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## INVESTIGATING THE EFFECT OF HR STRATEGIES ON THE ORGANIZATION'S PERFORMANCE

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### ABSTRACT

Human power is considered a strategic partner and the most valuable capital of the organization in the 21st century. A capital that is not created by itself and is insufficient. Human resources (HR) are considered the basic capital of organizations along with other resources, and in fact, they are the basic pillar of any organization in implementing strategies and achieving goals. With the help of Human resource management (HRM) tools, organizations can keep employees satisfied and take an important and effective step toward improving the organization's performance. In today's organizations, the importance of (HRM) is not hidden from anyone, and various research has been conducted on HRM in organizations. The strategic approach in HRM is the concept of using new techniques and methods. Strategic HRM represents this thinking, and the HR strategy represents the practice of what features and functions the said strategy should have. Strategic HRM has improved the understanding of researchers in the field of HRM about the relationship between the organization's strategy, human capital, and HR strategy and company performance. In this context, one of the key topics that remains unclear is understanding the processes and mechanisms through which HRM actions affect the organization's performance. In this regard, this article examines the impact of HR strategies on the organization's performance. The current research is a promotional article that has described and explained this issue by reviewing existing backgrounds and library studies.


**Keywords:** HR management, Strategy, Organization performance. Strategic management

### INTRODUCTION

In most organizations worldwide, managers always seek to improve the performance of their organizations (Moghimi et al., 2011). In other words, today, if organizations want to maintain their position and act in a way that will cause their survival, development, and success, it is necessary to reconsider their performance and fulfill their obligations towards clients correctly. The occurrence of events such as the expansion of competition, the advancement of information technology, and the all-out efforts of organizations and economic units to gain a better position has doubled the need to pay attention to the continuous improvement of organizational performance (Qorbanizadeh et al., 2012). In this regard, HR is the organization's main capital today, and HRM tasks have been considered one of the most important components affecting organizational performance (Doai et al., 2011). HR will be used efficiently and effectively when managed strategically as the most key organizational resource. As Mintzberg (1992) emphasizes, HR strategy is not necessarily the result of thinking, but the organization's

behavioral pattern concerning HRM represents the HR strategy. The strategic approach in HRM is applying new techniques and methods that the organization can rely on to respond appropriately to the unstable environment and mobilize HR to gain a competitive advantage (Afjeh and Ismailzadeh 2009).

HR now and certainly in the future offer the greatest potential for the company's competitive advantage. The condition for realizing this issue is effective HRM, for example, detailed planning, organization, direction, and control (Samolejova 2015). A definition of HR as the most key organizational resource will be used efficiently and effectively when managed strategically. HR of any organization as an important capital is the main concern of the strategic HRM. This unit focuses on long-term employee issues and creating an organizational structure for times of change, such as mergers, recessions, and ownership changes. This management is important for improving organizational ethics and the impact of the company's business decisions on society (Mahmoud Abadi, 2014). HRM and its effect on the evolution of organizations and companies is necessary and not specific to a particular part of the world. So, it is impossible to find any society where one generation lived exactly like the previous generation. Of course, there is no problem with the speed of these developments in different societies, including organizational units.



From production, service, and education, even one person differs from another, although in some cases, the gap resulting from these changes is very large. But the continuity of change as an undeniable principle always stands. In today's organizations, the role of HR managers has also changed with the difference in the business environment. HR managers should consider themselves strategic partners to ensure cooperation and participation in the organization. In this new role, the efforts of HR personnel are aimed at business development and reaching the company's major goals. Therefore, this sector should strategically think to be a successful business partner (Narimani, 2013). To achieve success in the entire organization, the HR manager must participate in formulating the organization's mission, vision, goals, and strategic plans and support them. Apart from the role of management and HR in the organization and its importance, it is undoubtedly the most important factor in moving the wheels of the organization, and the effectiveness and efficiency of any change depending on the performance of management and other HRs. Today, organizations pay special attention to their employees. In today's business environment, employees are the heart of the organization. Since today's economy is based on services, companies should involve them in business activities to motivate and increase employee productivity (Cohen et al., 1983). In the current situation, the competitive advantage of creating value and ensuring long-term growth has become increasingly dependent on the role of the human capital of organizations, meaning the collection of knowledge, attitude, behavior, capabilities, and experiences of employees. To achieve such a position, organizations must use a tool to attract, motivate, and maintain such capital, referred to as HR strategy.

