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PROVIDING AN APPLIED MODEL FOR ALIGNING HUMAN RESOURCE STRATEGIES WITH THE CORPORATE STRATEGIES OF CUSTOMS IN IRAN TO IMPROVE THE PERFORMANCE

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Abstract

The aim of the present study is to propose a functional model for aligning HR strategies with grand strategies to improve performance of customs procedures in Iran. The research type was "applied-developmental" in terms of purpose, and "descriptive-analytical survey" in terms of methodology. Both library and field studies were used for data collection. The statistical population consisted of 50 faculty experts with a Ph.D. in management and senior experts from Islamic Republic of Iran Customs Administration. According to Krejcie and Morgan table, the sample size was determined to be 44, and samples were selected using simple random sampling method. A researcher-made questionnaire was used to collect data. In order to identify HR strategies aligned with the grand strategy, SWOT matrix was used for strategy formulation. First, a binomial test was run to identify the strengths, weaknesses, opportunities, and threats affecting the alignment of HR strategies with grand strategy. Then, the importance of factors was determined using pairwise comparison via AHP software. HR strategy of Islamic Republic of Iran Customs Administration was placed in "SO" zone, i.e. superiority of opportunities and strengths. Therefore, HR strategy was aligned with grand strategy. Student's t-test was used analyze HR strategy, grand strategy performance.

Keywords

Strategy – Hhuman resource management – HR strategy – Grand strategies – Performance

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Introduction

Designing and running a set of human-resource improvement plans in an integrated and uniform manner is necessary. Thus, it is necessary for the human-resource strategies to be compiled and implemented in line with the corporate-strategy of the organization. Here, the role of strategic management of human resource (HR) is quite clear. Strategic management of HR¹ considers any major human issue that affects the organizations' strategic plan or is affected by it. The strategy of an organization determines how the organization intends to create value for its shareholders, customers and citizens. If the intangible assets of an organization exceed 75% of its value, then its formulation and implementation should point to the mobilization and directing of intangible assets². The issue of compliance and alignment of organizational elements at the strategic levels of the organization, especially the alignment of HR strategies at the task level, has been highly regarded by the thinkers and researchers in promoting organizational performance and effectiveness. Thus, the scholars consider the new task of managing strategic HR of organizations in the present age as fulfilling the role of aligning strategies of human resource management (HRM³) with corporate-strategies of the organization because the strategic managers can help the organization realize the objectives of the organization.

Literature review

There are few researches on the design of organizational strategies and their alignment with downstream strategies such as human resource strategy⁴. Parcel⁵ considers human resource strategies to be low-level decisions. Such decisions are inherently strategic and greatly influenced by upstream decisions and enormous environmental factors. These strategic decisions should conform with the organization's corporate- strategies. Vardarlier⁶ argues that human resource strategies are officially announced by top management as part of the organization's strategic planning, and then human resources department provides details. This differs from company to company due to their culture and environment. Human resource strategy is recognized as a key element in improving organizational performance, and it is essential to increase effectiveness and efficiency of HR management and development activities in organizations that reached a proper level of maturity in this area.⁷

¹ Human Resource.

² S. H. Abtahi and S. R. Ebrahimi Hassan Niaki, "Designing the Pattern of Strategic Strategies for Strategic HR Strategies (Case Study: Cooperative Development Bank)" *Journal of Human Resources Development and Education*, num 8 (2016).

³ Human resource management.

⁴ S. A. K. Afjah and M. Esmaeilzadeh, "The Relationship between Strategic Human Resource Management and Organizational Performance", *Journal of Development & Evolution Management*, Vol: 1 num 2 (2009).

⁵ J. Purcell, *The Impact of Corporate Strategy on HRM*. In Storey, J. Ed., *New Perspectives on Human Resource Management* (London: Routledge and Kegan Pau, 1989).

⁶ Pelin Vardarlier, "Strategic approach to human resources management during crisis. *Procedia*", *Social and Behavioral Sciences* 235 (2016): 463-472.

⁷ A. Hosseini; M. Alizadeh Sani and H. Gholami Kordkhalil, "Investigating the Impact of Human Resource Strategies on Human Resource Productivity in the Manufacturing Companies Operating in Industrial Towns of Sari Considering the Moderating effect of Business Cost Leadership Strategy", *Journal of Productivity Management*, Vol: 10 num 39 (2016).

Researchers presented two basic approaches to evaluation of human resource strategy patterns:

- 1.- The universal approach that seeks to provide activities that can be used for all organizations. This approach aims to find the best way to manage human resources.
- 2.- The contingency approach that seeks to coordinate and align human resource activities with business strategies. In this approach, the human resource activities best suited to an organization with a particular strategy are not necessarily desirable for another organization with a different strategy.

