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Investigating the effect of human resource management measures on strategic performance with mediating role of social capital dimensions in industrial companies of Bushehr County

Amir Movahed

Department of Management , Faculty of financial Branch, Islamic Azad University of kazeron , Iran

*Corresponding Author

Email: A.MOVAHED70@GMAIL.COM

ABSTRACT

This study aims to investigate the effect of human resource management measures on strategic performance with mediating role of social capital dimensions in industrial companies of Bushehr County, Iran. The research method is applied in terms of objective and descriptive survey in terms of data collecting. The statistical society of this study comprises managers and deputies working in Industrial Companies of Bushehr County. The statistical sample was measured based on the Cochran formula, and 286 members were selected. The simple random sampling method is used. The field data were collected through a questionnaire, and its content and face validity were confirmed. Moreover, the reliability of this questionnaire was calculated based on Cronbach's alpha which equaled 97%. The data obtained from filled questionnaires were analyzed using Lisrel Software. Data analysis was done using structural equation modeling (SEM), which is a combination of confirmatory factor analysis (CFA) and path analysis. The results of hypothesis testing indicated that human resource management measures had a positive and significant effect on strategic performance with mediating role of social capital dimensions in industrial companies of Bushehr County. It can be stated that the proposed conceptual model is indeed matched with the collected statistical data. Some recommendations were finally presented to managers.

Keywords: *Human Resource Management Measures, Strategic Performance, Social Capital Dimensions, Industrial Companies of Bushehr County*

INTRODUCTION

Some changes in recent years, such as rapid rise in market globalization, new technological development, reduction in the lifecycle of products, and aggressive competition have created many variations and uncertainties in any organization. These environmental changes leave a significant and undeniable impact on the performance of the organization. Many organizations that have been profitable and successful over the years have faced bankruptcy and death due to changes in environmental coordinates and mismatches with the environment dynamism. Many companies that cannot respond to the environmental needs and opportunities would lag behind the production and cannot provide acceptable performance, defeated by their rivals and removed from the production cycle gradually. Such change in competition conditions over recent years has led to paradigm variation in business models and strategic management research. The organization resources perspective is one of the most popular and prominent strategic theories in this era (Rahimi et al., 2017).



The organization resource-based perspective has directed the strategic attention of organizations from the external environment to the internal resources of the organization. The advent of the resources-based view made the role of human resource management at the center of the attention of experts and academic associations since the 1990s. Many empirical antecedents confirm that human resource management can help the organization. The underlying goal of human resource management (HRM) is to create strategic capability through the enduring presence of experienced, committed, and motivated staff in the organization. HRM measures facilitate the organization's growth and finally improve its strategic performance. Unlike other performance assessment criteria, strategic performance does not just emphasize short-term achievements, but also considers developing product and market that are long-term processes. Hence, stable relationships and long-term investments in promoting human resource abilities play an undeniable role in improving strategic performance.

In recent years, social capital theory has been introduced as the efficient theory about relationships inside and outside organizations. With an emphasis on the role of social networks in achieving competitive advantage, social capital theory creates theoretical concepts on organizational studies but also describes many transactions and interactions available in relationships between organizations providing useful reasonings to explain the success or failure of relations at micro or macro levels of the organization (Jamshidian, 2019). In the opinion of many researchers, HRM measures can potentially help the organization develop its social capital's content and depth effectively. Conditions and actions are done for motivating, creating opportunity, and enhancing the ability of employees or teams to promote effective and constructive a relationship that can indeed shape a stable social capital. On the other hand, HRM measures can influence the performance of the firm by preparing an organizational structure that encourages participation among employees and allow them to improve their jobs (Rajabipoor Meybodi et al., 2020).

Now, organizations must shape HR measures inside them to pursue their strategies better and receive the expected achievements. Although theoretical foundations provide information about the considerable position of HRM, as well as strategic performance and social capital, most organizations have not paid attention to this case not considering it an effective solution. According to available studies, few studies have examined this topic, while industrial companies in Bushehr County have not examined the effect of HRM measures on strategic performance with mediating role of social capital dimensions.

Managers or individuals that can create social capital in the organization would lead to productivity and higher performance in the organization. The significant point of this study can be seen in the results about the nexus between HRM measures and social capital dimensions to achieve success and survival of the organization so that managers can use these results to take effective steps for improving strategic performance. Therefore, it is necessary to identify human resource measures and pay attention to social capital dimensions to enhance strategic performance, so the results of this study may help managers provide the field for realizing the determined objectives, increasing productivity, and achieving the highest performance level.

The findings of this study make managers aware of implementing HR measures allowing them to identify factors affecting strategic performance through mediating variables of social capital dimensions using effective strategies. It is expected that HRM measures influence strategic



performance regarding the role of social capital dimensions; therefore, it is suggested to managers adopt the required strategies and actions to increase performance, productivity, and growth of the organization and achieve higher performance, better social capital, and final goals of the organization. Hence, this study aims to reveal the role of HRM measures in strategic performance with mediating role of social capital dimensions in industrial companies of Bushehr County. Therefore, the following hypotheses are designed:

Main hypothesis: HRM measures have a positive and significant effect on strategic performance by mediating the role of social capital dimensions in industrial companies of Bushehr County.

Hypothesis 1: HRM measures have a positive and significant effect on social capital dimensions in industrial companies of Bushehr County.

