KMAN PUBLISHING INSTITUTE

Article history:
Received 01 February 2026
Revised 13 March 2026
Accepted 09 June 2026
Initial Publish 29 June 2026
Published online 01 September 2027

Journal of Resource Management and Decision Engineering

Volume 6, Issue 5, pp 1-14

Validation of the Model of Human Resource Adherence to Behavioral Values within the Framework of Knowledge Management Implementation

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A r t i c l e I n f o

Article type:
Original Research

How to cite this article:
Baghernejad, S. M., Jafari, M., & Barkhordar, N. (2027). Validation of the Model of Human Resource Adherence to Behavioral Values within the Framework of Knowledge Management Implementation. *Journal of Resource Management and Decision Engineering*, *6*(5), 1-17.
https://doi.org/10.61838/kman.jrmde.353

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A B S T R A C T

This study aimed to validate the model of human resource adherence to behavioral values within the framework of knowledge management implementation. This applied study was conducted using an exploratory sequential mixed-methods design. In the qualitative phase, semi-structured interviews were conducted with 19 experts, including university faculty members, managers, and specialists in management, organizational behavior, and knowledge management. Participants were selected through purposive and criterion-based sampling, and interviews continued until theoretical saturation was achieved. The qualitative data were analyzed through thematic analysis using MAXQDA software. In the quantitative phase, the statistical population included approximately 800 employees of Tehran Cement Company, from whom 260 participants were selected using the Krejcie and Morgan table and simple random sampling. Data were collected using a researcher-made questionnaire developed from the qualitative findings and analyzed through structural equation modeling using SmartPLS version 4. The inferential findings confirmed the validity and reliability of the proposed model. Cronbach's alpha values ranged from .753 to .965, and composite reliability coefficients ranged from .859 to .967, confirming acceptable internal consistency. The AVE values for all constructs were higher than .50, indicating convergent validity, and all HTMT values were below .90, confirming discriminant validity. The overall model fit was acceptable, with SRMR = .076 and NFI = .873. The R^2 values ranged from .491 to .614, indicating strong explanatory power for the endogenous constructs. All 18 structural paths were statistically significant at $p < .001$, with path coefficients ranging from .703 to .785 and t-values exceeding 1.96. The validated model demonstrated that adherence to behavioral values in knowledge management implementation is a multidimensional construct shaped by ethical culture, trust, leadership, motivation, responsibility, teamwork, innovation, organizational support, justice, reward systems, conflict management, knowledge-behavioral empowerment, and continuous organizational learning.

Keywords: *Behavioral Values, Human Resources, Knowledge Management, Model Validation, Organizational Behavior, Structural Equation Modeling.*

1. Introduction

In contemporary organizations, human resources are no longer understood merely as operational agents who perform predefined tasks, but as knowledge carriers, value creators, and behavioral actors whose conduct directly shapes organizational learning, knowledge circulation, and sustainable performance. The growing centrality of knowledge in organizational competitiveness has shifted the focus of human resource management from traditional administrative functions toward knowledge-based approaches that integrate employee development, knowledge sharing, ethical behavior, innovation, and organizational commitment. In such a context, the behavioral values of employees become a strategic organizational resource, because knowledge management cannot be implemented effectively unless employees demonstrate trust, responsibility, cooperation, transparency, professional discipline, and willingness to participate in knowledge processes. Recent studies on knowledge-based human resource management have emphasized that the productivity and effectiveness of employees depend not only on technical competence but also on the behavioral and cultural conditions that support knowledge creation, knowledge transfer, and knowledge application (Moghtader Kargaran, 2025; Moqaddar Kargar, 2025).

Knowledge management implementation requires an organizational environment in which employees are prepared to share experiences, document knowledge, participate in collective learning, and use organizational knowledge for problem-solving and innovation. However, knowledge sharing is not an automatic outcome of technological systems or formal procedures. It is deeply embedded in behavioral norms, interpersonal trust, organizational justice, leadership practices, and motivational structures. When employees perceive that knowledge sharing may weaken their personal position, expose them to criticism, or be ignored by managers, they may avoid participation in knowledge processes. Conversely, when behavioral values such as honesty, mutual respect, accountability, fairness, and cooperation are institutionalized, knowledge management becomes more than an information system and turns into an organizational capability. This point is particularly important in industrial organizations, where tacit knowledge, experiential learning, technical expertise, and cross-unit collaboration are essential for operational continuity and organizational improvement.

The literature on knowledge sharing shows that employee knowledge behavior is affected by individual, relational, and organizational factors. Knowledge sharing depends on employees' willingness to make their knowledge available to others, their perception of reciprocity, and the degree to which organizational culture rewards rather than punishes openness. Reviews of knowledge sharing research have highlighted the importance of human resource practices, motivation, social exchange, and organizational climate in shaping whether employees contribute to collective knowledge resources or conceal what they know (Soluk & Noe, 2024). In the same vein, recent empirical findings suggest that knowledge sharing and competence can promote organizational citizenship behavior through

organizational commitment, indicating that behavioral commitment functions as a bridge between knowledge resources and constructive organizational conduct (Masrum et al., 2025). Therefore, the study of behavioral-value adherence in a knowledge management framework requires attention to both formal human resource systems and informal behavioral norms.

The transformation of human resource management in the digital age has further intensified the need for integrated knowledge-based models. Digital transformation has changed the way organizations collect, store, analyze, and apply human resource information, while also creating new expectations for transparency, agility, continuous learning, and evidence-based decision-making (Zhang & Chen, 2023, 2024). At the same time, advanced digital tools, artificial intelligence, and knowledge graphs have expanded the capacity of organizations to map competencies, predict talent requirements, and align human resource planning with organizational knowledge needs (Yang & Shen, 2025). Yet these technological developments do not eliminate the behavioral foundations of knowledge management. On the contrary, digital and intelligent systems require employees and managers to act ethically, protect information, use knowledge responsibly, and maintain trust in organizational processes. Without behavioral adherence, even the most advanced knowledge management infrastructure may fail to produce meaningful organizational learning.

One of the major challenges in knowledge management is the tension between knowledge sharing and knowledge hiding. Developmental human resource practices may encourage employees to grow, participate, and exchange knowledge, but their effect can be weakened when employees experience low affective commitment or perceive the workplace as unsafe. Research on developmental human resource practices has shown that psychological collectivism and affective organizational commitment are central to reducing knowledge hiding and strengthening constructive knowledge behavior (Yang et al., 2024). This finding demonstrates that employees' adherence to collective and ethical behavioral values is not a peripheral issue; rather, it directly influences the success or failure of knowledge-oriented human resource systems. Therefore, models of knowledge management implementation should include behavioral-value components such as trust, cooperation, commitment, transparency, and responsibility.