The results obtained from previous studies supported both approaches and showed that these two approaches do not contradict each other. While some human resource activities are beneficial to all organizations, benefits of the others depend on competitive business strategy. Hence, these two approaches are complementary and together they form an organization's human resource strategy⁸.

Corporate-strategy determines the general orientation of main strategies⁹ and represents the most desirable orientation of the organization. Corporate-strategy is developed by systematically taking into account a set of environmental and internal factors. Other organizational strategies must be in line with the corporate-strategy¹⁰. The corporate-level strategies of an organization are called corporate-strategy¹¹ or typical strategy¹².

The first step in formulating HR strategy is to align it with the organization's business strategy, that is to achieve vertical integration.

The concept of alignment was introduced by contingency theorists. Contingency theorists believe that human resource strategy has the highest efficiency and effectiveness when it is aligned with business strategy. Alignment is defined as the coordination between demand, goals and structure of a part of the organization with demand, goals and structure of another part of it. Greater coordination leads to better organizational performance.

The term "alignment" refers to linking human resource management strategies and business strategies resulting in preservation and motivation of human resources. The organization's strategy requires a set of behavioral requirements to become successful. The organization which uses its human resource management practices to align employees' behavior with the organization's strategy, will achieve superior performance. On the other hand, alignment helps the organization use its own resources more efficiently, reduce costs, and speed up environmental opportunity exploitation.

In the contingency approach, the alignment of human resource strategies with business strategies is essential. According to this approach, in order to achieve superior

⁸ W. Stewart and L. Brown, Human Resource Management: Linking Strategy to Practice. Arabi S. M., Fayazi, M., Mahkameh Publications. 2010.

⁹ F. R. David, Strategic Management: Concepts and Cases. Prentice Hall. 2010.

¹⁰ M. Rahimi Moghaddam and M. R. Amin Naseri, "A New Framework for Macro-Strategy Formulation Considering Organizational and Industrial Life Cycles", International Journal of Industrial Engineering and Production Management, Vol: 25 num 3 (2014).

¹¹ K. M. Siroos, Basic Strategic Management Model. Amir Kabir University of Technology Press. 2011.

¹² M. Rahimi Moghaddam and M. R. Amin Naseri, "A New Framework for Macro-Strategy..."

performance, human resource management strategies should be aligned with competitive business strategies. According to the contingency approach, in order to achieve an appropriate alignment between human resource management and business strategy, any change in business strategy requires change in the approach to human resource management¹³.

According to the literature, contingency models are used to investigate the relationship between strategic alignment and organizational performance. Despite the importance of contingency theories in knowledge development, some authors state that researchers did not take the necessary precision and precautions in defining the concept of alignment and choosing a proper analysis, and this inaccuracy in definition and methodology of "alignment" in contingency models will lead to inconsistency in the results. Government agencies face a tough future, resource reduction, increased accountability, and challenging opportunities. Many research organizations supported by governments are subjected to more precise care due to a significant reduction in financial resources and, consequently, reduced staff. In order to be dynamic and effective in this tumultuous environment, government research institutes should have innovative management¹⁴.

In the last decades, organizational performance has attracted the attention of both academic researchers and executives, because it finally results in the use of tangible and intangible resources in organizations. However intangible resources are more important for organizations. Armstrong¹⁵ describes performance as a strategy based on the analysis of basic success factors and the resulted performance levels. Performance is the ultimate result of activity. This is the result of all operations and strategies of an organization. The concept of organizational performance is based on the notion that organization is a voluntary partnership among reproductive assets, including human, physical and capital resources in order to achieve the common objective.

Conceptual model

Different models have been suggested to develop strategies that are mostly for the private sector. The purpose of this study is to present an applied model for aligning HR strategies with the grand strategies of the organization to make the performance of the customs of the whole country better. For this purpose, the first step studies the alignment of human resource management strategies with the grand strategies of the organization. Human resource strategy criteria are human resource input process, application process and human resources maintenance. Human resources output process considered in form of SWOT¹⁶ matrix. By forming matrices of strengths, weaknesses, opportunities and threats, the corporate-strategy of the organization are identified proportionate to each of the criteria of the input process, the application, maintenance and output of consistent HR with the corporate-strategy of the organization. Later on, in the second stage, using the

¹³ S. Khalili Shourini and P. Jabarzadeh, "Investigating the Concentration of Human Resource Strategy with Business Strategy", *Journal of HRM Researches*, Imam Hossein University of Medical Sciences, Vol: 8 num 1 (2016).

¹⁴ H. Vali Eidi; M. Khodamoradi and A. H. Koushesh, *A Model for the Aligning Research and Development Strategies with Organization's Macro-Strategies (Case Study: Water and Power Industry)*. The First International Conference on Modern Management Paradigms, Business and Organizational Intelligence. 2016.