Hypothesis 2: HRM measures have a positive and significant effect on strategic performance in industrial companies of Bushehr County.

Hypothesis 3: Social capital dimensions have a positive and significant effect on strategic performance in industrial companies of Bushehr County.

Research Foundations

HRM measures

HRM measures are strategic plans that lead to an organizational process for human resource management and achieving organizational success (Werner & DeSimone, 2010). According to Haslinda (2012), it is assumed that HRM measures improve the capabilities of staff in work, productivity, and efficiency, and increase the quality of products and services. If an organization can handle the HRM measures, it would obtain the highest yield. In organizations that have effective human resource measures, employees and customers have higher satisfaction level; on the other hand, such organization has more willingness for innovation and productivity that, in turn, leads to a better reputation in society (Berman et al., 2020).

In this research, HRM measures are introduced based on three main dimensions of opportunity-based measures, motivational measures, and ability-related measures adopted from a paper written by Berman et al. (2020), which are explained briefly herein.

- Opportunity-based HRM measures point out that HRM in the organization must provide an opportunity for employees to interact with each other and make interpersonal relationships, so organizations can create social and knowledge events to promote communication between employees (Lengnick-Hall, 2003; Collins & Smith, 2006; Jackson et al., 2018). Moreover, organizations can invest in human resource measures and use them as a channel for social interactions (Morris et al., 2005). In addition, opportunity-based HRM measures can make newly recruited employees familiar with different parts of the organization (Jackson et al., 2018), and can create a team in the organization and prepare opportunities for interaction between members of the organization (Moreland & Myaskovsky, 2000; Morris et al., 2005).
- Motivational HRM measures posit that HRM must encourage employees to create social relationships. Motivational HRM must encourage employees to share values and support the values of the organization (Collins & Smith, 2006; Morris et al., 2005).



- Ability-related HRM measures explain that these measures must develop the abilities of employees to increase good relationships between colleagues in the organization implying that employees need interpersonal skills in addition to technical skills to develop and maintain social networks inside and outside the organization (Swart & Kinnie, 2003).

Strategic performance

Modern management and its success are subject to the actualization of view, objectives, strategies, and constant improvement in an organization's function, and one of the important steps to successful management of the organization in the performance field is a comprehensive and strategic view towards performance management in the organization. However, performance management includes many scopes, such as strategic management, organizational culture, environmental opportunities, and financial and motivational topics of an organization that increases the complexity and importance of the subject (Adler, 2020). Analytical assessment of relevant concepts indicates that "performance" is a multiple concept at different levels. This topic can be seen in the viewpoints of many theorists. Some theorists such as Armstrong (2006), Bouckaert and Halligan (2006), Moynihan (2008), Olvoo (2009), David (2002), Madhuri and Staple (2000), Rezaian (2011) have pointed to various aspects of performance management based on their studies. It can be stated briefly that performance management can be divided into three general classes design, operating technique, stabilization, and institutionalization (organizational culture). Some performance management researchers have just studied the performance in design scope, the second group has discussed design and operating methods without paying attention to organizational culture. The third group emphasized all three aspects of their models. Accordingly, the third group had a systematic and comprehensive approach to performance management that is matched all frameworks of performance management and used as the base for the design of the strategic performance management model.

Rezaeian and Ganjali (2016) published a book "performance management what, why, how" in which, a content model is introduced for organization performance management with the nickname of Reza Ganj; this model has two dimensions of determinants and results. Determinants include principles and foundations of the organization (existential philosophy, ultimate and instrumental principles); organizational culture and atmosphere, organization capabilities (conceptual, alignment, flexibility); strategic plan (prospect, objectives, and strategies); leadership and management, organization resources (human, financial, technological, knowledge and information); organizational structure and processes of the organization. The results comprise outputs (financial and non-financial) and effects (financial and non-financial) (Rezaeian & Ganjali, 2016).



Table 1. Indicators and patterns of strategic performance

Row	Variables	Patterns	Frequency
1	Mission	Fratelli, Armstrong, Harris and Beckhard, Broadline, David, Yavari and Zahedi, Shewhart, Khaleghi	8
2	Structure	Hana, Broadline, Fratelli (2 times), 7 S, Baghrabadi	6
3	Environment	Hana, Fratelli, Yavari and Zahedi, Hoshin Kanri, David, Bouckaert, and Halligan	6
4	Vision	Fratelli, Reza Ganj, Broadline, Hoshin Kanri, UK productivity panel, Yavari and Zahedi, Khaleghi, David Norton, and Robert Kaplan	8
5	Strategic objectives	Bouckaert, Moynihan, David Norton and Robert Kaplan, Araiser, Yavari and Zahedi, Maar, Fratelli, Sintel, Schohart, Grote	11
6	Performance planning	Reza Ganj, Armstrong, Abbaszadegan, Grote	4
7	Values	7 S, Armstrong	2
8	Policies	David, Bouckaert and Halligan, Simons	3
9	Operating objectives	David, Bouckaert and Halligan, Sintel	3
10	Resources	Beckhard and Harris, David, Bouckaert and Halligan, Maar, Poister, David Norton and Robert Kaplan, David, Baghrabadi	8
11	Analyzing Stakeholder	Yavari and Zahedi, performance charter, David Norton and Robert Kaplan, Simons. Olovo, Moynihan	6
12	Job definition	Hana, Spir and Becker	2
13	Current performance communication	Abbaszadegan	1
14	Supply chain management	Baghrabadi	1
15	Determining performance dimensions (efficiency and effectiveness)	Bouckaert and Halligan, Seloma	2
16	Leadership	Armstrong, Maar	2
17	Information	Hana	1

The themes derived from the text must be classified into similar and coherent groups. The grouping process of themes is done based on the content and theoretical foundations if required (Torabi et al., 2021).