Almost all thinkers of management and economic sciences have accepted that high-quality HRs are the basic pillar of economic development at the micro and macro levels. Therefore, organizations should include the development of productive HRs in their strategic plans, just as they have development plans for financial resources and physical capital, factories, and

equipment. Monitoring and control are considered one of the main implementations of management, so without paying attention to this component, other management components, such as planning, organization, and guidance, are also incomplete, and there is no guarantee of their correct performance. Human power should be considered the most important capital of an organization, which plays a key and important role in achieving the organization's goals.

Today, organizations spend high costs to attract and maintain HRs to not lag behind competitors. Due to competition between organizations and companies to gain more benefits, mastering the existing resources has become especially important. Suppose organizations have the best technology and benefit from the best facilities but do not have expert and efficient HRs or cannot use the existing forces correctly and efficiently. In that case, they are not able to have an impact on the environment and be successful in the field of competition. HRs can process other resources and produce the services and goods for which the organization was established.

One of the most important tasks of HRM is HR planning. Through efficient and effective planning, HRM can provide the amount and composition of HRs needed for the future and improve the capabilities of existing forces. Therefore, HR planning should be a high priority to continue the organization's existence and achieve its goals. It should be noted that effective and efficient planning of HRs and any planning requires processed information (Kiani, 2003).

According to some thinkers, strategic planning shows the creative power of managers and building the future. In other words, managers create the future through strategic planning. Nowadays, strategic management combines the ideas of two separate, parallel, and similar concepts. One of the ideas is related to commercial policy, which has been proposed and presented in scientific and academic centers, and the other is the concept of long-term planning, which is a secondary concept. In the current situation, competitive advantage, creating value, and ensuring long-term growth have become increasingly dependent on the role of human capital in organizations, meaning the collection of knowledge, attitude, behavior, capabilities, and experiences of employees (2005:12; Allen & Wright 2006:4). To achieve such a position, organizations must use a tool to attract, cultivate, motivate, and maintain such capital, which is mentioned. The title of HR strategy as a process is a specific set of HR actions the organization takes to achieve its goals. HR strategy includes all the activities related to managing the organization's people in the form of an organized and coherent plan to achieve the organization's strategic goals. In expressing the concept of strategy, some authors point out that HR strategy is a model of decisions related to policies and actions related to the HR system (Farq Ahmad et al., 2006:18).

The study of different approaches to HR strategy provides the possibility of a comparative comparison of strategies, systems, and functions of HRs. Approaches related to HR strategies are examined at two strategic and non-strategic levels. Strategic approaches indicate taking proactive and strategic decisions regarding HR activities. Each of these approaches, based on their rational logic, describes what characteristics and how to implement the strategies and operations of HR management to achieve the organization's strategic goals. Although, at first glance, it seems that these approaches can provide the means of knowing and predicting to what extent HRM measures align with the organization's strategic direction, we all know that all measures are coordinated. They are not or do not act towards the organization's strategic goal.



Therefore, non-strategic approaches should also be considered to achieve a comprehensive understanding (Schuler & Jackson, 1999: 52-53; Wright & McMahan, 1992: 309-310).

## MATERIALS AND METHODS

### *Human Resource Strategy*

In the current situation, the competitive advantage of creating value and ensuring long-term growth has become increasingly dependent on the role of the human capital of organizations in the sense of knowledge, attitude, behavior, capabilities, and experiences of employees. To achieve such a position, organizations have to use a tool to attract, cultivate, motivate, and maintain such capital, referred to as HR strategy. HR strategy as a process is a specific set of HR actions the organization takes to achieve its goals. HR strategy includes all the activities related to managing the organization's people in the form of an organized and coherent program to achieve the organization's strategic goals.

In expressing the concept of strategy, some authors acknowledge that HR strategy is a model of decisions related to policies and actions related to the HR system. As a result of strategic HR planning, HR strategy focuses on developing activities that increase the organization's competitive advantage. HR strategy is an instruction for the HR system in which the mission, vision, and priorities of the HR task unit are specified. HR strategy as a process is a specific set of HR actions the organization takes to achieve its goals.