¹⁵ M. Armstrong, *Strategic human resource management: A guide to action*. 3th edition. Thomson-Shore, Inc. 2006.

¹⁶ Strength, weakness, opportunity, treat

Structural Equation Model (SEM), the relationship between each of the HRM strategies and the organization's corporate-strategy will be measured.

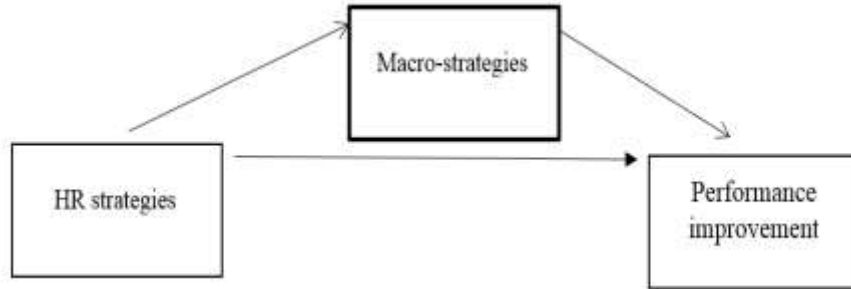


Figure 1
Conceptual Model of Research

The model presented in Figure 1 and the main purposes of the study hypotheses are tested as follows:

1. HR strategies are in a good state in Islamic Republic of Iran Customs Administration
2. Strategies or corporate- strategies are in a good state in IRICA.
3. The performance of the IRICA is in a good state.
4. HR strategies are in line with IRICA strategies.
5. There is a significant relationship between HR strategies and the performance of IRICA.
6. There is a significant relationship between corporate-strategies and the performance of IRICA.
7. There is a significant relationship between the HR strategies and the corporate-customs strategies of IRICA.

Method

The study was applied in terms of purpose and descriptive and survey in terms of the method. The study was applied-developmental in terms of purpose carried out based on descriptive-analytical method. Both documentary-library and field studies were used for data collection. SWOT model was used to determine the strengths, weaknesses, opportunities, threats, and the hypotheses were tested using SEM in pls software.

The study was conducted in two stages: designing the model and testing the model.

At the designing stage, first, the text is meta-analyzed, i.e. the studies related to the history of HR strategies and corporate-strategies of the organization are examined. After examining the studies, according to the results of the previous studies and logical integration, the researcher presented the criteria for the alignment of HRM strategies with the corporate-strategies. Later, to evaluate the validity of the model, an expert questionnaire was designed and given to the professors, experts and senior executives of IRICA¹⁷.

¹⁷ Islamic republic of Iran customs administration

At the stage of testing the model, some questions were first designed based on the primary research model and then the measurement tool (questionnaire) was designed. Ultimately, the target community was surveyed and the effective components of HRM alignment with the organizations' corporate-strategy were examined. The study used Delphi method. The questionnaires related to HR strategy were developed in three fields of personnel recruitment, retention, and exit of HR in IRICA and given to managers and experts. These questionnaires were designed as strengths, weaknesses (for analyzing the internal environment), opportunities, and threats (external environment analysis).

Then, they were given to HR managers of IRICA and experts. Finally, the needed data to measure performance improvement were obtained.

There were two populations in the study. For examining Swot Matrix, the population of the study were experts, university professors with Ph.D. in management and 50 senior experts of IRICA. Krejci and Morgan table was used to determine the sample size, which was considered as 44. The sampling method was simple random sampling. A researcher-made questionnaire was used to collect data. Designing the questions and using the questionnaire besides giving the respondents more time to think is more practical and simpler allowing the researcher to study more samples and improve the decision on the results.

Findings

At first, using the binomial success test, the questionnaire questions were tested to identify the strengths, weaknesses, opportunities, and threats of the alignment of HR strategy with the organization corporate-strategy. Later on, using Paired Comparison Test in AHP¹⁸ software, the importance of the factors was determined.

1. The strengths, weaknesses, opportunities and threats of HR strategies in line with the corporate-strategies of the organization

Strengths	Mean
1. High rates of the employees with university education	4.9773
2. Attention to the field of study in getting a job	4.0000
3. The existence of recruitment tests	4.8864
4. The possibility of hiring according to the performance and resume of individuals	4.5682
5. The existence of privileges and salaries higher than other organizations	4.8636
6. Compatibility of organizations' entrance training with organizational and occupational goals	4.0682
7. The process of recruiting labor according to law and qualifications	4.6364
8. Awareness of HR employees of the new roles of HRM	4.2500

Table 1

The mean of strengths alignment of HR strategy with the corporate-strategy of the organization

As shown in Table 1, the high rate of the employees with academic studies with 4.9773 weight has the highest mean among the strengths of alignment of HR strategy with the corporate-strategy of the organization.