Social capital and its dimensions

Social capital is a relatively new notion that has been used since the 1990s in academic and scientific associations by some individuals, such as James Coleman, Roger Putnam, Francis Fukuyama, and Pierre Bourdieu (Bolino, 2008; quoted from Majidi, 2014). The word “social” in the term “social capital” indicates that the resources available in business or individuals are not owned by a specific person (Baker, 2003). These resources are at the center of communications networks. Social capital is not an individual quality but a social quality that is created at least by two members (Danchev, 2010), and none of them has the right of exclusive ownership over the social capital (Bert, 1992; quoted from Adeler and Kan, 2005).

Bourdieu defines social capital as aggregated work. Bourdieu's perception of capital goes beyond the meaning of money and capital in the economy, so capital is a public resource that may have a money or non-money shape. Therefore, Bourdieu believes that capital is a resource that can affect any specific field allowing people to achieve a sure profit through involvement in competing for it. Pierre Bourdieu defines social capital as the aggregate of actual or potential resources belonging to a person or group and is linked to the possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition. Bourdieu assumes that social capital can be obtained from communications and participation of members of an organization and also serve as an instrument to achieve economic capital (Chen & Lovvorn, 2015).

Nahapiet and Ghoshal are the first individuals who defined social capital from an organizational viewpoint. In their opinion, social capital is the sum of actual and potential resources caused by the network of relations of a person or unit of an organization with another person or social unit from inside or outside of the organization. According to these authors, social capital is an important organizational asset that can help organizations to create and share knowledge providing them with a competitive advantage compared to other organizations (Jansen et al., 2016).

According to previous studies, various dimensions have been proposed for social capital measurement. Because the main approach of this study is examining social capital in the organization, we investigate the dimensions of social capital in the organization. As mentioned before, Nahapiet and Ghoshal were researchers who introduced social capital in the organization. They divide different aspects of social capital inside the organization into three main classes: cognitive capital, relational capital, and structural capital. These types of capitals have been explained in the following parts.

1. The cognitive dimension of social capital

The cognitive element of social capital refers to the resources providing signs, interpretations, definitions, and settings of shared meaning among the groups. The cognitive capital reflects the commitment of team members to their objectives and mission. The most important aspects of cognitive elements are as follows:

Shared goals: shared goals among team members are the most aspects of cognitive capital. Shared goals bring a sense of unity for all members of the team making them allied to achieve the best result. The more commitment and loyalty among team members, the more communication,



cooperation, knowledge transfer, and collaboration will be among them to achieve goals. In this way, the team will achieve higher social capital (Yang et al., 2016).

Shared language and codes: the shared language and codes influence social participation, knowledge combination, and communications inside the team. Language has important functions in social relations because it is a tool used by people to debate, make relationships, share information, and do their commercial and organizational affairs. Language can influence perception and codes provide a reference framework for our observation and interpretation of the environment. The shared language that increases the capability of combining information and sharing it among members can improve the sense of unity among individuals. All of the mentioned factors improve the cognitive capital of members of the team.

Shared narratives: in addition to shared language and codes, researchers believe that myths, stories, and metaphors are all powerful means in the communities used to create, exchange, and preserve rich sets of meanings. Narratives can lead to an exchange of tacit experiences among experts, the advent of shared narratives in a community, create and exchange new interpolations of events, facilitate the combination of new forms of knowledge that are generally tacit, and improve the social capital of members (Chen & Lovvorn, 2014).

2. The relational dimension of social capital

The relational element of social capital expresses the personal relationships between individuals based on the background of their interactions. The most important aspects of the relational dimension are as follows:

Trust: previous studies indicate that in a social environment where a high level of trust exists, people are more willing to have a social exchange, more communications, and cooperative interaction, which facilitates information exchange flow in the organization, as well as knowledge sharing and creation. The trust provides communication and discourse allowing people to help each other in ambiguity and uncertainty.

Norms: the underlying values among members of the group can form trust among them in the first step, and can create effective communication in the next step. Norms can coordinate teamwork and increase the effectiveness of this group in this way. When some principles and norms exist between members of the group, a sense of unity and alliance will appear among them and their social capital will be improved.

Obligations and expectations: obligations represent a commitment or duty to do an activity in the future. Obligations would create expectations in personal and inter-group relationships that can influence the access and motivation of individuals and groups for effective exchanges and improvement of social capital.

Identification: identification is the process whereby individuals feel themselves with another person or group of people as a member of a group. Identification of a sense of alliance may create concern about collective results and group performance, which improves cooperation, knowledge and information exchange, and collaboration (Wickramasinghe & Weliwitigoda, 2018).