In defining HR strategy, Price stated that HR strategy includes all activities related to the management of the organization's people in the form of an organized plan to achieve the organization's strategic goals. As a result, some authors on the strategy concept admit that HR strategy is a model of decisions related to policies and actions related to the HR system.

### *Strategic Human Resource Management*

The Strategic HRM is comprehensive, innovative, and organized transformational thinking in providing the HR of the organization, nurturing and improving it, providing the quality of working life for it, and finally, the proper and effective use of this strategic resource by recognizing and applying the aspects of effectiveness and Influencing the internal and external environment to explain the strategies to realize the mission and goals of the organization. This research considers HR measures in equal job opportunities, flexible work schedules, effective communication of employees, training and development of HRs, compensation of employment services with precision, and management development (Al-Bahussin & El-Garaihy, 2013).

Currently, the research of strategic HRM focuses on evaluating the relationship between organizational strategies and strategic HRM, policies, actions, and HRM systems on the one hand and organizational effectiveness on the other. Strategic HRM states that HRs are potentially the only sustainable competitive advantage. Most of the studies that have been done in this field have been based on resource theory.

Strategic HRM is all effective activities on people's behavior to stimulate and implement the organization's strategic needs and planning to carry out the activities required by the company to achieve the goals (2019; Kim et al., 2020; Ahmad et al.). Strategic HRM mainly creates



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strategic capability by guaranteeing and ensuring the organization has skilled, committed, and motivated employees to strive to achieve a sustainable competitive advantage. In other words, its goal is to create an environment where people can coherently and practically meet their and the organization's needs (Armstrong & Taylor, 2014; Law, 2015; Ahmady et al., 2016).

Recent studies suggest that strategic HRM is a factor in increasing the competitive advantage, and the employees also extensively test their approach, process, and perspective with the organization's strategic planning. Strategic HRM is a method for deciding on the objectives and plans of the organization, which is related to the following issues: Employment relations, recruitment, rewards training, and policies and methods related to employee relations. In addition, strategic HRM deals with the relationship between HRM and strategic management in the company, and it pays attention to both human capital needs and the development of process capabilities (the ability to do things efficiently) (Arabi, 2006). Strategic HRM is a type of human capital management because the highest capital of any organization is the organization's HR. In other words, the HRM process can be classified into 14 main processes.

1. HR planning
2. Recruitment of HR
3. Justification and deployment
4. Training and development of skills
5. Designing and implementing career paths
6. Design and implementation of payment and service compensation systems
7. Designing and establishing employee participation
8. Designing and deploying performance evaluation systems
9. Ensuring the health and safety of employees
10. Management of labor relations and discipline
11. Designing and establishing alternative and succession systems
12. Development and compilation of HR information systems
13. Internal communication management
14. Finally, the management of the exit rate

Several researchers have named strategic HRM based on two normative competitive schools: superior action and contingent approach. The outstanding school of strategic HRM is considered an influential factor in improving the proper performance of all companies, and it states that strategic HRM can help all companies enhance the profitability process, promoting efficient operations, increasing innovation, transformation in ability, and increasing the profitability of organizational performance. In contrast to the superior model, the contingency approach states that the HR strategy will be effective when properly integrated with the content and context of the organization and its environment. In addition, discussions of the contingency view are more



complex than the superior model because they involve more actions and reactions than the simple linear relationships that the superior model posits.

#### *Types of Human Resource Strategy*

Each of the organizations or sub-sectors of the organization uses an HR strategy according to its working conditions. Hence, the need to pay attention to the compatibility between the types of HR strategies and the types of human capital available to achieve the highest efficiency becomes more apparent.

#### *Development of Human Resource Strategy According to Strategic Reference Points*

The proposed HR strategy development model is according to the strategic reference points and focuses on two main variables. A: quantity and quality of control: the labor process with the labor product, the degree of attention and reliance on the domestic labor market or the foreign labor market introduces four main strategies, namely paternal strategy, commitment strategy, secondary strategy, and contractual strategy. The integrated model of HR strategy formulation has been expanded in other articles. The four HR strategies are defined as follows

(a) Commitment strategy: This strategy is also used for complex and specialized jobs, with the difference that experts active in these jobs are permanently needed by the company, and since, in many cases, they have mastered the complex production network and specific knowledge required by the company. It is not easy to replace them. Therefore, it is necessary to have an effective approach to the labor market within the organization.