Organizational culture also plays a decisive role in linking human resource development with knowledge management. A knowledge-oriented culture supports learning, encourages inquiry, legitimizes knowledge exchange, and enables employees to transform individual expertise into organizational capability. In this regard, the design and validation of knowledge-based human resource development models have shown that knowledge-oriented culture is a fundamental condition for effective human resource development, particularly in organizations that rely on intellectual capital and professional expertise (Fathi et al., 2024). Similarly, studies on human resource productivity have emphasized that knowledge-based human resource management should be understood as a multidimensional model that includes individual capabilities, organizational processes, cultural support, and knowledge-oriented behavior (Moghtader Kargaran, 2025; Moqaddar Kargar, 2025). These studies provide a conceptual basis for examining how behavioral values can be structured and validated as part of a comprehensive knowledge management framework.

Employee performance is another domain in which knowledge management and behavioral values intersect. Research in manufacturing firms has demonstrated that organizational citizenship behavior, knowledge management, and work environment are important predictors of employee performance (Herliyanti et al., 2025). This relationship is significant because organizational citizenship behavior is itself grounded in behavioral values such as helpfulness, cooperation, conscientiousness, and commitment beyond formal job duties. When employees voluntarily assist colleagues, share useful knowledge, respect organizational norms, and participate in collective problem-solving, knowledge management becomes embedded in daily work behavior. In industrial organizations, this behavioral dimension is particularly important because work processes often require coordination across technical units, rapid transfer of experiential knowledge, and adherence to professional standards.

Knowledge management also contributes to productivity through empowerment. Studies have shown that knowledge-based human resource management can influence sustainable employee performance through the mediating role of psychological empowerment (Hamzavi et al., 2024). This suggests that employees adhere more strongly to constructive behavioral values when they feel competent, trusted, supported, and able to influence their work environment. In the same direction, research on industrial units has indicated that knowledge management components can improve human resource productivity, confirming the

practical importance of knowledge processes in organizational performance (Hajizadeh Ebrahimi et al., 2024). However, productivity gains are unlikely to occur through technical knowledge systems alone. They require an organizational climate in which employees feel motivated to learn, share, innovate, and act responsibly.

The retention and development of talented employees in knowledge-intensive settings also depend on the integration of human resource management, knowledge management, and change management. Studies in knowledge-intensive services have shown that employee engagement can be enhanced through coordinated human resource, knowledge, and change management practices (Kossyva et al., 2024). This finding is relevant to behavioral-value adherence because engagement is reflected in employees' willingness to invest emotional, cognitive, and behavioral energy in organizational goals. When employees are engaged, they are more likely to contribute knowledge, support colleagues, adapt to change, and identify with organizational values. Similarly, research on human resource retention in knowledge-based organizations has shown that structural equation modeling can be used to design and validate human resource retention models, highlighting the importance of empirical validation in studies of knowledge-based organizational behavior (Nodeh Farahani et al., 2024).

The development of high-performance human resources in knowledge-based companies further reinforces the importance of behavioral and team-based processes. Team coaching, collaborative learning, and shared performance orientation can strengthen employees' knowledge capabilities and improve organizational outcomes (Yousefi Fard et al., 2024). In such contexts, behavioral values such as teamwork, mutual support, constructive communication, and commitment to common goals become essential mechanisms for converting individual knowledge into collective performance. Likewise, smart governance and knowledge conversion approaches, such as 5C-4C knowledge conversion models, point to the need for systematic mapping of human resources and knowledge capabilities in order to support intelligent organizational management (Sari et al., 2024). These perspectives show that knowledge management implementation must be supported by a coherent behavioral model that identifies the values required for sustainable knowledge behavior.

The emergence of new technologies has also created new requirements for knowledge-based organizational development. The application of fourth-generation university technologies and new digital infrastructures has introduced novel dimensions into human resource learning, organizational communication, and knowledge production (Seifi et al., 2024). Technological advancement can improve knowledge storage, retrieval, analysis, and dissemination, but it also requires digital trust, ethical use of information, and readiness for continuous learning. Therefore, adherence to behavioral values should include not only interpersonal ethics but also responsible engagement with knowledge technologies. This is especially important in organizations seeking to move toward smart governance, digital knowledge systems, and data-informed human resource management.

In addition to productivity and performance, knowledge management is increasingly connected with sustainability and organizational efficiency. Green human resource management research has shown that organizational efficiency can be improved through process innovation and knowledge sharing, indicating that knowledge-based behavior contributes to broader organizational effectiveness and sustainable practices (Duah et al., 2025). This perspective expands the relevance of behavioral values beyond internal relations and connects them to organizational responsibility, ethical resource use, innovation, and long-term institutional performance. In a similar manner, human resource management models in professional service contexts, such as auditing firms, have emphasized the need for grounded and context-sensitive approaches to understanding human resource practices (Zare et al., 2024). Such studies indicate that behavioral-value models should be empirically grounded in the organizational context rather than imposed as abstract or universal frameworks.

Despite these developments, there remains a methodological and conceptual gap in the literature. Many studies have examined knowledge management, human resource productivity, employee performance, commitment, engagement, innovation, and digital transformation separately; however, fewer studies have developed and validated a comprehensive model that specifically explains human resource adherence to behavioral values within the framework of knowledge management implementation. This gap is important because knowledge management systems depend on behavioral regularities that are often assumed but not explicitly measured. Concepts such as trust, transparency, ethical conduct, responsibility, teamwork, leadership role modeling, reward systems, conflict management, knowledge-behavior training, and continuous organizational learning need to be organized into a coherent

model and empirically validated. Without such validation, organizations may design knowledge management programs that focus on technology and procedures while neglecting the human behavioral values necessary for implementation.

In industrial organizations such as cement companies, this issue becomes even more critical. These organizations rely on accumulated technical knowledge, operational discipline, safety-sensitive routines, interdepartmental coordination, and long-term experiential learning. The implementation of knowledge management in such settings requires not only databases, training programs, and documentation systems, but also employees who are willing to share knowledge, protect organizational information, act transparently, accept responsibility, collaborate across units, learn from errors, and participate in continuous improvement. Therefore, validating a model of behavioral-value adherence can provide managers with a practical framework for diagnosing organizational strengths and weaknesses, designing human resource interventions, improving knowledge-sharing culture, and aligning employee behavior with knowledge management objectives.