¹⁸ Analytical Hierarchy Process

Weaknesses	Mean
1. Obtaining service commitments at the start of the employment	4.7045
2. Job instability at managerial levels	4.8409
3. Weaknesses in the career promotion system	4.8333
4. Unnecessary change in jobs due to lack of planning (job path)	4.6364
5. Lack of enough salary relative to the difficulty and workload	4.5227
6. Work erosion	4.4318
7. Lack of geographic stability of the service location of the employees during service	3.8636
8. The organizations' comprehensive and dynamic HR education lack	4.0000

Table 2

The mean of weaknesses alignment of HR strategy with the corporate-strategy of the organization

As shown in Table 2, the weakness in the job promotion system with 4.8333 has the highest mean of the weaknesses of HR strategy alignment with the corporate -strategy of the organization.

Opportunities	Mean
1. Young graduates are ready to work with the opportunity to use talented forces	4.9545
2. Development of virtual networks for recruiting and employing individuals and the possibility of using this capacity	3.7273
3. The existence of appropriate communication-information platform	4.8636
4. The attraction of employment in the customs for jobseekers	4.0682
5. The presence of experienced experts and academic experts outside the organization to conduct standardized human resource performance appraisal tests	4.1818

Table 3

The mean of opportunities alignment of HR strategy with the corporate -strategy of the organization

As shown in Table 3, young graduates are ready to work with the opportunity to use talented forces with a mean of 4.9545 which is the most important strengths alignment of HR strategy with the corporate-strategy of the organization.

Threats	Mean
1. Constant change in environmental conditions and the necessity of alignment of HR performance evaluation systems with those changes	4.9545
2. Managerial changes at high levels of the ministry	4.8409
3. The publication of statistics and information about the organization and the reduction of public image and trust in the organization	4.5227
4. Lack of strong advisory unit to solve organizational problems	4.8636
5. Harmonious salary and wage system	4.3409
6. Obligatory laws and regulations for government agencies	4.8636

Table 4

The mean of the threats alignment of HR strategy with the corporate -strategy of the organization

As shown in Table 4, the constant change in environmental conditions and the necessity alignment of HR performance evaluation systems with those changes of 4.9545 have the highest mean among consistent threats with HR strategy of the organizations' corporate-strategy.

Prioritizing the most important factors of HR strategy alignment with the corporate-strategy of the organization

Internal Factor Evaluating (IFE¹⁹) Matrix.

IFE internal factors: strengths and weaknesses	Weight	Rank	Weight Score
The high rates of the employees with academic education	0.139	4	0.556
Attention to the field of study in getting a job	0.101	4	0.404
The existence of recruitment tests	0.078	4	0.312
The existence of recruitment tests	0.069	3	0.207
The possibility of hiring according to the performance and individuals' resume	0.051	3	0.153
The existence of privileges and salaries higher than other organizations	0.063	3	0.189
Compatibility of organizations' entrance training with organizational and occupational goals	0.053	3	0.159
The process of recruiting labor according to law and qualifications	0.082	4	0.328
Weaknesses in the career promotion system	0.029	1	0.029
Obtaining service commitments at the start of the employment	0.053	2	0.106
Job instability at managerial levels	0.054	2	0.108
Weaknesses in the career promotion system	0.010	1	0.01
Unnecessary change in jobs due to lack of planning (job path)	0.044	1	0.044
Lack of salary relative to the difficulty and workload	0.064	2	0.128
Work erosion	0.059	2	0.118
Lack of geographic stability of the service location of the employees during service	0.050	1	0.05
Total	1		3.901

Table 5
IFE matrix

As shown in Table 5, eight identified strengths and eight effective weaknesses in the HR strategy alignment with the corporate-strategy of the organization were analyzed. According to the results of the table, weighted score of the internal factors are 4.332 Which represent the overcoming of strengths over weaknesses. External Factor Evaluation (EFE) Matrix.

EFE: opportunities and threats	Weight	Rank	Weight Score
Young graduates are ready to work with the opportunity of using talented forces	0.250	4	1
Development of virtual networks for recruiting and employing individuals and the possibility of using this capacity	0.150	4	0.6
The existence of appropriate communication-information platform	0.058	3	0.174
The attraction of employment in the customs for jobseekers	0.106	3	0.318
The presence of experienced experts and academic experts outside	0.147	3	0.441

¹⁹ internal factor evaluation

the organization to conduct standardized human resource performance appraisal tests			
Constant change in environmental conditions and the necessity of HR performance alignment evaluation systems with those changes	0.053	2	0.106
Managerial changes at high levels of the ministry	0.059	2	0.118
The publication of statistics and information about the organization and the reduction of public image and trust in the organization	0.076	2	0.152
Lack of strong advisory unit to solve organizational problems	0.017	1	0.170
Harmonious salary and wage system	0.068	2	0.136
Obligatory laws and regulations for government agencies	0.016	1	0.160
Total	1		3.375

Table 6
EFE²⁰ matrix

As shown in Table 5, five identified opportunities and six effective threats in the HR strategy alignment with the corporate-strategy of the organization were examined. According to the results of the table, weight score of the internal factors are 3.870 which represent the overcoming of opportunities over threats.