3. Structural dimension of social capital

This dimension of social capital points to the general pattern of contact between individuals. This dimension tries to identify general communication and the pattern of individuals' access to each



other. Various aspects exist to introduce this dimension, while the most common and important ones are as follows:

Network ties: the main suggestion of social capital theory is that network ties provide access to resources, such as information resources. Network ties create information channels that reduce the investment amount required to collect information. Network ties with various groups, teams, organizations, and institutions would improve access to information and rapid response to changes intra- and extra-organizational changes (Totterman & Sten, 2008).

Network configuration: quality and quantity of relationships between people in communicational networks are significant aspects of social capital that lead to information exchange and transfer. Density, connectivity, and hierarchy all lead to flexibility and ease of information access by affecting the level of contact and accessibility of network members to each other. The amount of communication that individuals make to develop a share of information reception inside the network can increase and improve the structural dimension of social capital. For instance, there is a very low knowledge and information exchange in a network where people have weak ties compared to a network in which, individuals have high personal, job, and team ties. In networks where communications and interaction between members have higher intensity and density, more interaction exists between members, and more effective knowledge transfer and work ties appear (Yang et al., 2016). On the other hand, it must be noted that the quality of this relationship is important. Sometimes, ties and information transfer are done just to undertake a duty to prevent the punishment of a person in the group. However, sometimes friendly and group-based views rule the relationships, and the success of the group is considered the ultimate goal. Under such circumstances, social capital is improved and, in turn, promotes group performance (Clopton, 2017).

Appropriate organization: the created social capital, including relations, ties, norms, and trust in a particular setting can be transferred from one social setting to another inflecting the social exchange patterns. An appropriate social organization can provide a potential network of access to individuals and their resources, which is a vital motivational factor for employees (Tatterman and Stan, 2008).

Background

Darvish et al. carried out a study entitled "Impact of leadership development dimensions on the Performance Regarding the mediating role of human capital and social capital in District 5 of Tehran." The sample size comprised 132 staff working in District 5 municipality in Tehran that were classified randomly and selected based on the Cochran formula. The results of this study show that the measured relation power is acceptable in all variables. Moreover, the t-test value was greater than the critical t-value at an error level of 5% indicating that the observed correlation was significant. Rajabipoor Meybodi and colleagues (2020) conducted a study under the title "The effect of human resource management on the environmental performance of Red Crescent with mediating role of culture empowering factors." A statistical society comprised 440 employees working in the Red Crescent of Khuzestan Province, and the sample size was measured using Krejcie and Morgan Table (n=205). The results of the study indicated that HRM measures had an effect on environmental performance with a significance level of 2.53 and also had an effect on the culture-empowering factors with a significance rate of 6.54; these effects



were positive and ascending. Aran and Shah Hosseini (2020) carried out a study entitled "Effect of strategic human resource management measures on knowledge sharing and innovative performance in Municipality Organization of Ardabil." The statistical society of this study comprised all employees working in the municipality. Morgan Table was used to measure the sample size. Therefore, the sample size table of this study included 175 employees. The results indicate that strategic human resource management measures can predict knowledge sharing. Moreover, strategic HRM measures can anticipate innovative performance. Rahimi et al. (2019) carried out a study under the title "Influence of High Commitment human resource management on Flexibility of human resources and competitive advantage." The statistical society of this study comprised 540 managers working in manufacturing companies of materials industry, and chemical-polymeric products in Khuzestan Province. The sample size equaled 226 members. The results of the study showed that commitment-based human resource management measures affect the competitive advantage through HR flexibility while the moderating role of environmental dynamism was not confirmed in the relationship between HR flexibility and competitive advantage. Taheriattar and Rostamlou (2019) carried out a study under the title "Investigating the impact of human resources management functions on creativity, product innovation and process innovation (Case Study: Knowledge-Based Companies Based in Science and Technology Park of University of Tehran)." The results of this study showed that HRM functions had a positive and direct effect on the creativity of employees and staffs' creativity had a direct and positive effect on product and process innovation. Moreover, the mediating role of the creativity of staff was confirmed in the effect of HRM function on product and process innovation. Roscoe et al. (2020) conducted a study under the title "Human resource management measures and culture-empowering factors on Performance." A statistical society comprised 204 employees working in Chinese manufacturing companies. The results showed that HRM and culture-building factors have a positive effect on performance. Kim et al. (2020) carried out a study under the title "The effect of human resource management managers on the organizational Commitment of staff, compatibility behaviors of staff, and performance." The statistical sample of the study comprised 177 hotels in Pocket, Thailand. The results showed that HRM increases the organizational commitment of staff, compatibility behaviors of staff, performance, and efficiency. Rawashdel (2019) conducted a study under the title "The impact of human resource management on organizational-environmental performance. The case study of this paper included Jordanian health service organizations. The results showed that HRM had a positive effect on organizational-environmental performance. In other words, HRM increases organizational-environmental performance. Gubbins and Garavan (2018) found that attributes and dimensions of social capital and HRM have a significant and mutual relationship, and this is seen as a more professional individual. It means that communications, cognition, and structural feature of social capital strengthen the HR measures creating some ties. On the contrary, human resource measures such as compensation and information sharing strengthen this communication, cognition, and structure. Horn et al. (2017) carried out a field study on 82 purchasers of a German company in the Car Industry and found that social, structural, and cognitive capitals have positive nexus with social-relational capital and social capital has a positive correlation with the success of the global resource-finding project.



