

Research Article

Prioritization of the Factors Affecting HR Strategies in Yasuj University of Medical Sciences Using the AHP Decision Model

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ABSTRACT

The purpose of this study is to identify and prioritize the factors affecting human resources strategies in Yasuj University of Medical Sciences. This is an applied research in terms of purpose, a descriptive research in terms of the nature and method of research, and a cross sectional research in terms of time. The study population consists of the staff of Yasuj University of Medical Sciences, with a population of 1084. The Morgan table was used to determine the sample size, and 284 employees were selected as the sample. The convenience sampling method has been used in this study. The required data have been collected using a questionnaire the validity and reliability of which were confirmed in a preliminary study. Descriptive statistics methods such as mean, standard deviation, median, mode, and inferential statistics such as one-sample T-test have been used for data analysis. The data were processed using SPSS and ExpertChoice software. The results showed that efficiency, value added, satisfaction, work motivation, commitment and cost reduction of human resources in Yasuj University of Medical Sciences are effective strategies and were identified as factors affecting human resources of this university. All identified factors were ranked by the Analytic Hierarchy Process (AHP) in ExpertChoice software. The results of the AHP showed that commitment is the most important of all factors examined in AHP analysis, while satisfaction is the least important factor.

Keywords: human resource strategies, commitment, satisfaction, value added, work motivation, efficiency.

INTRODUCTION

Human resources and management knowledge have emerged today as the important and competitive capital of the organization, and the human resources managers who are aware of the importance of human resources will be able to create a competitive advantage for the future of the organization. This position shift for human resources has led to more attention to the value of human resources to develop strategic roles (Thompson, 1991; Altuntas et al., 2016). Studies have shown that competitive advantage can be achieved for organizations through emphasis on human resources as the most important strategic resource of the organization; in other words, human resources are to be considered a kind of

intangible asset that can create values for an organization by increasing the organization's ability to encounter today's turbulent environment (Abtahi, 2008). Although strategy is defined and analyzed in different ways and used for planning, it generally refers to the process of determining the mission and the basic and long-term objectives of the organization, accepting the flow of actions, and allocating the necessary resources to achieve the goals of the organization (Abdollahi, 2010; Yağmurkaya et al., 2016; İlgün et al., 2016). Today, human resources strategies have become more important and necessary for organizations. In recent decades, human resources have attracted the focus and attention of modern organizations

and leading managers, and this increasing importance, along with environmental changes, have led to the abundant use of the concepts of strategic management in human resource management, and further manifestation of the strategic role of human resources (Haj Karimi, 2007). The main distinction between the traditional concepts of human resource management and strategic human resource management lies in the level of integration of HRM with the organization's strategic decision-making processes to deal with environmental changes. Hill (2001) believes that competitive environment, globalization, and the ongoing changes in market and technology are the main reasons for the transformation of human resource management concepts into strategic human resource management. The traditional concepts of human resource management emphasized only the employees' physical skills, specific training, special skills, and individual efficiency, and focused on employees' actions rather than on the employees themselves, while strategic human resource management, not only considers these issues, but also emphasizes all sectors, the overall effectiveness, and integrity of the organization's various activities (Armstrong, 2005; Méndez-Martínez et al., 2016). The main objective of strategic human resource management is to create a comprehensive perspective that makes it possible for organizations to address the core issues of their employees. Strategic human resource management equips the organization with a skilled, committed and motivated workforce in an effort to achieve sustainable competitive advantage. Human resources strategic management should create a single, comprehensive, contingent and integrated framework (Armstrong, 2005; Bilir et al., 2016).

As the results of destabilization of the organizations' environment due to several factors such as the speed of technological changes, the increased competition, the growth of globalization, and rapid changes in the economic, political and social conditions, organizational strategies have changed greatly at the corporate,

business and function levels, so that the continued survival and effective performance of organizations in such a changing and complex situation involves the employees' participation and involvement in the affairs of organizations...

Lack of strategic and long-term attitude toward human resource management in a university will have a negative impact on the proper planning of the input, maintenance and output processes of the staff in the organization and reduce the efficiency and effectiveness of the organization and failure to achieve the mission of the organization. Moreover, the human resources strategy is considered the key to improving the performance of the organization, as it helps increase the effectiveness and efficiency of the human resource management and development activities in organizations. Since Yasuj University of Medical Sciences is responsible for providing public health and responding to patients, the lack of identification of human resources strategies and the improper use of these strategies can create problems for the organization in its responsiveness to clients. As the main objective of strategic human resource management is to create the strategic capability through the use of skillful, committed and motivated employees in order to achieve sustainable competitive advantage, the development and implementation of human resources strategies can help the University of Medical Sciences to provide high-quality services and products. Therefore, the present research has been designed to rank the factors affecting the human resources strategies of Yasuj University of Medical Sciences. The main question of the research is: what are the factors that affect human resources strategies and which one is more important?