Accordingly, the aim of this study was to validate the model of human resource adherence to behavioral values within the framework of knowledge management implementation.

2. Methods and Materials

This study was applied in terms of purpose and employed an exploratory sequential mixed-methods design, consisting of qualitative and quantitative phases. In the qualitative phase, documentary and field methods were used to develop the theoretical framework, identify the main dimensions of human resource adherence to behavioral values, and formulate the initial model within the framework of knowledge management implementation. The documentary phase involved reviewing books, scientific journals, organizational documents, theses, and relevant domestic and international articles related to behavioral values, human resources, organizational behavior, and knowledge management. Domestic sources published between 2005 and 2026 and international sources published between 2005 and 2025 were reviewed through databases such as SID, Magiran, Noormags, Google Scholar, Scopus, and ScienceDirect. The field phase was conducted through semi-structured interviews with experts. The overall study was carried out during autumn 2025 and winter 2026.

The statistical population in the qualitative phase consisted of university faculty members, managers, experts, and specialists in Tehran Cement Company, as well as scholars and practitioners in management sciences, organizational behavior, and knowledge management. The qualitative sample was selected through purposive and criterion-based sampling. The inclusion criteria for expert participation included having a postgraduate degree, preferably at the master's or doctoral level, at least five years of professional or academic experience in management, organizational behavior, human resource management, or knowledge management, and sufficient familiarity with the subject of the study. The initial qualitative sample consisted of 19 experts aged between 25 and 65 years; however, the final number of participants was determined based on theoretical saturation. Interviews continued until no new concept, code, or theme emerged from the data and the responses became repetitive.

In the quantitative phase, the statistical population consisted of all employees of Tehran Cement Company. According to the company's human resource records at the time of the study, the population included approximately 800 employees. The sample size was determined using the Krejcie and Morgan sample size table, resulting in a sample of 260 participants. The quantitative sample was selected through simple random sampling. Data in this phase were collected using a researcher-made questionnaire developed from the themes and categories extracted in the qualitative phase.

The data collection tools in this study included documentary study, observation, semi-structured interviews, and a researcher-made questionnaire. Documentary study was used to develop the theoretical foundations and review previous research related to behavioral values, human resources, and knowledge management implementation. This stage helped identify preliminary concepts, define the scope of the research problem, and design the interview protocol. Observation was also used as a complementary qualitative tool to obtain a contextual understanding of organizational practices, behavioral patterns, and knowledge-related processes in the studied setting.

The main tool in the qualitative phase was the semi-structured interview. The interview protocol was designed based on the theoretical literature, previous studies, and the opinions of experts. Semi-structured interviews were selected because they allow the researcher to ask predetermined questions while also providing sufficient flexibility to explore new ideas, clarify responses, and obtain

deeper explanations from participants. The interviews focused on identifying the dimensions, components, and indicators of human resource adherence to behavioral values within the framework of knowledge management implementation. The interviews were conducted with knowledgeable experts and continued until theoretical saturation was achieved. To improve the credibility of the qualitative findings, the extracted themes were reviewed by several participants, and the analytical process was also examined by researchers familiar with knowledge management.

The quantitative data collection tool was a researcher-made questionnaire developed based on the qualitative findings. After extracting the main themes, subthemes, and indicators through thematic analysis, the questionnaire items were formulated and organized according to the identified dimensions of the proposed model. The items were scored using a five-point Likert scale ranging from low agreement to high agreement. The face validity of the questionnaire was assessed by presenting it to subject-matter experts, including specialists in management, organizational behavior, and knowledge management. Based on their comments, unclear, repetitive, or weak items were revised or removed. The reliability of the questionnaire was assessed using Cronbach's alpha coefficient, which was used to evaluate the internal consistency of the items and dimensions. The closer the alpha coefficient was to 1, the higher the reliability of the scale was considered.

The qualitative data were analyzed using thematic analysis. After transcribing the interviews, the researcher repeatedly reviewed the data to become familiar with the content and meaning of participants' statements. Initial codes were then extracted from the interview texts and organized into related conceptual categories. Similar and overlapping codes were combined, and broader themes were developed to represent the main dimensions of human resource adherence to behavioral values in the context of knowledge management implementation. MAXQDA version 20 was used to manage, code, organize, and retrieve qualitative data. The trustworthiness of the qualitative phase was evaluated based on credibility, dependability, confirmability, and transferability. Credibility was supported through expert participation, member checking, and prolonged engagement with the data. Dependability was strengthened by documenting the process of data collection and analysis. Confirmability was supported by maintaining a clear audit trail and reducing the influence of researcher bias. Transferability was addressed by providing sufficient methodological and contextual details.

The quantitative data were analyzed using descriptive and inferential statistical methods. First, descriptive statistics, including frequency, percentage, mean, standard deviation, and variance, were used to describe the demographic characteristics of the participants and the distribution of responses to questionnaire items. Before conducting inferential analyses, the distribution of the data was examined using skewness and kurtosis indices. Values between -2 and +2 were considered acceptable for normal distribution. A one-sample t-test was then used to evaluate the status of each questionnaire item compared with the theoretical mean of 3. Items with a mean significantly higher than 3 were retained as acceptable indicators of the model, whereas weak or statistically unsupported items were considered for removal.

Pearson correlation analysis was used to examine the relationships among the main variables and dimensions of the questionnaire. Finally, structural equation modeling using the partial least squares approach was conducted through SmartPLS software to validate the proposed model. In the measurement model, factor loadings were examined to determine the strength of the relationship between observed indicators and their corresponding latent constructs. Factor loadings below 0.30 were considered weak, loadings between 0.30 and 0.60 were considered acceptable, and loadings above 0.60 were considered desirable. The significance of paths and factor loadings was assessed using t-values, and values greater than 1.96 were considered statistically significant at the 0.05 level. This analytical process allowed the researcher to evaluate both the measurement structure and the structural relationships of the final model of human resource adherence to behavioral values within the framework of knowledge management implementation.

3. Findings and Results

The qualitative phase of the study was conducted through semi-structured interviews with experts and analyzed using thematic analysis. The coding process led to the extraction of 18 main themes and their related subthemes. These themes formed the conceptual foundation for designing the researcher-made questionnaire and subsequently validating the model of human resource adherence to behavioral values within the framework of knowledge management implementation.