The final identification of consistent HR strategy with the corporate -strategies of the organization.

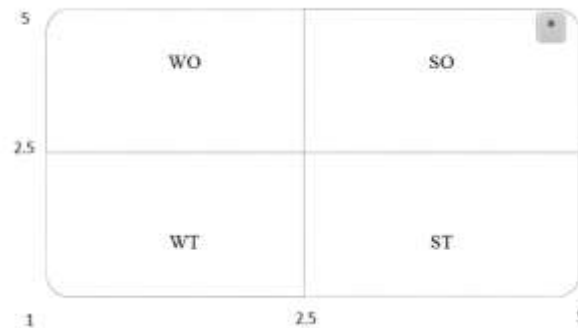


Figure 2
Swot matrix - the final identification of consistent HR strategy with corporate-strategy of the organization

Figure 2 is the position of HR strategy of IRICA in the 'SO' region. Hence, the aggressive strategies of HR in the organization are used for HR strategy alignment with the corporate-strategy of the organization. The status of HR strategy in the aggressive part of the Swot Matrix, the strategy of IRICA is an aggressive development to maintain and develop its status. According to this strategy, the organization should strengthen its strengths to cover the most significant opportunities ahead of the organization.

Status of HR strategy using swot matrix.

Row	HR elements	aggressive-strategy	Mean	T Statistics	Sig.
1	The possibility and capacity to recruit and select qualitative		4.4058	12.895	0.000

²⁰ External factor evaluation

	forces with regards to the standard proportions of selection			
2	Implementing scientific-educational processes (Need diagnosis, planning, implementation, and evaluation) in trainings at the beginning of service	4.2695	9.992	0.000
3	Participation in planning and performing activities related to occupational needs by employees	4.4091	12.882	0.000
4	Using the internal forces of the organization to find qualified forces for recruitment	4.1591	7.983	0.000
5	Exact implementation of the existing laws and regulations regarding the recruitment of HR	4.2955	10.095	0.000
6	Recruiting many academic graduates in the organizations' needed expertise	4.2955	10.435	0.000
7	Benefiting from modern technologies in education	4.1881	8.746	0.000

Table 7
Status of HR strategy of IRICA

According to Table 7, the significant elements of HR strategy are implementing scientific-educational processes (Need diagnosis, planning, implementation, and evaluation) in trainings at the start of service, benefiting from modern technologies in education, and exact implementation of the existing laws and regulations regarding the recruitment of HR. Other ones include recruiting many academic graduates in the organizations' needed expertise, using the internal forces of the organization to find qualified forces for recruitment, the possibility and capacity to recruit and select qualitative forces with regards to the standard proportions of selection, and participation in planning and performing activities related to occupational needs by employees.

As the mean scores of the strategies are more than 3, and since that the level of significance of each strategy is less than the error rate of 0.05, the status of HR strategies is favorable.

The state of the corporate-strategies of the organization

The corporate- strategy identifies the overall directions of the main strategies and shows the most desirable orientation of the organization, developed by considering a systematic set of environmental and internal factors. Other organizational strategies must be in line with the corporate-strategy. Based on the study of the literature related to the main strategies and approaches of IRICA, the most important strategies according to the experts' opinion and the mean and t test results to determine the status of the corporate--strategy of the organization that are given in Table 8.

Row	Elements of the corporate-strategy of the organization	Mean	T Statistics	Sig.
1	Increasing the wealth of the country through improving the business environment in transnational trade and the growth of non-oil exports	4.3636	13.203	0.000

2	Sustainable government financing and reduced government reliance on oil revenues	4.6136	17.315	0.000
3	Active and effective participation in policy making and legislation	4.4091	14.198	0.000
4	Strengthening discipline, health and financial and administrative transparency	4.5909	18.088	0.000
5	Promoting intra-organizational synergies and trans-organization cooperation by bilateral or multilateral, regional and international memoranda	4.2500	9.886	0.000
6	Establishing and integrating management and operational systems by information and communication empowerment	4.5909	14.545	0.000
7	Targeted development of human and institutional assets	4.3636	12.594	0.000

Table 8
Dimensions of the corporate-strategy of IRICA

As the average scores for each of the strategies are more than 3 and since the level of significance of each of the strategies is less than the error rate of 0.05, the status of the organizations' corporate-strategies are favorable.

