Ranking the Driving Affecting Factors on Strategic Human Resource Planning

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Abstract
Today human resource are remembered as the most important ones for organizational success and managers try to empower and develop them to gain more competitive advantage or increase their organizational productivity and performance. The main purpose of writing the current paper is to identify the driving affecting factors on success in human resource strategic planning. The research is applicable from goal view and descriptive from data collection. Also data gathering method is library and fieldwork and data gathering tool is questionnaire. Statistical society includes employees of National Iranian Oil Refining and distribution which decreased into 140 ones applying sampling formula. For surveying driving affecting factors on success in human resource strategic planning, six main dimensions contain system thinking, organization vision and mission, employees’ creativity, top management cooperation, employees’ training and proper organizational structure were utilized. The result of applying fuzzy TOPSIS technique showed that “innovation”, “information sharing” and “organization existential philosophy” were selected as the most important indices.

Keywords: human resources, strategic planning, multi criteria decision making, fuzzy TOPSIS technique

Introduction
Because nowadays most valuable production operating and most important asset of any organization which is creator and source of competitive advantage and creator of basic features for each organization are human resources, so one of the main planning agencies, is human resource planning. A significant factor for the existence of human resource planning is planning to achieve the skilled and training requirements and finally, development of human resources. The most effective way to achieve competitive advantage in the current situation is making staff efficient and reform organizations by improving them and what is important in the development of human resources is improvement of human resources that cannot be achieved only with technical training, but from different ways should develop staff and this will not be possible unless apply strategic management in the field of Human Resource Management (Arabani Mostaghim, 2013). Strategic planning in organizations is used through various methods which brings benefits to organizations and institutions, these benefits include: Clearly define of purpose of the organization is determined in consistent with the organization’s mission with regard to capacity and time frame set for the organization, associated with the components and elements of organizational goals and objectives develop a sense of participation in the program, ensure more effective use of resources, focus on key priorities and resources, provide the basis for progress and mechanisms for change, more attention to the efficiency and effectiveness; communication bridge between the staff and board and directors; Strong team building and staff on board; communication between board members; create greater satisfaction among planners with a shared vision, Increase productivity, through improving efficiency and effectiveness, on the other hand, human resource planning is the process for evaluating the application, the size, nature and distribution of human resources to accomplish the required demand. Hence, the first step in any program personnel and human resources management, is human resource planning (Gilaninia and Sharif, 2009).
Literature review