B. Contractual strategy: This strategy is suitable for those complex and specialized jobs that require a high cost of permanent and formal hiring of relevant experts for the company. Because the company needs these types of jobs for short and temporary periods, these experts are usually invited to cooperate with high amounts of money just for consulting or doing a part of a project.

C) Paternalistic strategy: This strategy is also used for simple, repetitive, and standardized jobs, with the difference that company management tends to maintain and promote existing employees and align them with the company's organizational culture.

#### *Human Resource Management*

HRM means strategic and sustainable management and administration of the organization's most valuable assets, i.e., the employees who work together and cooperate to achieve organizational goals (Armstrong 2002). The basic purpose of HRM is to create strategic capability by guaranteeing and ensuring that the organization has skilled, committed, and motivated employees to achieve a sustainable competitive advantage so that the business needs of the organization and individual and group needs are met. Its employees should be provided by designing and implementing coherent and practical HR plans and policies (Armstrong, 2006).

Today, human capital is one of the most important assets of organizations (Domingueler, 2011). Therefore, HR planning is necessary to meet educational skill needs and improve HR (Mirsepasi, 2011). HRM is the management of areas related to the organization's HR processes of recruitment, employment, improvement, and maintenance. The strategies of the HR department specify the general requirements and directions of the performance of human factors to achieve



the goals of the organization in such a way that the use of various HR strategies can increase or decrease the possibility of realizing the general objectives of an organization (Fakhimi and Qasemzadeh 2012).

HR planning aims to analyze and examine the balance of supply and demand with a structured method. It starts with a clear picture and moves quickly about the future, and it is intended to determine practical areas as a result of experience, analysis, and determination. In HR planning, we need to know the members and the skills required to perform daily tasks, the changes that may change the work capacity in the future, and the volume of committed activities. This includes a good understanding of strategy and more detailed business plans. After that, we have to consider the situation of HR supply in terms of the current HR inventory and how much their needs should change. This issue indicates that organizations need a detailed understanding of their members and their characteristics and relationships with the organization (Hefzi Fard and Ourmozdi 2015).

### *Human Resource Management and Employee Management*

HRM emerged in the 1980s and was evolved by its proponents as a new chapter in HRM. There is an agreement that HRM does not replace employee management but looks at employee management processes from a different perspective. In addition, its main philosophies are significantly different from the traditional concepts of employee management. However, some specific approaches to employee management and employee relations can be described as HRM approaches because they align with the basic philosophy of HRM (Armstrong 1993, 33). HRM is a comprehensive approach to strategically managing the organization's key resources, i.e., HRs. HRM is a profitable approach to employee management and a special approach to employee relations emphasizing commitment and mutuality.



HRM includes activities with different bases, concepts, processes, and tools to the extent that they form independent units for some of them in large organizations. Despite the difference in nature between these activities, most of them are related in terms of operations and information. Nineteen specific HR management activities include Job analysis, job design, job classification, job evaluation, HR planning, recruitment, selection, appointment, employee socialization and training, performance evaluation, health and safety, insurance, retirement, welfare, motivation, participation and relations of employees, salaries and bonuses, displacement, discipline.

### *Difficult Aspects of Human Resource Management*

These aspects rationalize computational and commercial aspects like other economic factors. The hard aspect of HRM is consistent with a business-based philosophy and emphasizes that employees should be managed and guided to gain added value to create a competitive advantage for the company. A business-based philosophy considers employees as basic capital that can benefit from investing, developing, and training (Asadi et al., 2019).

### *Soft Aspects of Human Resource Management*

The soft aspects of HRM are rooted in concepts such as the human relations school emphasizing communication, motivation, and leadership. The soft aspects of HRM are treating employees like valuable assets that lead to their commitment, adaptability, and skills. Knowing the source of the

company's competitive advantage, this approach to HRM emphasizes obtaining and attracting employees' commitment, heart, and mind through participation, communication, and other appropriate methods (Taleghani et al., 2016).

