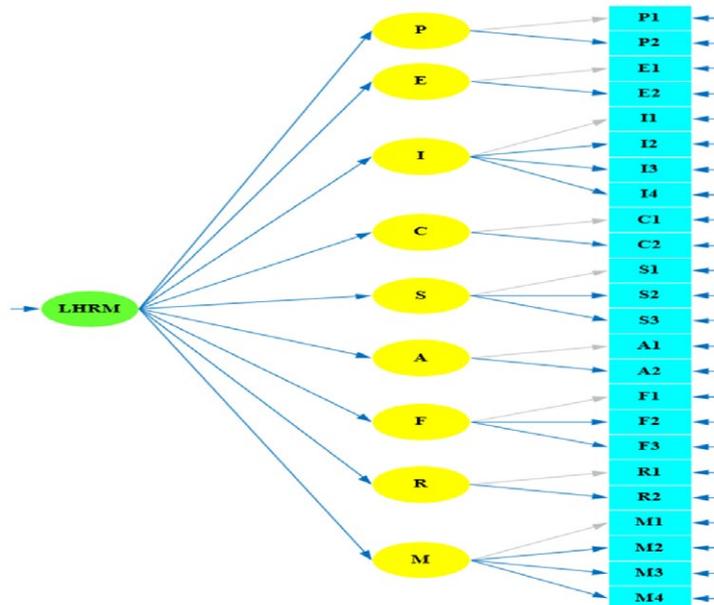


Fig. 1: The conceptual model of “LHRM in the Islamic City Council of Tehran”

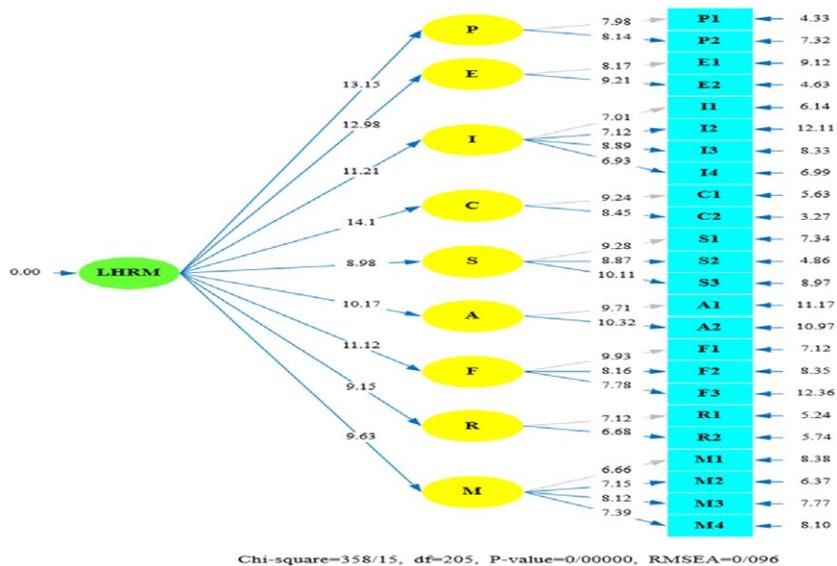


Fig. 2: Results of the significant numbers relating to the “LHRM model in the Islamic City Council of Tehran”

➤ The most critical sub-dimensions in the dimension of employment with the factor load of 0.91 were the staff involvement in continuous improvement with the factor loading of 0.91 and cultural preparation with a factor loading of 0.82, respectively. Although it may seem quite difficult at first glance, providing

cultural contexts can facilitate the engagement of employees in continuous improvement plans.