HR strategic management is a process that its result is to devise HR strategies. Terms like "HR strategic management" and "HR strategy" are often used interchangeably albeit one can differentiate them. HR strategic management defines organizational purposes and plans on how to meet business goals through employees and it is based on three pre-hypotheses: firstly, human capital is the main source of competitive advantage, secondly, they are employees that implement strategic plans and thirdly, a systematic approach should be taken to determine the purpose of the organization and the way to achieve. HR strategic management is a process which utilizes various aspects on HR strategy development that are coordinated vertically to business strategy and horizontally to each other. On the other hand, HR strategies, however, concentrate on organizational plan concerning the needs which should be met and the needs that should be changes. HR strategies determine that organization plans to do what kind of initiatives on the performances and policies on HR management and how they should be integrated with organizational strategy and also with each other (Armstrong, 2008). Whether from the organization's external or internal environment, the impact of a particular influence must be identified and considered by the HR manager. HRM does not operate in a vacuum. It is influenced by and in turn influences factors such as changes in technology, laws, social values and economic conditions which exist outside the organization, as well as internal factors such as the organization's objectives, strategy, culture and structure. All of these have a significant influence on the organization's HRM objectives, strategies and action plans. Equal employment legislation, for example, has had a particular impact on the way organizations acquire, develop and reward human resources (Armstrong and Long, 1994). Similarly Bramble (1996) found that government intervention has had a significant impact on industrial relations. An integral Strategic HRM therefore involves analyzing environmental influences to identify those factors which inhibit the organization and those which help achieve its objectives. An analysis of the strengths and weaknesses of the HRM function can also identify those positive and negative characteristics of HRM which help or hinder the achievement of strategic objectives (Clark, 1992). Such analysis includes the quality of human resources available to the organization. If an organization is to grow and remain competitive, its HR objectives and strategies must achieve the best alignment or fit between external opportunities and threats and the internal strengths and weaknesses of the organization (Stone, 1991). The strategic approach generates more informed and purposeful HR management. Articulating the organization's mission or purpose, its objectives and its strategies help direct the setting of HRM objectives and strategies. In turn, when applied to specific HRM activities such as recruitment and selection, the HR manager can better appreciate which specific action plans are required to support HRM and organizational strategic objectives. Organizations that adopt HRM strategies and practices consistent with the demands of their internal and external environments should out-perform organizations that adopt less well-matched strategies and practices (Gardner and Palmer, 1997). Starting in the late 1970s and early 1980s, human resource management (HRM) professionals and academics started to more actively consider about how their work could contribute to the effectiveness (success) of their organizations (Jackson et al., 2014). Following up on Michael Porter's path-breaking insights about competitive strategy and competitive advantage in the early 1980s (Porter, 1980, 1985), we proposed an approach for linking HRM with organizational effectiveness (OE) that was grounded in an understanding of the employee behaviors needed to effectively implement alternative types of competitive strategies (Schuler and Jackson, 1987). Essentially we argued that a firm's HRM practices should be designed with and grounded in an understanding of the specific employee behaviors required to successfully implement the firm's particular competitive strategy. The objective of a firm's HRM practices, we argued, is encouraging and supporting employee behaviors to drive successful strategy execution. As we recognized and acknowledged then, others had already begun to discuss the potential for HRM to contribute to OE, but our article was the first to describe the systemic relationships among HRM practices and specific approaches firms could use as they strive to gain competitive advantage. That 1987 article may not have been the first article to discuss HRM using a strategic lens (looking at HRM's role from an external perspective) rather than using the more familiar technical lens (looking from inside the human resource (HR) function outward), but it was one of the first (Jackson et al., 2014; Gratton, 2000; Ulrich et al., 2013).

Enough time has passed since then that we can now look back and consider how that earlier model of strategic HRM has evolved into today's model of HRM and EO. As was true when we first proposed
yesterday’s model, our new model is grounded in our analysis of a great deal of research done by academics as well as observations of HRM in firms worldwide (Zhao and Du, 2012; Huselid, 2011; Rucci et al., 1998; Huselid et al., 1997; Jiang et al, 2012; Purcell, 1995; Sparrow et al., 2010; Ulrich, 2011).

**Conceptual framework**

The chart below illustrated the driving affecting factors on strategic human resource planning. In the model, system thinking, organization vision and mission, employees’ creativity,, top management cooperation, employees’ training and proper organizational structure are independent variables and success in human resource strategic planning is dependent one.

![Conceptual framework](image)

**Research methodology**

Samples for this research were chosen from managers in different levels: 220 employees of National Iranian Oil Refining and distribution and whereas this number seems to be too much, therefore referring Krejcie and Morgan table decreased into 140 ones. The current research can be considered as a descriptive survey if to view from data collection aspect and as an applied research if to investigate the goals of the research. To collect the data library method (to refer to books, articles, libraries, etc...) and fieldworks (questionnaire) was being utilized. For gathering data, a questionnaire in 7 point scale was applied. The questionnaires were given to the participants. For assessing questionnaire validity we asked for experts’ opinions and to determine the questionnaires’ reliability, the ‘Cronbach Alpha technique’ was applied. For this purpose, 35 people were chosen by random (from the participants) and the questionnaires were given to them. The ‘Cronbach Alfa’ values for all variables were calculated:

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach Alfa</th>
</tr>
</thead>
<tbody>
<tr>
<td>System thinking</td>
<td>0.816</td>
</tr>
<tr>
<td>Organization vision and mission</td>
<td>0.881</td>
</tr>
<tr>
<td>Employees’ creativity</td>
<td>0.737</td>
</tr>
<tr>
<td>Top management cooperation</td>
<td>0.832</td>
</tr>
<tr>
<td>Employees’ training</td>
<td>0.832</td>
</tr>
<tr>
<td>Proper organizational structure</td>
<td>0.843</td>
</tr>
</tbody>
</table>

As table 1 shows the reliability results calculated which was above the reasonable threshold (0.7).