Conceptual Model

The main purpose of this study is to investigate the impact of HRM measures on strategic performance with mediating role of social capital dimensions in industrial companies of Bushehr County. In this research, HRM measures are based on the tool used in the study by Chang et al. (2013), strategic performance is based on the study by Golderman et al. (2016), and dimensions of social capital include three cognitive, relational, and structural dimensions based on the study conducted by Golderman et al. (2015). According to the background and literature of study, the conceptual model was made and proposed by the researcher as shown below:

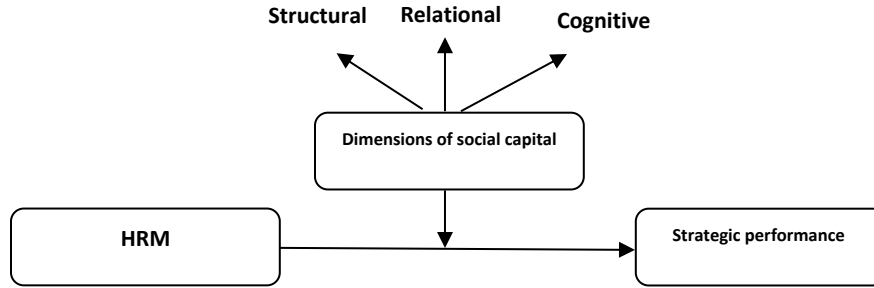


Figure 1. Conceptual model of impact HRM measures on strategic performance with mediating role of social capital's dimensions

Method

This study is conducted to examine the impact of HRM measures on strategic performance with mediating role of social capital dimensions in industrial companies of Bushehr County. This is applied research because the results of this study may affect strategic performance. Therefore, this is applied research in terms of objective and is a descriptive-survey study in terms of nature and type.

The statistical society comprises all managers and deputies (N=100) working in 218 industrial companies of Bushehr County. The sample size equaled 286 using the Cochran formula. The questionnaires were distributed among selected participants based on simple random sampling. The demographic items of questionnaires were designed in a way that respondents remained anonymous, meanwhile, they were ensured confidentiality. The data are collected within two following techniques:

1. A part of the study that formulates theoretical foundations is done through the library method by studying books, papers, and theses.
2. A part of the study that includes variables is done through field study by gathering relevant questionnaires. HRM measures questionnaire is designed based on the factors, including opportunity-oriented measures, motivational measures, and ability-related measures within the frame of 12 items. The questionnaire on strategic performance is derived from the study by Golderman et al. (2016) and includes 5 items. The social capital questionnaire was derived from the study by Golderman et al. (2015) to assess cognitive, relational, and structural dimensions, and this questionnaire was designed

with 9 items. The questionnaires are scored based on the Likert scale as follows: strongly agree (5), agree (4), no idea (3), disagree (2), and strongly disagree (1). According to the validity concept, questionnaires of this study are reviewed by experts and professionals in industrial companies of Bushehr County and by academic professors, then they confirmed the content validity of these questionnaires. Therefore, the questionnaires of this study have required validity. Cronbach's alpha method has been used to determine reliability. The results of Cronbach's alpha indicate the strength and stability rate of the questionnaire indicating the precision, homogeneity, and consistency of indicators of each questionnaire with each other and with the main topic of that questionnaire. Usually, an alpha value greater than 0.7 indicates acceptable reliability of the questionnaire (Kazemi, 2009). It is worth noting that the questionnaire used in this study is obtained in the first phase after implementing the prepared questionnaires on the preliminary random sample with 10% statistical society, and reliability values of 0.98, 0.97, and 0.93 for the first, second, and third questionnaires, respectively. After the questionnaires were distributed and gathered, the reliability of them was examined. The obtained results reported in Table 2 indicate the required reliability of these questionnaires.

Table 2. Reliability rate of the questionnaire

Row	Variables	Number of items	Cronbach's alpha
1	HRM measures	12	0.98
2	Strategic performance	5	0.97
3	Social capital	9	0.93
4	The cognitive dimension of social capital	3	0.97
5	The relational dimension of social capital	3	0.99
6	Structural dimension of social capital	3	0.95



This study used descriptive statistics to measure the studied variables using SPSS22 software and used SEM through Lisrel 8.8 software to test hypotheses.

Results

Descriptive findings

Descriptive findings include mean, standard deviation (SD), and minimum and maximum scores of respondents on the research variables that are reported in the table below.

Table 3. Descriptive findings of variables

Scales	N	Mean	SD	Min	Max
HRM measures	286	4.74	0.89	2.50	4.67
Strategic performance	286	4.12	0.64	2.67	5
Social capital	286	4.02	0.46	3	4.92

Cognitive social capital	286	4.15	0.64	2	5
Relational social capital	286	3.93	0.59	2.67	5
Structural social capital	286	4.01	0.52	3	5

Findings obtained from hypothesis testing

Testing the main hypothesis

Main hypothesis: HRM measures have a positive and significant effect on strategic performance by mediating the role of social capital dimensions in industrial companies of Bushehr County.

The analyzed model of the main hypothesis has been depicted in Figures 2 and 3.