Organization performance status

Through the priorities of the main functions of IRICA, the most important strategies according to the experts' opinion and the mean and t test results to determine the status of the corporate-strategy of IRICA are given in Table 9.

Row	Functional elements	Mean	T Statistics	Sig.
1	IRICA service delivery to customers has improved compared to the past.	4.3409	11.464	0.000
2	IRICA communications with customers have improved compared to the past.	4.7500	23.776	0.000
3	Customer complaints have reduced	4.2045	10.054	0.000
4	The organization has become more diversified in providing customer service.	4.3864	13.341	0.000
5	IRICA has the ability to adapt to customer behavior patterns.	4.5909	18.088	0.000
6	IRICA has the ability to handle customer requests fast.	4.5682	20.760	0.000
7	Customer satisfaction with IRICA services has increased.	4.6818	21.530	0.000
8	IRICA has had great increase in its revenue over the past years.	4.1591	9.909	0.000

Table 9
Functional aspects of IRICA

As the average scores for each of the strategies are more than 3 and since the level of significance of each of the strategies are less than the error rate of 0.05, the status of functions of IRICA are favorable. The HR strategy alignment with the corporate-strategy of IRICA.

Variables	Frequency	Correlation coefficient	Sig,
HR strategy with corporate-strategy	44	0.542	0.000

Table 10
Examining the alignment of HR strategy with corporate-strategy

According to the results of Table 10, the correlation between HR strategy and corporate-strategy is 0.542 and positive. Considering the significance level of the test (0.000) which is smaller than α (0.05), one can conclude a positive relationship between HR strategy and the corporate-strategy of the organization.

Testing the final model

After identifying the most important factors, forming SWAT matrix, and identifying organizational strategies, the relationship between these two strategies and the organizations’ performance is examined. The results of the final analysis and the presentation of the model were examined by SEM in PLS software. As all fitting indices are very good, the validity of the proposed model to determine the HR strategies alignment with the corporate-strategy of the organization to enhance the performance of IRICA is good. Table 11 further examined the fitness indices the results of these indicators indicate the validity of the model (Figures 3 and 4).

Index	R2	F2	Communality	Result
Variable				
HR strategy	0.000	0.393	0.596	Very good
Performance	0.604	0.000	0.600	Very good
corporate-strategy of the organization	0.356	0.257	0.673	Very good

Table 11
Goodness of fit indices for the final model

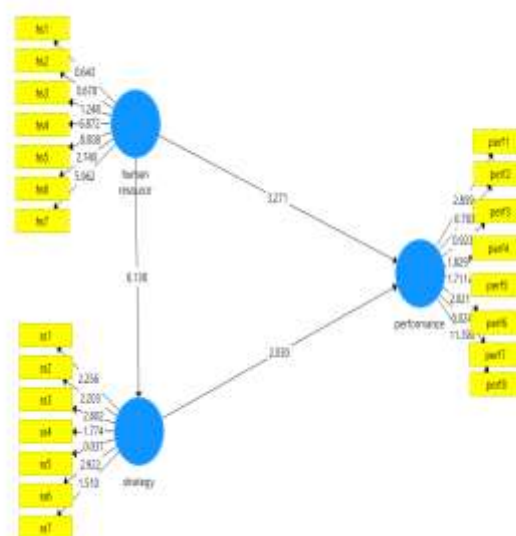


Figure 3
Testing the conceptual model in significant coefficients mode

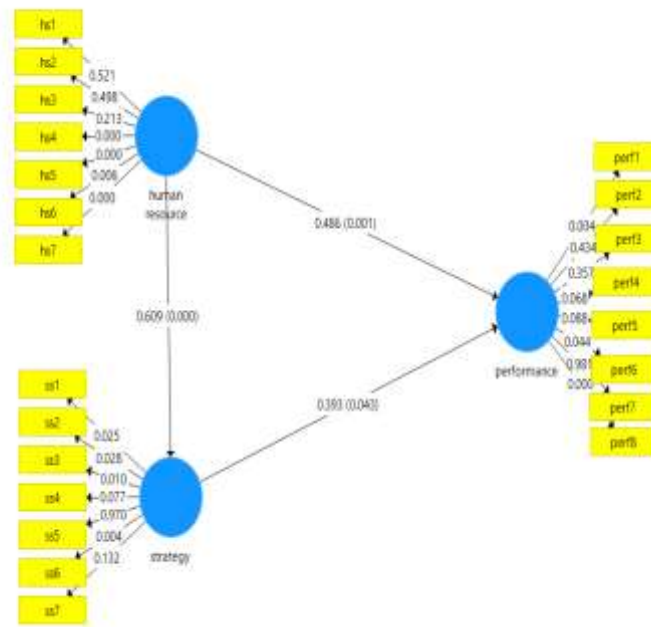


Figure 4
Testing the conceptual model in factor loading mode

The results of testing the main hypotheses of the research using SEM analysis Table 12 shows the summary of the results of testing the hypotheses.