### *Organizational Performance*

An organization with superior performance is one that, in a long-term period, can properly adapt to changes and respond quickly to these changes, create a coherent and targeted management structure, continuously improve key capabilities, and treat employees as the main asset. It achieves better results than similar organizations (Isa Khani, 2008).

Measuring organizational performance is a topic that is discussed more but is less defined (Neely, 2005). Performance measurement systems are designed as a monitoring and control tool. Performance measurement is the process of ensuring that an organization follows strategies that lead to achieving goals. The performance level of an organization is a function of the efficiency and effectiveness of organizational operations, so performance measurement is the process of quantifying the efficiency and effectiveness of an organization. Performance measurement is not a goal but a tool for effective management. Performance measurement results show what happened but not why. An organization must move from <measurement> to <management> to use performance measurement findings effectively.

This concept is known as performance management in organizational performance management research. However, it should be kept in mind that performance measurement measures performance if performance management seeks to manage it using the output of performance measurement (Neely, 2005).

Performance in the word quality worked. Therefore, organizational performance is a general structure that refers to how organizational operations are performed. The most famous definition of performance is given by Neely et al. The process of explaining the quality of effectiveness and efficiency of past measures (Neely et al. 2002) according to this definition of performance is divided into two components: 1- Efficiency that describes how the organization uses resources to produce services and products, that is, the relationship between the actual and desired combination of data to produce specific outputs. 2- Effectiveness, which describes the degree of achievement of organizational goals.

### *Dimensions of Organizational Performance*

Another issue that seems necessary to fully understand the relationship between HRM and company performance is the issue of organizational performance (Becker and Gerhart, 1996; Rogers and Wright, 1998). According to Rogers and Wright (1998), there is a shared opinion or consensus among researchers of strategic HRM about maximizing organizational performance, especially financial performance. This interest in economic indicators of company performance has been shown by Rogers and Wright (1998). By reviewing the literature on strategic HRM, they found that more than 80% of dependent variables in the topic of strategic human resources management are accounting indicators (such as capital return rate, profit, and sales) and market sizes (such as stock price) which have been used in more than half of the conducted researches. However, the type of appropriate dependent variable will vary depending



on the level of analysis (Becker and Gerhart, 1996). If our research is at the business unit level, perhaps the productivity of R&D employees or their rate of change is appropriate for companies pursuing a differentiation strategy. At the same time, the productivity of the employees of the production unit of a company that follows a cost leadership strategy is considered a critical factor for the success of that company. In addition to the level of analysis, variables must have intrinsic meaning for the context in which they are used (Becker and Gerhart, 1996). For example, financial measures that show performance (such as return on capital and assets) are most useful for companies that implement a cost leadership strategy in most units. In contrast, the sales or revenue growth rate is most suitable for companies that use product differentiation strategies in most units. Therefore, using several indicators to predict company performance is more appropriate for strategic HRM researchers.

Dyer and Reeves (1995) have introduced performance indicators that are more useful in strategic HRM.

These criteria include the following four categories:

1. Performance measures of HR: absenteeism, rate of change and conversions, job satisfaction and individual or group performance
2. Organizational performance measures: productivity, quality and service
3. Financial or accounting performance criteria: profitability, rate of return on assets, and rate of return on invested funds
4. Performance measures of the stock market: the value of stocks and companies from the industry

Organizational performance is a multidimensional concept with administrative indicators such as the marketing financial index of the product's suitability and its growth and profit, which objective and subjective indicators can measure. The organization's performance consists of achieving organizational and social goals or exceeding them and fulfilling the responsibilities assigned to individuals. Performance management includes three major actions: (1) performance planning means setting goals and instructions for followers at the beginning of the planning period and formulating plans to achieve these goals (2) training means day-to-day feedback and progressive activities to strengthen performance maps (3) revision of performance; That is, a general evaluation of performance for a specific period of planning (Namamian and Faiz Elahi 2015).

Today, organizations can keep employees satisfied and take an important and effective step toward improving the organization's performance through HRM tools. The importance of HRM in an organization is due to its various tasks. These duties include recruitment and selection, training, career development, compensation, and performance evaluation services. The existence of capable employees, which results from efficient HRM, can be considered a competitive advantage for the organization. The task of HRM is to attract the best people to the organization and provide them with training and a satisfactory work environment to use their abilities (Taleghani et al. 2016).