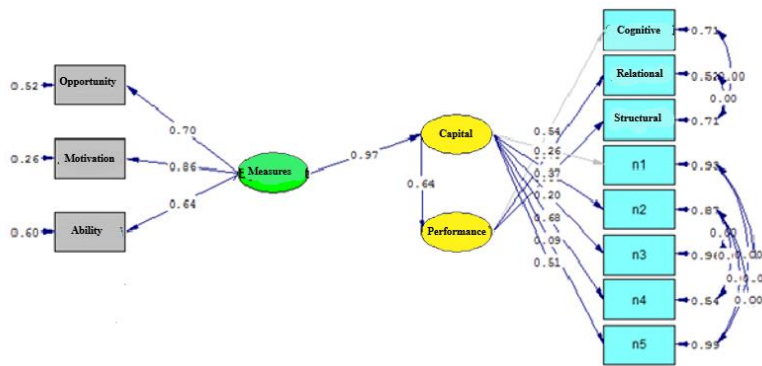


Figure 2. The analyzed model of the main hypothesis in standard coefficients mode

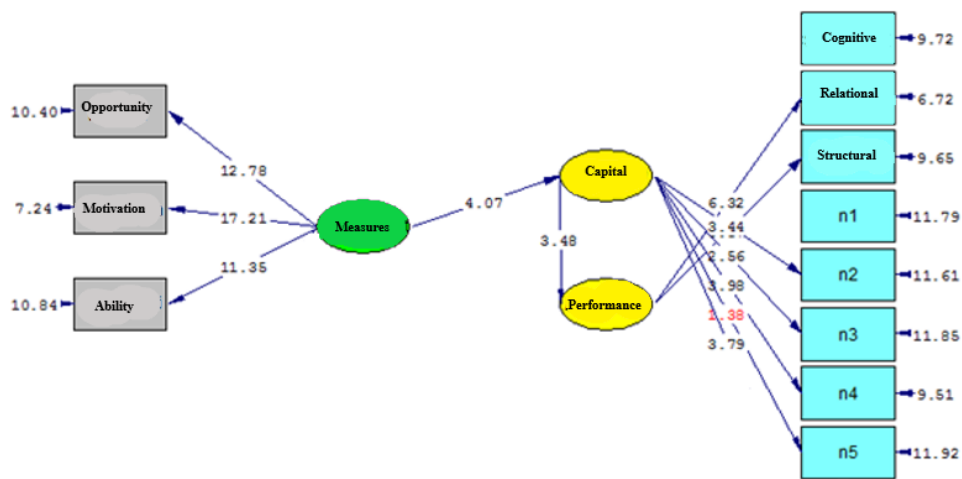


Figure 3. The analyzed model of the main hypothesis in the t-coefficients mode

Figures 2 and 3 depict the standard and t coefficients of HRM measures on strategic management with mediating role of social capital dimensions. The impact factors observed in the analyzed model of the main hypothesis have been reported in Table 4.

Table 4. Impact factors of the analyzed model of the main hypothesis

Path	Standard coefficient	t-coefficient	Sig.	Status
From HRM measures to social capital dimensions	0.97	4.07	0.001	Confirmed
From social capital to strategic performance	0.64	3.48	0.011	Confirmed

As seen in Table 4, the standardized (normalized) impact of HRM measures on the social capital dimensions equals 0.97 and the normalized impact of social capital dimensions on the strategic performance equals 0.64.

Hypothesis 1: HRM measures have a positive and significant effect on the social capital dimensions in industrial companies of Bushehr County.

The analyzed model of Hypothesis 1 has been illustrated in Figures 4 and 5.

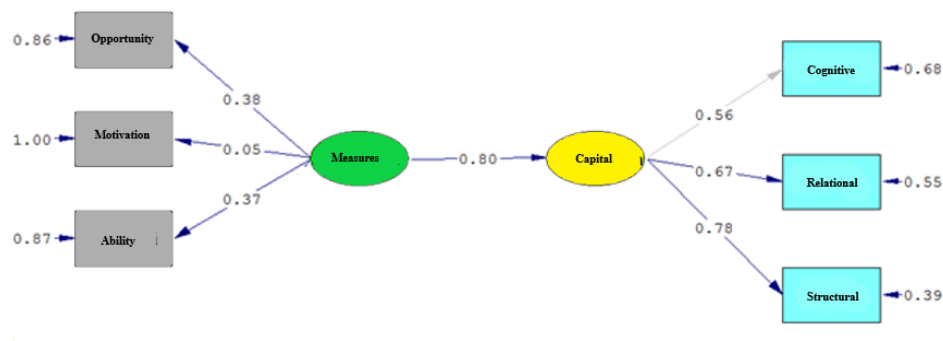


Figure 4. The analyzed model of hypothesis 1 in standard coefficients mode

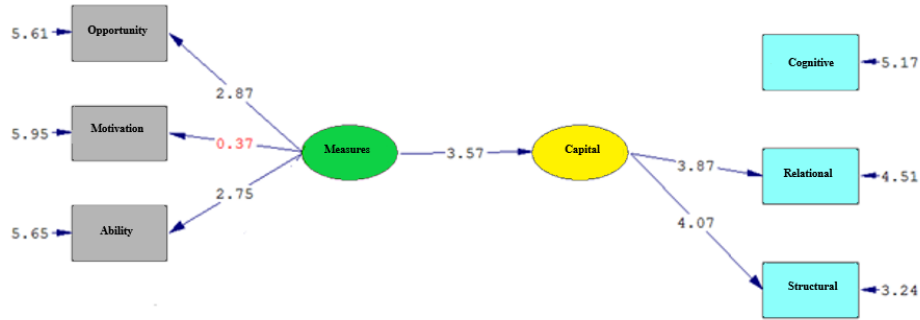


Figure 5. The analyzed model of hypothesis 1 in the t-coefficients mode

Figures 4 and 5 indicate the coefficient of direct standard and non-standard effect of HRM measures on social capital dimensions.