Factor loading	Standard coefficient	Relations in the model	Result
0.486	3.271	HR Strategy - performance	Confirmed
0.393	2.030	corporate-strategy of the organization - performance	Confirmed
0.609	6.138	HR strategy - corporate-strategy of the organization	Confirmed

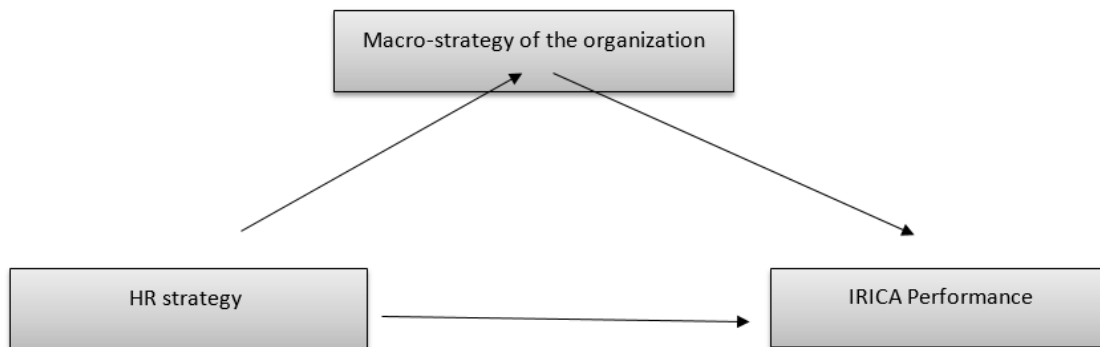
Table 12
Summary of the relations of the final model

Presenting HR strategies alignment with corporate-strategy of the organization to improve the performance of IRICA. Ultimately, an applied model for HR strategies alignment with the organization's corporate-strategies was developed to enhance the performance of IRICA. The alignment refers to connecting HRM strategies and business strategies, so that the results are retention of the force and motivating them. The organization's strategy for success needs a set of behavioral requirements. The organization that uses its HR practices so that its employees' behaviors are in line with the organizations' strategy reaches the superior performance.

According to the proposed model to enhance the performance of IRICA, it is recommended that the identified HR strategies in line with the corporate-strategies of the organization be implemented well. As shown in the proposed model, the possibility and capacity of recruiting and selecting qualitative forces according to the standard proportions of selection, implementing scientific-educational processes (Need diagnosis, planning, implementation, and evaluation) in trainings at the start of service, participation in planning and performing activities related to occupational needs of employees and the internal

forces of the organization to find qualified forces for recruitment are mandatory. Moreover, exact implementation of the existing laws and regulations regarding the recruitment of HR, recruiting many academic graduates in the organizations' needed expertise, benefiting from modern technologies in education to improve servicing the customers, improving communication and dealing with customer requests, increasing revenue and exports and reducing customer complaints are mandatory (Figure 5).

Increasing the wealth of the country through enhancing the business environment in transnational trade and the growth of non-oil exports
Sustainable government financing and reduced government reliance on oil revenues
Active and effective participation in policy making and legislation
Strengthening discipline, health, financial and administrative transparency
Promoting intra-organizational synergies and trans-organization cooperation by bilateral or multilateral, regional and international memoranda
Establishing and integrating management and operational systems by information and communication empowerment
Targeted development of human and institutional assets



The possibility and capacity to recruit and select qualitative forces with regards to the standard proportions of selection	IRICA service delivery to customers has improved compared to the past.
Implementing scientific-educational processes (Need diagnosis, planning, implementation, and evaluation) in trainings at the start of service	IRICA communications with customers have improved compared to the past.
Participation in planning and performing activities related to occupational needs by employees	Customer complaints have reduced
Using the internal forces of the organization to find qualified forces for recruitment	The organization <u>has become more diversified</u> in providing customer service.
Exact implementation of the existing laws and regulations regarding the recruitment of HR	IRICA has the ability to adapt to customer behavior patterns.
Recruiting many academic graduates in the organizations' needed expertise	IRICA has the ability to handle customer requests fast.
Benefiting from modern technologies in education	Customer satisfaction with IRICA services has increased.
	IRICA has had great increase in its revenue over the past years.