Table 1

Main and Subthemes Extracted from Expert Interviews

Main Theme	Subthemes
Organizational Culture and Ethical Orientation	Observance of organizational courtesy; responsibility in work; behavioral honesty and transparency; organizational justice orientation; trustworthiness and protection of information; emotional control in the workplace
Trust and Knowledge Interactions in the Organization	Trust-building in work relationships; cooperation and mutual learning; sharing applied knowledge; dialogue-based learning; helping behaviors; non-selfish behaviors
Effective Leadership and Management	Guidance and leadership style of managers; human communication skills of managers; efficient and logical decision-making; empowerment and motivation of human resources; performance management and purposeful supervision
Organizational Belonging and Motivation	Job and organizational commitment; organizational belonging and identity; motivation for learning and development; managerial support and environmental motivation; reward and reinforcement system
Organizational Trust, Transparency, and Honesty	Information transparency; individual honesty and integrity; mutual trust between employees and managers; honesty in knowledge processes; control of trust-destructive behaviors
Responsibility, Accountability, and Professional Discipline	Individual responsibility; time discipline; performance transparency and reporting; observance of professional principles with stakeholders; adherence to regulations and standards
Collaboration, Synergy, and Teamwork	Interpersonal cooperation; team flexibility; inter-unit synergy; commitment to shared goals; communication and group interaction tools
Organizational Innovation and Creativity	Individual creativity; development of problem-solving skills; technological innovation; learning from failure; motivational drivers of innovation
Organizational Support	Knowledge investment; behavioral support by managers; support for learning and development
Prevention of Organizational Discrimination	Administrative justice; justice in evaluation and reward; prevention of discrimination; fairness in judgment and decision-making; respect for human dignity
Strengthening the Reward System	Formal organizational appreciation; targeted financial rewards; non-financial behavioral reinforcement; reinforcing feedback; knowledge-based rewards
Role Modeling and Behavioral Guidance	Role modeling by managers; behavioral and value-based orientation; behavioral empowerment of employees; participatory leadership; communicative leadership
Enhancing Motivation and Supporting Knowledge Behavior	Knowledge-based reward; intrinsic motivation; organizational support; behavioral feedback; behavior-based evaluation
Strengthening the Value-Oriented System	Knowledge transfer criteria; feedback and performance correction
Conflict Management	Constructive dialogue; behavioral trust; conflict control; intra-team cooperation; ethics of interaction
Empowerment and Development of Knowledge-Behavioral Skills	Knowledge-behavior training; empowerment of soft skills; technical and knowledge-based training; attitudinal development; training of knowledge facilitators
Facilitation of Knowledge Management and Value Behavior	Digital tools for knowledge sharing; knowledge storage; technological security and trust; monitoring of knowledge behavior; organizational intelligence
Continuous and Self-Correcting Organizational Learning System	Group learning; adaptive learning; correction of learning programs

In the quantitative phase, descriptive statistics were calculated for the 18 extracted variables using data collected from 260 employees of Tehran Cement Company. The results showed that the highest mean scores belonged to organizational culture and ethical orientation, facilitation of knowledge management and value behavior, organizational trust, transparency and honesty, and empowerment of knowledge-behavioral skills. These findings indicate that the respondents evaluated ethical culture, knowledge facilitation, transparency, and skill development as prominent dimensions of behavioral-value adherence in the context of knowledge management.

Table 2

Descriptive Statistics of Research Variables

Variable	N	Mean	Standard Deviation	Minimum	Maximum
Organizational Culture and Ethical Orientation	260	19.16	4.60	5	25
Trust and Knowledge Interactions in the Organization	260	13.38	5.20	4	20
Effective Leadership and Management	260	12.88	5.30	4	20
Organizational Belonging and Motivation	260	9.71	4.20	3	15
Organizational Trust, Transparency, and Honesty	260	16.50	6.40	5	25
Responsibility, Accountability, and Professional Discipline	260	9.77	4.10	3	15

Collaboration, Synergy, and Teamwork	260	13.50	5.30	4	20
Organizational Innovation and Creativity	260	9.58	4.10	3	15
Organizational Support	260	9.38	4.20	3	15
Prevention of Organizational Discrimination	260	9.90	3.90	3	15
Strengthening the Reward System	260	9.65	4.10	3	15
Role Modeling and Behavioral Guidance	260	12.60	5.30	4	20
Enhancing Motivation and Supporting Knowledge Behavior	260	13.03	5.20	4	20
Strengthening the Value-Oriented System	260	10.14	4.20	3	15
Conflict Management	260	12.70	5.40	4	20
Empowerment and Development of Knowledge-Behavioral Skills	260	16.02	6.70	5	25
Facilitation of Knowledge Management and Value Behavior	260	16.47	6.50	5	25
Continuous and Self-Correcting Organizational Learning System	260	13.20	5.40	4	20

Structural equation modeling was conducted using SmartPLS version 4. Since PLS-SEM belongs to the variance-based generation of structural equation modeling, it does not require strict adherence to the assumption of multivariate normality and is suitable for complex models with multiple latent constructs. The measurement model was first examined through factor loadings, Cronbach's alpha, and composite reliability. All factor loadings were higher than .70; therefore, no questionnaire item was removed from the model. Cronbach's alpha and composite reliability values were also higher than .70 for all constructs, confirming the internal consistency and reliability of the measurement model.

Table 3

Reliability Indices of the Structural Equation Model

Latent Variable	Cronbach's Alpha	Composite Reliability
Organizational Trust, Transparency, and Honesty	.842	.888
Trust and Knowledge Interactions in the Organization	.832	.888
Role Modeling and Behavioral Guidance	.823	.883
Facilitation of Knowledge Management and Value Behavior	.866	.903
Organizational Belonging and Motivation	.807	.886
Enhancing Motivation and Supporting Knowledge Behavior	.813	.877
Strengthening the Value-Oriented System	.811	.888
Strengthening the Reward System	.794	.879
Empowerment and Development of Knowledge-Behavioral Skills	.864	.902
Prevention of Organizational Discrimination	.753	.859
Organizational Support	.799	.882
Effective Leadership and Management	.813	.877
Organizational Culture and Ethical Orientation	.864	.902
Conflict Management	.837	.892
Responsibility, Accountability, and Professional Discipline	.804	.885
Continuous and Self-Correcting Organizational Learning System	.847	.897
Organizational Innovation and Creativity	.790	.877
Collaboration, Synergy, and Teamwork	.834	.889
Adherence to Behavioral Values within Knowledge Management Implementation	.965	.967

Discriminant validity was Convergent validity was assessed using the average variance extracted index. The AVE value for all latent variables was greater than .50, indicating that each construct explained an acceptable proportion of the variance of its indicators. Therefore, the convergent validity of the model was confirmed.