Hypothesis 2: HRM measures have a positive and significant effect on the strategic performance of industrial companies in Bushehr County.

The analyzed model of hypothesis 2 has been depicted in Figures 6 and 7.

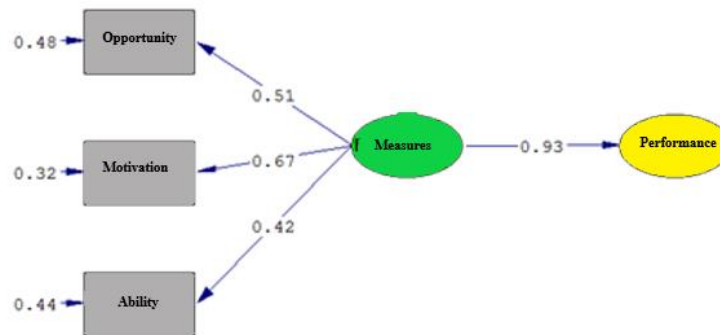


Figure 6. The analyzed model of hypothesis 2 in standard coefficients mode

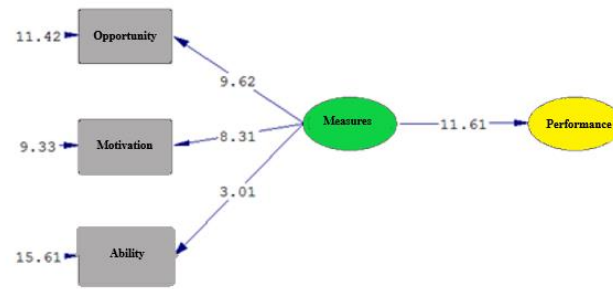


Figure 7. The analyzed model of hypothesis 2 in the t-coefficients mode

Figures 6 and 7 indicate the coefficient of direct standard and t-value effect of HRM measures on strategic performance.

Hypothesis 2: social capital dimensions have a positive and significant effect on the strategic performance of industrial companies of Bushehr County.

The analyzed model of hypothesis 3 has been depicted in Figures 8 and 9.

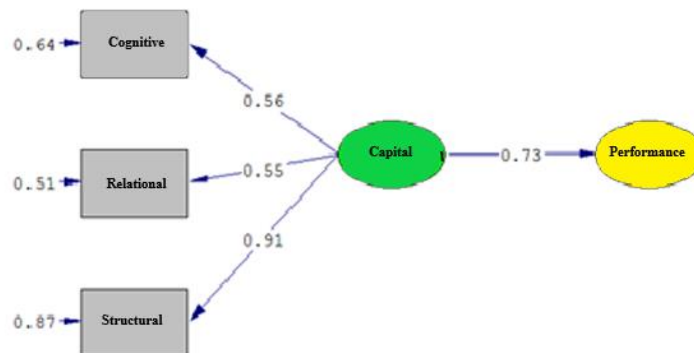


Figure 8. The analyzed model of hypothesis 3 in standard coefficients mode

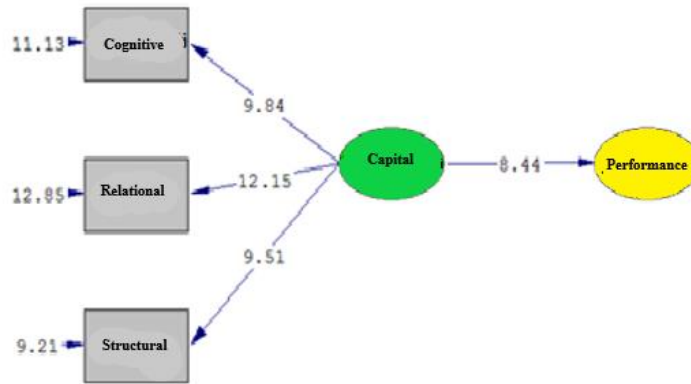


Figure 9. The analyzed model of hypothesis 3 in the t-coefficients mode

Figures 8 and 9 indicate the coefficient of direct standard and t-value effect of social capital dimensions on strategic performance.

Discussion and Conclusion

Human resource management measures aim to increase productivity and efficiency by looking for a status in which, staffs consider the goals of the organization as their own goals and try to realize them. this study aims to investigate the impact of HRM measures on strategic performance with mediating role of social capital dimensions in industrial companies of Bushehr County. This paper provides some requirements for managers to modify the human resource strategy of the firm that increases performance and implementation of effective strategies by changing the human resource flexibility. The model of this study showed that HRM measures had a positive and significant impact on strategic performance by mediating the role of social capital dimensions in industrial companies of Bushehr County.