Figure 5
final conceptual model

Conclusion and recommendations

Although most of the studies discuss the use of strategic HRM that lead to performance, such a one-way is not satisfactory. The main and common critique of strategic HRM and the organizational performance is lack of a proper theoretical development to explain how HR implementation works. In the attempt to study these theoretical developments in this regard, the researchers have requested the studies to consider the relationships between strategic HRM and organizational performance more. Furthermore, better understanding of the role of strategic HRM in building and maintaining organizational performance and competitive advantage are achieved by more theoretical development and empirical proofs.

The results indicated that HR strategies in IRICA are in a good state. According to the experts' opinion, the most important elements of HR strategy are as follows: implementing scientific-educational processes (Need diagnosis, planning, implementation, and evaluation) in trainings at the start of service, 4.2695; benefiting from modern technologies in education, and exact implementation of the existing laws and regulations regarding the recruitment of HR, 4.2955. Moreover, they are recruiting many academic graduates in the organizations' needed expertise, 4.2955; using the internal forces of the organization to find qualified forces for recruitment, the possibility and capacity to recruit and select qualitative forces with regards to the standard proportions of selection, 4.4058; and participation in planning and performing activities related to occupational needs by employees, 4.1591.

Additionally, the results showed that the corporate-strategies of IRICA are in a favorable state.

Increasing the wealth of the country through improving the business environment in transnational trade and the growth of non-oil exports with 4.3636, sustainable government finance, reduced government reliance on oil revenues with 4.6136, active, effective participation in policymaking and legislation with 4.4091 are among the most important strategies. Moreover, strengthening discipline, health, financial and administrative transparency with 4.5909, promoting intra-organizational synergies and trans-organization cooperation by bilateral or multilateral, regional and international memoranda with 4.2500, establishing and integrating management and operational systems by information and communication empowerment with 4.5909, and the targeted development of human and institutional assets with 4.3636 are the other important ones.

The results showed that the performance strategies of IRICA are in a good state. The means of aspects performance are increasing the wealth of the country through improving the business environment in transnational trade and the growth of non-oil exports, 4.3636; sustainable government financing and reduced government reliance on oil revenues, 4.6136; active and effective participation in policy making and legislation, 4.4091. Furthermore, they include strengthening discipline, health, financial and administrative transparency, 4.5909; promoting intra-organizational synergies and trans-organization cooperation by bilateral or multilateral, regional and international memoranda, 4.2500; establishing and integrating management and operational systems by information and communication empowerment, 4.5909; and targeted development of human and institutional assets 4.3636.

The results confirmed the existence of a relationship between HR strategy and the corporate-strategy of IRICA and the relationship between HR strategies and the performance of IRICA. The significant coefficient between HR strategies and IRICA performance was 3.271 thus, the structural model showed that HR strategies have a significant relationship with the performance of IRICA. In addition, the path coefficients showed that HR strategies affected the performance of IRICA by 0.486. Thus, it is recommended that considering the employees and raising them within the organization, the managers create a long-term relationship between employees and the organization to increase the loyalty of the labor to the organization. By creating this degree of commitment in human forces, they can see an increase in their productivity. Job security is critical for the employees, meeting this need along the right salaries and benefits, the managers of the organizations can increase the employee incentives to pay more attention to their work.

The results were indicative of a significant relationship between corporate-strategies and the performance of IRICA. The significant coefficient between the organizations' corporate-strategy and the IRICA performance is 2.030. Thus, the structural model showed that HR strategies have a significant relationship with the performance of IRICA. In addition, the coefficients digits of path showed that the organizations' corporate-strategies had an effect on IRICA performance by 0.393. Running the following policies is recommended to the organization:

- 1) HR policies to compensate services (high payment as appropriate and based on performance in the organization)
- 2) HR policies for recruitment in the organization

3) HR policies for the training and development of human forces in the organization

Finally, there was a significant relationship between the HR strategies and the corporate-strategy of IRICA. The position of HR strategy of IRICA is in the aggressive region. Hence, to align HR strategy with the corporate-strategy of the organization, aggressive strategies are used considering human resources in the organization. As HR strategy is in the aggressive part of the strategies of SWAT Matrix, the strategy of IRICA is an aggressive development to maintain and improve the current situation. Consistent with this strategy, the organization has to strengthen its strengths to cover the critical opportunities for the organization. The significant coefficient of the organizations' corporate-strategy with the performance of IRICA was 6.138 and the structural model indicated that HR strategies have a significant relationship with the performance of IRICA. In addition, the coefficients digits of path showed that the organizations' corporate-strategies had 0.609 effects on IRICA performance.

Having a workforce with maximum efficiency, creativity and innovation, flexibility and self-control, so that with internal motivation can find the right solutions for unforeseeable aspects and the different conditions of their jobs.

Having a workforce with different skills that can optimally perform these with relative complexity.

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