Table 4

Convergent Validity Based on AVE

Latent Variable	AVE
Organizational Trust, Transparency, and Honesty	.613

Trust and Knowledge Interactions in the Organization	.665
Role Modeling and Behavioral Guidance	.654
Facilitation of Knowledge Management and Value Behavior	.651
Organizational Belonging and Motivation	.722
Enhancing Motivation and Supporting Knowledge Behavior	.641
Strengthening the Value-Oriented System	.725
Strengthening the Reward System	.707
Empowerment and Development of Knowledge-Behavioral Skills	.648
Prevention of Organizational Discrimination	.670
Organizational Support	.713
Effective Leadership and Management	.641
Organizational Culture and Ethical Orientation	.649
Conflict Management	.674
Responsibility, Accountability, and Professional Discipline	.719
Continuous and Self-Correcting Organizational Learning System	.685
Organizational Innovation and Creativity	.705
Collaboration, Synergy, and Teamwork	.667
Adherence to Behavioral Values within Knowledge Management Implementation	.567

Discriminant validity was assessed using the HTMT criterion. The HTMT matrix showed that all values were lower than .90, confirming the discriminant validity of the constructs. The observed HTMT coefficients ranged from .48 to .89. The highest values were observed between adherence to behavioral values and prevention of organizational discrimination, enhancing motivation and supporting knowledge behavior, organizational trust, transparency and honesty, organizational culture and ethical orientation, and collaboration, synergy and teamwork. Since none of the HTMT values exceeded the .90 threshold, the constructs were empirically distinguishable from one another.

The overall model fit was also assessed using SRMR, Chi-square, and NFI. The SRMR value was .076, which is lower than the acceptable threshold of .08 and therefore indicates an acceptable overall model fit. The Chi-square value was 4866.20, and the NFI value was .873. Based on these indices, the general fit of the structural equation model was evaluated as acceptable.

The structural model was then examined using the coefficient of determination. The R^2 values showed the explanatory power of adherence to behavioral values within the framework of knowledge management implementation for the endogenous constructs. The results indicated that all endogenous variables had strong explanatory values according to the classification used in the study.

Table 5

R^2 Indices of the Structural Equation Model

Endogenous Variable	R^2	Adjusted R^2	Interpretation
Organizational Trust, Transparency, and Honesty	.606	.604	High
Trust and Knowledge Interactions in the Organization	.528	.526	High
Role Modeling and Behavioral Guidance	.552	.550	High
Facilitation of Knowledge Management and Value Behavior	.517	.515	High
Organizational Belonging and Motivation	.520	.518	High
Enhancing Motivation and Supporting Knowledge Behavior	.614	.612	High
Strengthening the Value-Oriented System	.528	.526	High
Strengthening the Reward System	.561	.559	High
Empowerment and Development of Knowledge-Behavioral Skills	.496	.494	High
Prevention of Organizational Discrimination	.576	.575	High
Organizational Support	.511	.509	High
Effective Leadership and Management	.557	.556	High
Organizational Culture and Ethical Orientation	.610	.606	High
Conflict Management	.516	.515	High
Responsibility, Accountability, and Professional Discipline	.529	.527	High
Continuous and Self-Correcting Organizational Learning System	.548	.546	High

Organizational Innovation and Creativity	.491	.489	High
Collaboration, Synergy, and Teamwork	.578	.577	High

Finally, the structural paths were examined using path coefficients, t-statistics, and significance levels. The results showed that all 18 structural paths were statistically significant. Since all t-values were greater than 1.96 and all significance levels were lower than .001, all dimensions were confirmed as significant components of the model of human resource adherence to behavioral values within the framework of knowledge management implementation. The strongest path coefficient belonged to enhancing motivation and supporting knowledge behavior, followed by organizational culture and ethical orientation, organizational trust, transparency and honesty, collaboration, synergy and teamwork, and prevention of organizational discrimination.

Table 6

Path Coefficients of the Structural Model

Structural Path	Path Coefficient	t-Statistic	Significance Level	Result
Adherence to Behavioral Values → Organizational Trust, Transparency, and Honesty	.779	32.70	.000	Significant
Adherence to Behavioral Values → Trust and Knowledge Interactions in the Organization	.729	25.70	.000	Significant
Adherence to Behavioral Values → Role Modeling and Behavioral Guidance	.745	28.01	.000	Significant
Adherence to Behavioral Values → Facilitation of Knowledge Management and Value Behavior	.721	25.10	.000	Significant
Adherence to Behavioral Values → Organizational Belonging and Motivation	.722	24.50	.000	Significant
Adherence to Behavioral Values → Enhancing Motivation and Supporting Knowledge Behavior	.785	34.80	.000	Significant
Adherence to Behavioral Values → Strengthening the Value-Oriented System	.729	25.60	.000	Significant
Adherence to Behavioral Values → Strengthening the Reward System	.750	28.30	.000	Significant
Adherence to Behavioral Values → Empowerment and Development of Knowledge-Behavioral Skills	.707	24.90	.000	Significant
Adherence to Behavioral Values → Prevention of Organizational Discrimination	.761	30.20	.000	Significant
Adherence to Behavioral Values → Organizational Support	.717	24.40	.000	Significant
Adherence to Behavioral Values → Effective Leadership and Management	.748	28.20	.000	Significant
Adherence to Behavioral Values → Organizational Culture and Ethical Orientation	.782	33.20	.000	Significant
Adherence to Behavioral Values → Conflict Management	.720	25.80	.000	Significant
Adherence to Behavioral Values → Responsibility, Accountability, and Professional Discipline	.729	26.40	.000	Significant
Adherence to Behavioral Values → Continuous and Self-Correcting Organizational Learning System	.742	27.90	.000	Significant
Adherence to Behavioral Values → Organizational Innovation and Creativity	.703	23.06	.000	Significant
Adherence to Behavioral Values → Collaboration, Synergy, and Teamwork	.762	30.90	.000	Significant

Overall, the findings confirmed that the proposed model had acceptable reliability, convergent validity, discriminant validity, model fit, and structural explanatory power. Therefore, the final validated model consisted of 18 dimensions: organizational culture and ethical orientation; trust and knowledge interactions; effective leadership and management; organizational belonging and motivation; organizational trust, transparency and honesty; responsibility, accountability and professional discipline; collaboration, synergy and teamwork; organizational innovation and creativity; organizational support; prevention of organizational discrimination; strengthening the reward system; role modeling and behavioral guidance; enhancing motivation and supporting knowledge behavior; strengthening the value-oriented system; conflict management; empowerment and development of knowledge-behavioral skills; facilitation of knowledge management and value behavior; and continuous and self-correcting organizational learning.