Now, the measures conducted in frame or HRM can alleviate the disagreement and conflicts caused by a lack of shared understanding of the organization's goals by creating a common culture and prospect among staff. This issue occurs because the training provided for staff is different from what organizations look for, so employees have a vague perception of the main realities of the organization. Some measures can be done at the entrance time of employees to make conditions clearer for them but the knowledge of staff must be updated and the considered goals must be determined to create a shared culture and knowledge among employees. One of the main factors creating sustained relationships is trust between parties. On the other hand, counterpart interaction and respect in the relationships between people would expand these relations. Therefore, it can be stated that strategic selection and implementation of HRM measures play a significant role in promoting respect, trust, cooperation, and interaction. HRM measures indeed play a deniable role in developing trust-based relationships from the first phase of employee recruitment by consideration of cooperation morality and then by designing the reward system and fair wages and salaries based on competence. Another considerable point is

about the measures that are selected and implemented in the frame of motivational and educational plans in HRM. Many training courses that are held to improve participation and teamwork can lead to long-term collaborations and create informal relationships if these courses are effective. On the other hand, many norms and values of the groups and organizations can be transferred throughout these courses. The results of the hypothesis analysis imply that HRM measures have a significant effect on the social capital dimensions. Therefore, these findings indicate that HRM measures have a positive and significant impact on the social capital dimensions in industrial companies of Bushehr County. The results of this study are matched with the findings obtained by Darvish et al. (2021), Rajabipoor et al. (2020), Rahimi et al. (2019), Aran and Shah Hosseini (2020), Rajabi et al. (2019), Taheriattar and Rostamlou (2019), Roscoe et al. (2020), Kim et al. (2020), Rawashdel (2019), Gubbins and Garavan (2018).

HR measures that are focused on three activities of creating opportunity, motivation, and ability in this research would provide the field for productivity and performance of the employees and the firm with an emphasis on the promotion of staff abilities by planning and implementing some strategies directly and indirectly. The studied subjects in the frame of performance include the strategic performance of the company. As mentioned before, strategic performance points to a long-term approach to creating sustained relationships. Human resource measures can have an undeniable impact on the staff's performance by improving the ability of individuals and adopting incentive policies. on the other hand, HR measures create a kind of social and professional network of relationships in a firm's supply chain by nurturing professional staff so that this network focuses on long-term relationships to make resource procurement safe. Therefore, the results indicate that HRM measures have a positive and significant effect on the strategic performance of industrial companies in Bushehr County. The results of this hypothesis are in line with the results obtained by Darvish et al. (2021), Rajabipoor et al. (2020), Aran and Shah Hosseini (2020), Rajabi et al. (2019), Taheriattar and Rostamlou (2019), Roscoe et al. (2020), Kim et al. (2020), Rawashdel (2019), Gubbins and Garavan (2018).

In the opinion of researchers, cultural similarities and shared goals would lead to common prospects, which finally bring a better-shared understanding of norms, values, and common behavioral rules in the social relationship. Social relationships determine whether a common platform exists from some mutual agreements regarding commercial goals and strategies. Those parties that look for improving competitiveness must reach a consensus for maximizing their interests that originate from their social relationships (Villena et al., 2015). These explanations indicate that strategic performance can effectively be influenced by similar norms, values, and prospects in supplier-purchaser relationships. Therefore, the findings indicate that social capital dimensions have a positive and significant effect on the strategic performance of industrial companies in Bushehr County. The results of this hypothesis are consistent with the results obtained by Darvish et al. (2021), Rahmanseresht and Jabarzadeh (2017), Roscoe et al. (2020), Kim et al. (2020), Gubbins and Garavan (2018), and Horn et al. (2017).

Some recommendations are presented for planning and improving this scope based on the opinions of experts, elites, and scholars.

1. It is suggested that managers of industrial companies of Bushehr County pay more attention to planning and implementing these measures in the industries to do some measures for creating the opportunity, such as activity in different units of the



organization; in other words, job turnover and encouragement of employees to participate in decisions of the organization and teamwork.

2. It is recommended for CEOs of industrial companies in Bushehr County do more HRM measures to develop the organization and increase effectiveness, efficiency, productivity, and performance. For this purpose, they must do some measures to enhance the needs and communications between the departments, to solve the intersectoral problems easier, and subsequently to increase productivity and strategic performance of the organization based on these factors.
3. It is suggested that CEOs of industrial companies in Bushehr County do some measures to match values, norms, objectives, and prospects with their partner to take advantage of the interests of the social capital resources of the network. For instance, shared investments can serve as an effective strategy. These elements of social capital help to understand the market and customers and develop the product and market.
4. It is recommended that managers of industrial companies in Bushehr County do some measures, such as activating knowledge transfer cores, increasing the motivation in payments based on the staff's performance, holding constant training courses, creating a trust-based space, etc. to take an effective step to improve HRM in the organization and direct the organization towards a better future by obtaining more proper situation compared to rivals.
5. According to the results of this study, it is recommended that managers and officials of industrial companies in Bushehr County consider all dimensions of social capital to enhance and establish a successful HRM system. The reason is that these dimensions would improve the trust and responsibility of individuals in the organization, which in turn, increases and improves performance.
6. It is suggested that managers have instruments, facilities, and freedom of action to increase the effectiveness and efficiency of staff to realize the goals of the organization.
7. Researchers can examine the mediating role of other dimensions of social capital concerning HRM and the strategic performance of organizational entrepreneurship in further studies and compare the obtained results.

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