➤ The most important sub-dimensions in the dimension of Improvement with the factor load of 0.77 were the Competency-based succession planning with the factor loading of 0.92, Job rotation with a factor

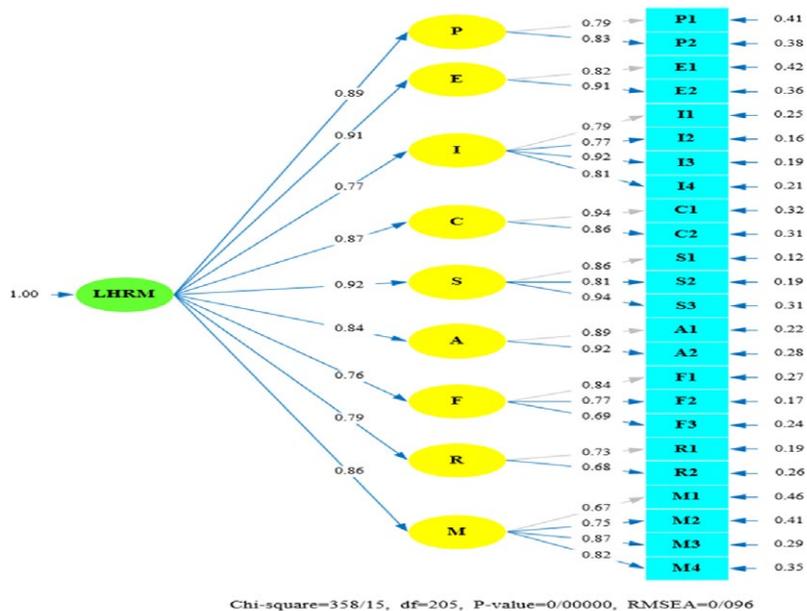


Fig. 3: The standard estimation model of “LHRM in the Islamic City Council of Tehran”

loading of 0.81, Enhancing productivity with a factor loading of 0.79, and Staff training with a factor loading of 0.77, respectively. The merit system prepares the ground for personal development, and helps individuals attain higher levels of insight, awareness, and capability.

➤ The most crucial sub-dimensions in the dimension of Remuneration with the factor load of 0.87 were the Giving suitable rewards with the factor loading of 0.94 and Creativity and innovation with a factor loading of 0.86, respectively. Creating a sense of satisfaction in employees will encourage them to repeat correct behaviors and wise actions.

➤ The most pivotal sub-dimensions in the dimension “Supply (S)” (with a factor loading of 0.92) were “Competency-based selection (S3)” (with a factor loading of 0.94), “Attracting multi-skilled employees (S1)” (with a factor loading of 0.86), and “Meritocracy (S2)” (with a factor loading of 0.81), respectively. Targeted selection of qualified personnel is a key factor that can substantially influence an organization’s performance, capacity, and productivity.

➤ The most central sub-dimensions in the dimension “Compensation System (Benefits and Rewards) (A)” (with a factor loading of 0.84) were “Payment system based on performance (A2)” (with a factor loading of 0.92) and “Providing welfare and

medical services to staff (A1)” (with a factor loading of 0.89), respectively. The performance-based payment model aims to reward the measured dimensions of performance and uses financial incentives to encourage employees to achieve their predetermined goals.

➤ The most key sub-dimensions in the dimension “Flow” (with a factor loading of 0.76) were “Staff empowerment (F1)” (with a factor loading of 0.84), “Developing the scope of staff responsibility (F2)” (with a factor loading of 0.77), and “Socialization process (F3)” (with a factor loading of 0.69), respectively. Today, human resources (HR) are considered the most valuable factors of production, the most important capital, and the main sources of competitive advantage and basic capabilities in organizations; therefore, employee empowerment is among the most effective strategies used to achieve competitive advantage.

➤ The most vital sub-dimensions in the dimension “Relationships (R)” (with a factor loading of 0.79) were “Developing relationships on the basis of mutual trust and commitment (R1)” (with a factor loading of 0.73) and “Group coordination and decision-making (R2)” (with a factor loading of 0.68), respectively. Promoting organizational efficiency requires coordinating effective and genuine efforts of

employees who work in a safe work environment.