HR activities generally increase employee productivity, work orientation, and commitment to the goal through hiring, training, performance evaluation, service compensation, and promotion, thus affecting the organization's performance (Uysal and Koca, 2009).

### *Measuring Organizational Performance*

Performance measurement is one of the most important strategic processes that, while improving accountability, determines the level of achievement of the goals and plans of each organization. In other words, it cannot be managed if something cannot be measured. What can be measured is also doable. Of course, we cannot improve the performance until we know the current state of the performance. Performance measurement means comparing the actual performance levels with the levels before implementing the reforms set with a specific goal. To get the best results from the performance measurement program, it is necessary to be aligned and connected with the organization's strategic planning. Generally, a performance-based management program has been carried out from the performance measurement criteria. In other words, performance measurement can be considered one of the basic and necessary components of the performance-based management system.

### *Human Resource and Organization Performance*

HR activities significantly impact the organization's resources due to their importance and pervasiveness. In the past, researchers and organizational agents mainly focused on organizations' material and physical capital, but in recent decades, intangible capital has also attracted the attention of organization and management science thinkers. One of the most important capitals is the organization's social capital. Many researchers have used the term social capital. It is used for humanity because human beings are considered the most important interests of the organization.

The attitude of the superior model to strategic HRM confirms that strategic HRM is the best method of HRM in all situations and under all conditions, which strengthens the organization's performance and increases productivity. On the other hand, the contingency approach to HRM claims that there are other factors and variables (such as the size of the company, the type of activity of the industrial company, the level of competition in the market, the level of innovation, the price sensitivity of the product in the market.) and HR strategies adjusted according to them and different measures and strategies should be used in other conditions of these variables (Afjeh and Ismailzadeh 2009). Chang et al. (2005) considered seven indicators for strategic HRM:

- 1) The existence of HR policies to compensate for high-paying services as needed and based on performance in the organization
- (2) The existence of HR policies for recruitment in the organization
- 3) The existence of HR policies for the training and development of HRs in the organization
- (4) Existence of HR policies for effective communication of employees shared with information dissemination in the organization
- (5) The existence of HR policies for equal job opportunities to reduce differences and discrimination in the organization



(6) The existence of HR policies for flexible work programs in the organization

(7) The existence of HR policies for the development of management in the organization (Jang et al., 2005)

## RESULTS AND DISCUSSION

The findings of this research showed that There is a significant relationship between knowledge management and organizational performance. Knowledge requires management and planning, and if there is proper and proper management and planning, the organization's information and knowledge will be an important treasure for future planning and decisions. It is suggested that the managers and employees of the organization should pay sufficient attention to the human resource strategy in line with labor relations, recruitment and recruitment of human resources, management and flexibility, and especially be careful in the matter of hiring employees. The managers of the institution give their employees the authority to be flexible in their work and also reduce the administrative bureaucracy among the employees. Managers should seek to improve the commitment of employees and try to make people be committed in their profession and feel responsible towards the whole organization. managers make more efforts in establishing knowledge management and promoting organizational planning. It is suggested to strengthen the scientific, educational and value base of the employees. The management should make arrangements so that people can benefit from the training courses while serving and get the most out of the advantages and benefits resulting from it, and in order to improve themselves and their group to the best of their abilities.



## CONCLUSION

Strategic planning of HR, both in the theoretical and practical fields, is a young science. The emergence of the first theory and related models for its formulation goes back less than two decades. Developing and designing strong HR will lead to more interaction with the organization's employees. When employees know the organization's work, they will help you achieve your goals. Entrepreneurs can ask employees to comment on the strengths and weaknesses of the company. Apart from all this, the company's employees know how and why things are done. The strategy, with its requirement for realization, gives the business a clear focus and direction. In this case, the business tries implementing the developed strategies instead of moving without purpose. To develop strategies that everyone agrees with, several discussions and reviews should be done regarding the current situation of the situation that is to be created and how to create the desired situation. In this way, in addition to the fact that all thoughts and actions are aligned and the chance of success increases, a more dynamic atmosphere is created in the business environment.

HR strategies positively affect the organization's performance, cause a competitive advantage, and play a significant role in the growth and development of organizations.

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