Figure 1

Model with Beta Coefficients

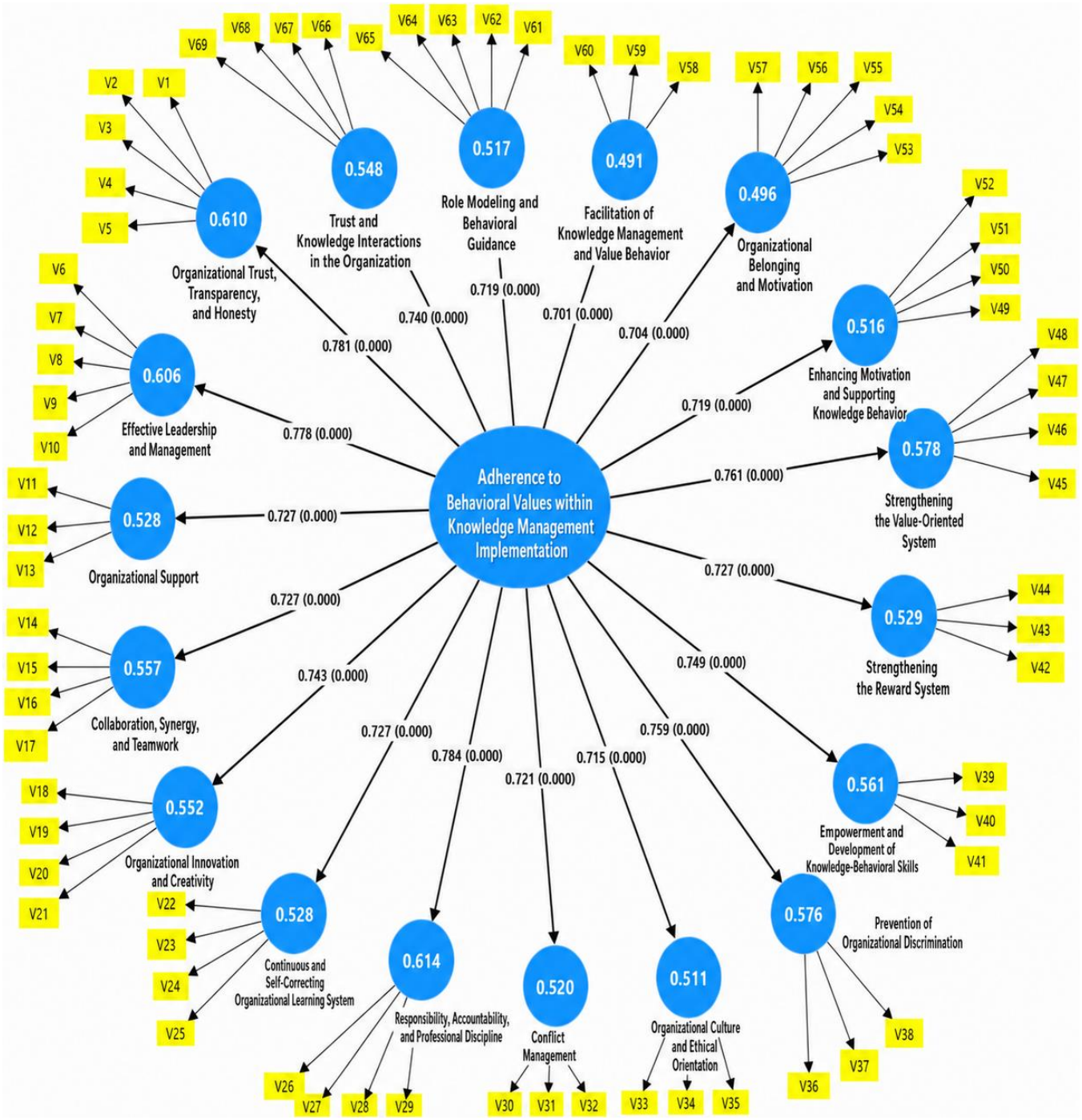
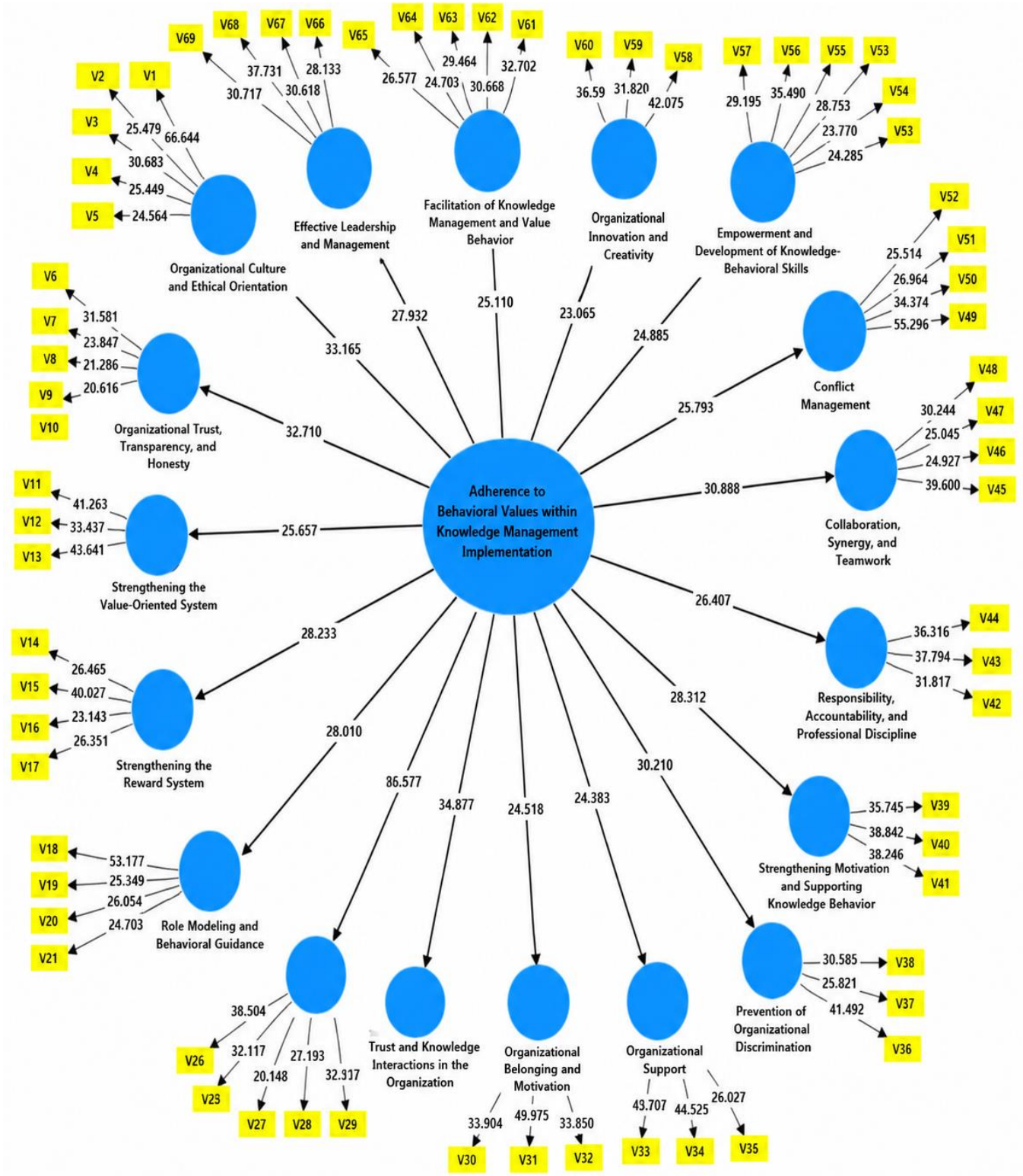