➤ The most requisite sub-dimensions in the dimension “Maintenance (M)” (with a factor loading of 0.86) were “Appropriate job promotion path (M3)” (with a factor loading of 0.87), “Aligning the objectives of individuals and organizations (M4)” (with a factor loading of 0.82), “Workplace conditions (M2)” (with a factor loading of 0.75), and “Low-level management (M1)” (with a factor loading of 0.67), respectively. Identifying the right career path for staff contributes to the retention of skilled workforce.

## DISCUSSION

From the perspective of the model and its components, there are some differences between this study and other similar investigations concerning the presentation of a LHRM model; e.g., one can argue that the dimension “training and multi-skilled employees” is consistent with the sub-dimensions associated with the dimension “improvement” compared to the model offered by [Kosonen and Buhanist \(1995\)](#). Furthermore, there were no dimensions relating to “Performance Appraisal”, “Employment”, “Remuneration”, “Supply”, “Compensation System (Benefits and Rewards)”, “Flow”, “Relationships”, and “Maintenance”, which were achieved in the model, in the above-listed model. Relative to [Nightingale's \(2002\)](#) model, one can say that the dimension “identifying and optimizing the flow of the organization” and “assurance of the integrated flow of information” are in line with the sub-dimensions related to the “flow” dimension. The dimension “optimization of capabilities and the optimal utilization of individuals” are in agreement with the sub-dimensions associated with dimension “optimization”. Besides, other dimensions related to the model gained are absent in the above-mentioned model. In comparison with the model presented by [Joyce and Schechter \(2004\)](#), the dimension “Formulation of excellence programs” and “training and employment of qualified experts” overlap with the dimension “improvement”, but it does not have an overlap with other dimensions. Compared to the model provided by [Johnson et al. \(2012\)](#), the dimensions “development of an annual intelligent system” and “problem solving, training, transfer and knowledge” overlap with the dimension “improvement” but have no overlap with other dimensions. Relative to the model proposed by [Tekez and Taşdeviren \(2016\)](#), the dimension “performance management” overlaps with

the dimension “performance appraisal”, but it does not have overlap with other dimensions at all.

## CONCLUSION

One of the most important reasons for the success of organizations is choosing a new method of human resource management called LHRM. LHRM is an approach to increase productivity and efficiency and minimize costs and losses. This study aimed to evaluate a LHRM model in the Islamic City Council of Tehran. The relationships between the components of the developed model were explored based on a quantitative study performed in Tehran's City Council. After factor analysis of each of the dimensions of the “LHRM management model in the Islamic City Council of Tehran”, the measurement model of any of the model dimensions, i.e. “Performance Appraisal”, “Employment”, “Improvement”, “Remuneration”, “Supply”, “Compensation System (Benefits and Rewards)”, “Flow”, “Relationships”, and “Maintenance”, was explained. Moreover, the relationships between observed and latent variables in Tehran's City Council were approved, and the fit indices were evaluated to be at a desirable level. The following items are suggested to upgrade the circumstance of LHRM in Tehran's City Council in accordance with the results of the standard estimation model:

The most essential sub-dimensions in the dimension of “Performance Appraisal (P)” are “Innovative performance appraisal systems (P2)”. It is recommended to the managers of Tehran's City Council that they can cause an enhancement in the productivity and performance of the organization and transfer the implementation of the principles and techniques of the lean approach in other sectors of the organization to the fullest extent with a concentration on cost management and staff activities and assessment of their performance. The most critical sub-dimensions in the dimension of “Employment (E)” are “Staff involvement in continuous improvement (E2)”. The engagement of employees in their conscious and clever affairs and attempts accompanied by work discipline can influence the amount of productivity and continuous improvement, particularly in an agitated setting with insecurity. The most important sub-dimensions in the dimension of “Improvement (I)” are “Competency-based succession planning (I3)”. Managers are proposed to attempt the design of significant and arranged competency-based succession