**Decision making process by fuzzy TOPSIS technique**

Decision making process steps by fuzzy TOPSIS technique are shown below (Kalantari et al, 2012; 2013; Saeedi et al, 2012; Askari Masouleh et al, 2013):
Step 1: calculating weights vector $\mathbf{w}_j$
Step 2: normalizing the calculated matrix
\[
\mathbf{K} = \left[ \mathbf{R}_{ij} \right]_{m \times n}
\]
$B \subseteq \{1, \ldots, n\}$ is related to benefit-based indices and $C \subseteq \{1, \ldots, n\}$ is related to cost-based indices.
\[
\mathbf{R}_{ij} = \begin{cases} 
\alpha \frac{b_{ij}}{d_j^+} - \frac{c_{ij}}{d_j^+} + \frac{d_{ij}}{d_j^+}, & j \in B \\
\alpha \frac{a_{ij}}{d_j^-} - \frac{a_j^-}{d_j^-} + \frac{a_{ij}}{d_j^-}, & j \in C
\end{cases}
\]
Step 3: so normalized weighted matrix is calculated as formula 4:
\[
\mathbf{V} = \left[ \mathbf{v}_{ij} \right]_{m \times n}, \quad i = 1, 2, \ldots, m, \quad j = 1, 2, \ldots, n
\]
Step 4: determining the fuzzy positive ideal solution $\mathbf{v}^*_j$ (FPIS) and fuzzy negative ideal solution $\mathbf{v}^-_j$ (FNIS) (formulas 5, 6):
\[
\mathbf{v}^-_j = \begin{cases} 
\min_{i=1,\ldots,m} \mathbf{v}_{ij}^*; & j \in B \\
\max_{i=1,\ldots,m} \mathbf{v}_{ij}^*; & j \in C
\end{cases}
\]
\[
\mathbf{v}^*_j = \begin{cases} 
\max_{i=1,\ldots,m} \mathbf{v}_{ij}^*; & j \in B \\
\min_{i=1,\ldots,m} \mathbf{v}_{ij}^*; & j \in C
\end{cases}
\]
\[
\text{FNIS} = \{\mathbf{v}^-_j \mid j = 1, \ldots, n\}
\]
\[
\text{FPIS} = \{\mathbf{v}^*_j \mid j = 1, \ldots, n\}
\]
Step 5: calculating the alternatives from positive and negative ideal by applying formulas 8,9:
\[
d^+_i = \sum_{j=1}^n d(v^-_i, v^*_j), \quad i = 1, \ldots, m
\]
\[
d^-_i = \sum_{j=1}^n d(v^-_i, v^-_j), \quad i = 1, \ldots, m
\]
Step 6: Calculating the relative closeness to the ideal solution:
\[
Cc_i = \frac{d^-_i}{d^-_i + d^+_i}
\]
In real world situation, because of incomplete or non-obtainable information, the data (attributes) are often not so deterministic, there for they usually are fuzzy /imprecise. So, we try to extend TOPSIS for fuzzy data to prioritize e-learning dimensions. Linguistic variables for the important weight of each criterion are shown in table 2:
Data analyzing
Applying formulas 8, 9 and 10 positive and negative ideal solutions, closeness index and final ranks of variables were computed as:

As table 3 shows "innovation", "information sharing" and "organization existential philosophy" were selected as the most important variables.
Conclusion and suggestions

The paper with the purpose of ranking the driving affecting factors on human resource strategic planning was done in a society includes 140 employees of National Iranian Oil Refining. The results of applying fuzzy TOPSIS technique illustrated that “innovation”, “information sharing” and “organization existential philosophy” were selected as the most and the least ones.

Attending to the results managers are advised to:

• Considering special budget for allocating rewards to employees
• Utilizing software for performance measurement
• Surveying global standards for performance measurement
• Monthly meeting by managers about performance measurement
• Continuous supervision on performance measurement process

References

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