Figure 2

Model with T-Values



4. Discussion and Conclusion

The findings of this study confirmed that the model of human resource adherence to behavioral values within the framework of knowledge management implementation has a multidimensional, coherent, and empirically valid structure. In the qualitative phase, 18 main dimensions were extracted from expert interviews: organizational culture and

ethical orientation; trust and knowledge interactions; effective leadership and management; organizational belonging and motivation; organizational trust, transparency, and honesty; responsibility, accountability, and professional discipline; collaboration, synergy, and teamwork; organizational innovation and creativity; organizational support; prevention of organizational discrimination; strengthening the reward system; role modeling and behavioral guidance; enhancing motivation and supporting knowledge behavior; strengthening the value-oriented system; conflict management; empowerment and development of knowledge-behavioral skills; facilitation of knowledge management and value behavior; and continuous and self-correcting organizational learning. This structure shows that adherence to behavioral values in a knowledge management context is not limited to individual morality or formal compliance, but includes organizational culture, leadership, motivation, learning, knowledge exchange, justice, technological facilitation, and collective work processes. This finding is consistent with recent knowledge-based human resource studies that conceptualize human resource productivity as a combined function of behavioral, cultural, structural, and knowledge-oriented mechanisms (Moghtader Kargaran, 2025; Moqaddar Kargar, 2025).

The descriptive findings showed that organizational culture and ethical orientation, facilitation of knowledge management and value behavior, organizational trust, transparency and honesty, and empowerment of knowledge-behavioral skills received relatively high mean scores. This pattern suggests that employees perceived ethical culture, transparency, knowledge facilitation, and skill development as central elements in the implementation of knowledge management. This result aligns with the view that knowledge management is not merely a technical or informational process, but depends heavily on organizational culture and human resource development. Fathi et al. emphasized that a knowledge-oriented culture is a core requirement for developing knowledge-based human resources, and the present findings similarly indicate that ethical and cultural foundations are indispensable for value-based knowledge behavior (Fathi et al., 2024). Moreover, the high position of knowledge-management facilitation supports studies showing that knowledge management components improve human resource productivity in industrial organizations (Hajizadeh Ebrahimi et al., 2024).

The measurement model results further confirmed the psychometric adequacy of the proposed model. Cronbach's alpha coefficients ranged from .753 to .965, and composite reliability values ranged from .859 to .967, indicating strong internal consistency across all constructs. In addition, all AVE values were above .50, confirming convergent validity, while all HTMT values were below .90, confirming discriminant validity. These findings demonstrate that the extracted dimensions were not only conceptually meaningful but also empirically distinguishable. This is important because previous research has often examined related concepts such as knowledge sharing, organizational commitment, performance, and human resource development separately, whereas the present study integrates them into a validated model. The use of structural equation modeling is also consistent with studies that have applied SmartPLS to validate human resource models in knowledge-based organizations (Nodeh Farahani et al., 2024).

The structural results showed that all 18 paths were significant at the .001 level, with path coefficients ranging from .703 to .785. The strongest path was related to enhancing motivation and supporting knowledge behavior, followed by organizational culture and ethical orientation, organizational trust, transparency and honesty, collaboration, synergy and teamwork, and prevention of organizational discrimination. This indicates that behavioral-value adherence is most strongly explained by motivational support, ethical culture, trust, cooperation, and justice. The prominence of motivation and support for knowledge behavior is consistent with evidence showing that knowledge-based human resource management improves sustainable employee performance through psychological empowerment (Hamzavi et al., 2024). When employees feel supported, empowered, and motivated, they are more likely to engage in constructive knowledge behaviors such as sharing, documenting, applying, and transferring knowledge.

The significant role of trust, transparency, and honesty also deserves attention. Knowledge management depends on employees' willingness to make personal, experiential, and sometimes tacit knowledge available to others. Such willingness is weakened when organizational relationships are characterized by suspicion, unfairness, or fear of misuse. The present findings confirm that trust and transparency are not peripheral variables but core components of behavioral adherence in knowledge management. This result supports research on knowledge sharing that identifies trust, reciprocity, motivation, and organizational climate as essential antecedents of knowledge exchange (Soluk & Noe,

2024). It also corresponds with studies showing that organizational commitment mediates the effect of knowledge sharing and competence on organizational citizenship behavior, because employees who trust the organization and feel committed to it are more likely to go beyond formal job duties and contribute to collective knowledge processes (Masrum et al., 2025).