planning programs for estimating and meeting the organization's future needs. Personal and professional fostering are combined with the strategy via a systematic process of competency-based succession planning, ensuring that the organization is ready to fill any key vacancy jobs with the proper people at the right time. The most crucial sub-dimensions in the dimension of "Remuneration (C)" are "Giving suitable rewards (C1)". In this respect, managers are recommended to be assured that their workforces are aware of what they should do to receive rewards. The most pivotal sub-dimensions in the dimension of "Supply (S)" are "Competency-based selection (S3)". It is advised to the managers to take into consideration both the criteria of expertise and commitment in the selection of persons. The most central sub-dimensions in the dimension of "Compensation System (Benefits and Rewards) (A)" are "Payment system based on performance (A2)". Since performance appraisal attempts to search the best, most perfect, least expensive, and most effective means of the correlation between measuring job performance and job satisfaction and is regarded as a critical approach to upgrade the performance of an organization, it is suggested to the managers to methodically devise their payment system on the basis of staff performance. The most key sub-dimensions in the dimension of "Flow" are "Staff empowerment (F1)". Empowering employees is among the strategies, which could lead to an enhancement in organizational productivity and eventually promote the organization's manpower in each small and large department substantially so that a LHRM is implemented. It is recommended to the managers to purposefully follow the empowerment of HR. The most vital sub-dimensions in the dimension of "Relationships (R)" are "Developing relationships on the basis of mutual trust and commitment (R1)". Mutual trust gives permission to the interactions within the organization to flow extensively and steadily, which results in the organization's development. The most requisite sub-dimensions in the dimension of "Maintenance (M)" are "Appropriate job promotion path (M3)". Career path management is a means for the execution of human resource development (HRD) plans. The major objective of career path management is the generation of a balance between the needs of the individual and the organization so that it can provide situations by offering an obvious prospect until individual and organizational development be continuously carried

out. In general, it is recommended based on this research that to achieve LHRM in Tehran's City Council, the possibility of job relocation for employees is provided to train capable and multi-skilled employees. Also, identify the educational needs of individuals for holding targeted trainings. Due to preventing the loss of knowledge and experience of employees, it is recommended to use the knowledge management system. Finally, it is suggested that by appropriate performance evaluation and providing feedback to the staff, give them motivations to achieve high productivity. This study developed a comprehensive model for measuring LHR management in the Islamic Council of Tehran. Besides extending the existing knowledge about LHR management, the findings can also help members of the Islamic Council of Tehran make better decisions in future. The most critical limitation of the research is that the developments of Tehran's City Council have taken place so swiftly, and it is possible that the minds of the managers engaging in the interviews are on the basis of the matters shaped in the past and not encompass the current and future topics. Hence, the scholars are proposed to address a longitudinal survey of the research model to decline the impact of the prompt developments in the Islamic City Council of Tehran. The data in this approach are gathered over time until the relationship between variables is assessed over time.

#### AUTHOR CONTRIBUTIONS

D. halvachizadeh performed the literature review, questionnaire design, analyzed and interpreted the data, prepared the manuscript text, and manuscript edition. Gh. Memarzadeh and N. Mohammadi and H. Doroudi supervised and performed the corrections and reviewed the article and controlled the results of the research

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#### CONFLICT OF INTEREST

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsification,

double publication and, or submission, and redundancy have been completely witnessed by the authors.

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### ABBREVIATIONS (NOMENCLATURE)

<i>AGFI</i>	Adjusted Goodness of Fit Index
<i>CFA</i>	Confirmatory Factor Analysis
<i>GFI</i>	Goodness-of-fit index
<i>HRM</i>	Human Resource Management
<i>KS</i>	Kolmogorov-Smirnov
<i>LHRM</i>	Lean Human Resources Management
<i>n</i>	Sample size
<i>N</i>	Size of the statistical population
<i>RMSEA</i>	Root Mean Square Error of Approximation
<i>Sig</i>	Significant number value
<i>TA</i>	Thematic Analysis
<i>TPS</i>	Toyota Production System
<i>Z</i>	Normal variable of the unit corresponding to 95% confidence level ( $Z_{\alpha/2} = 1.96$ )
$\delta$	Standard deviation of variable attribute ratio
$\varepsilon$	Standard error value = 0.05

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