The importance of organizational culture and ethical orientation in the model is also consistent with the literature on organizational citizenship behavior and employee performance. Herliyanti et al. showed that organizational citizenship behavior, knowledge management, and work environment significantly affect employee performance in manufacturing firms (Herliyanti et al., 2025). The present findings extend this evidence by showing that citizenship-like behavioral values, including responsibility, cooperation, helpfulness, non-selfish behavior, and ethical discipline, can be integrated into a broader knowledge management implementation model. In this sense, value adherence operates as a behavioral infrastructure for knowledge management: it creates the relational and ethical conditions under which employees can share knowledge, learn collectively, and use knowledge for organizational improvement.

The significant path related to collaboration, synergy, and teamwork confirms that knowledge management is fundamentally social. Individual knowledge becomes organizational knowledge when it is communicated, interpreted, combined, and used collectively. This result aligns with research on high-performance human resource development in knowledge-based companies, where team coaching, collective learning, and collaborative competence have been identified as important mechanisms of human resource development (Yousefi Fard et al., 2024). It also supports the view that talent retention and employee engagement in knowledge-intensive organizations require the integration of human resource management, knowledge management, and change management (Kossyva et al., 2024). In other words, knowledge-based organizations cannot rely only on individual expertise; they must cultivate teamwork, dialogue, shared goals, and inter-unit synergy.

The strong effect of prevention of organizational discrimination indicates that perceived justice is a major component of value-based knowledge behavior. Employees are unlikely to share knowledge or participate in organizational learning when they perceive discrimination, biased evaluation, unfair rewards, or disrespect for human dignity. In knowledge-based human resource systems, fairness is especially important because knowledge sharing often involves voluntary effort and psychological risk. The present finding is compatible with research showing that developmental human resource practices can reduce knowledge hiding when they are accompanied by psychological collectivism and affective organizational commitment (Yang et al., 2024). Fairness and non-discrimination strengthen commitment and reduce defensive behaviors such as knowledge withholding or knowledge hiding.

The model also confirmed the importance of leadership and role modeling. Effective leadership and management, role modeling and behavioral guidance, and strengthening the value-oriented system all had significant path coefficients. These findings suggest that managers play a central role in translating organizational values into observable behaviors. When managers act as behavioral models, communicate transparently, support participation, and reinforce value-based conduct, employees are more likely to internalize organizational expectations. This result is aligned with the growing literature on digital and knowledge-based human resource management, which emphasizes that technology and analytics must be accompanied by strategic leadership and human-centered governance (Zhang & Chen, 2023, 2024). Even advanced systems such as competency prediction and knowledge graphs require managerial interpretation, ethical use, and trust-building behavior (Yang & Shen, 2025).

The significance of innovation and creativity, although showing one of the comparatively lower path coefficients, still confirms that knowledge management implementation requires openness to new ideas, learning from failure, problem-solving, and technological innovation. This result is consistent with studies showing that process innovation and knowledge sharing mediate the relationship between green human resource management and organizational efficiency (Duah et al., 2025). It also aligns with research on the application of new technologies in fourth-generation universities, which highlights the importance of technological capacity, learning systems, and innovation-oriented structures in modern organizations (Seifi et al., 2024). Therefore, innovation should be understood as a behavioral and cultural outcome of knowledge management, not merely as a technological achievement.

The confirmation of empowerment and knowledge-behavioral skill development indicates that value adherence must be supported through training and capability building. Employees need soft skills, technical knowledge,

communication skills, and knowledge-sharing competencies to behave effectively in knowledge management systems. This finding corresponds with studies on smart governance and knowledge conversion, which show that mapping human resource capabilities and knowledge conversion processes can support intelligent organizational management (Sari et al., 2024). It also resonates with grounded human resource models in professional organizations, where context-specific competencies and organizationally embedded practices are necessary for effective human resource management (Zare et al., 2024). Thus, value adherence should be developed through systematic training, not expected as an automatic personal trait.

Overall, the findings indicate that the proposed model provides a valid and comprehensive framework for understanding how behavioral values support knowledge management implementation. The acceptable SRMR value of .076, the NFI value of .873, the high reliability coefficients, the confirmed convergent and discriminant validity, and the strong R^2 values collectively show that the model has adequate statistical fit and explanatory power. The R^2 values, ranging from .491 to .614, demonstrate that the central construct of adherence to behavioral values explains a substantial proportion of variance in the extracted dimensions. This supports the argument that knowledge management implementation must be studied as a socio-behavioral system in which ethics, trust, motivation, fairness, leadership, collaboration, learning, and innovation function together.

Regarding limitations, this study was conducted among employees and experts associated with Tehran Cement Company, and therefore the findings should be generalized to other industries with caution. Although the mixed-methods design strengthened the depth and validity of the results, the quantitative phase relied on self-report questionnaire data, which may be influenced by social desirability, organizational caution, or respondents' subjective perceptions. In addition, the cross-sectional nature of the quantitative data limits the ability to infer causal changes over time. The study also focused on model validation rather than intervention testing, meaning that the practical effectiveness of applying the model in organizational development programs was not directly examined.

Future studies are suggested to test this model in other industrial, service, educational, and knowledge-based organizations to determine whether the same dimensions remain stable across different organizational contexts. Longitudinal research could examine how adherence to behavioral values changes during the implementation of knowledge management systems and whether improvements in value-based behavior lead to measurable gains in productivity, innovation, retention, and organizational learning. Future researchers may also compare this model across organizational levels, including managers, operational employees, technical specialists, and knowledge workers, to identify possible differences in perception. In addition, future studies can use mixed data sources, including interviews, performance indicators, organizational records, and behavioral observation, to reduce reliance on self-report data.

From a practical perspective, managers should treat behavioral-value adherence as a core requirement of knowledge management implementation rather than as a general ethical slogan. Organizations should design training programs that strengthen trust-building, knowledge sharing, teamwork, conflict management, responsibility, professional discipline, and ethical use of information. Human resource systems should align evaluation, promotion, and reward mechanisms with knowledge-based and value-based behaviors so that employees are encouraged to share knowledge, support colleagues, learn continuously, and act transparently. Managers should also serve as behavioral role models by demonstrating fairness, honesty, constructive feedback, and participatory leadership in daily organizational interactions.

Authors' Contributions

Authors contributed equally to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

Acknowledgments

We would like to express our gratitude to all individuals helped us to do the project.

Declaration of Interest

The authors report no conflict of interest.

Funding

According to the authors, this article has no financial support.

Ethics Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were considered.

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