RESEARCH METHOD

This is an applied research in terms of purpose and a descriptive-correlational research in terms of method. It is also a cross-sectional research in terms of time. The study population consists of all managers and staff experts of Yasuj University of Medical Sciences in 2018, with a total number of

1084. Considering that this study had a population of 1084 people, the researchers used Morgan table in order to determine the sample size, and a sample of 284 people was selected for this study. The sampling method used in this study was the convenience sampling method. The required data were collected using Alizadeh et al. (2013) standard questionnaire of the factors influencing the human resources strategy. After the descriptive statistics analysis of the statistical population of the research, the researchers used

inferential statistics methods to analyze the data for testing the hypotheses. The researchers also used the one-sample t-test in the SPSS software to identify the variables and used the AHP method in ExpertChoice software to rank the factors. The required data for AHP were collected through pair-wise comparisons (by help of Type II Questionnaire) and then, using EC software, the researchers obtained the desired priorities for each group of factors. Below is a description of the AHP method and its stages.

FINDINGS

Table 1: T-test results to examine the effect of efficiency, value added, satisfaction, job motivation, commitment and cost reduction on HR strategies

	T	df	Level of significance	mean	Lower limit	Upper limit
Creating value added	48.5	283	0.001	11.6	8.2	8.9
Increasing efficiency	49.2	283	0.001	13.6	10.2	11.05
Increasing satisfaction	46.5	283	0.001	11.3	8.01	8.07
Increasing motivation	45.6	283	0.001	11.8	8.4	9.2
Increasing commitment	55.6	283	0.001	15.1	11.7	12.6
Cost reduction	69.6	283	0.001	13.2	9.9	10.4

Considering the findings presented in Table 1 and considering that the level of significance is less than the error level ($p < 0.05$), the null hypothesis is rejected, and since the upper and lower limits are both positive, so the average of all of the variables is greater than the tested value. Therefore, it can be said that efficiency, value added, satisfaction, work motivation, commitment and cost reduction are effective on human resources strategies in Yasuj University of Medical Sciences.

Ranking the Factors Affecting HR Strategies in Yasuj University of Medical Sciences Using the AHP Method

The data needed for AHP were collected through pair-wise comparisons (by type II questionnaire). All factors identified by the T-test, including efficiency, value added, satisfaction, job motivation, commitment, and cost reduction, were ranked using the AHP method in ExpertChoice software; the results of which are presented in Table 2) and (Table 3).

Table 2 - Matrix of pair-wise comparisons of the factors affecting HR strategies in Yasuj University of Medical Sciences

	cost reduction	efficiency	commitment	satisfaction	value added	work motivation
cost reduction	1	2.11	3.26	2.19	2.19	4.02
commitment		1	4.28	3.19	2.04	2.88
work motivation			1	1.45	2.49	3.18
satisfaction				1	2.45	3.64
efficiency					1	4.19
value added						1

Table 3- Ranking the factors affecting HR strategies in Yasuj University of Medical Sciences

	Degree obtained from AHP	Rank in terms of the degree of importance
cost reduction	0.190	3
efficiency	0.229	2
commitment	0.277	1
satisfaction	0.067	6
value added	0.119	4

work motivation	0.069	5
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The results of AHP analysis (Table 3) show that among all the factors examined in AHP analysis, commitment is the most important factor in human resources strategies of Yasuj University of Medical Sciences, whereas satisfaction is the least important factor.

DISCUSSION AND CONCLUSION

The present study showed that the effective factors on human resources strategies in Yasuj University of Medical Sciences include efficiency, value added, satisfaction, motivation, commitment, and cost reduction. These strategies were identified in this study as effective factors on human resources in Yasuj University of Medical Sciences. All of the factors identified were ranked by the AHP method in ExpertChoice software. The results of AHP analysis showed that among all the factors examined in AHP analysis, commitment is the most important of human resource strategies in Yasuj University of Medical Sciences, while satisfaction is the least important factor. Today, strategic human resources management has become more important and necessary than ever. In recent decades, human resources have attracted the focus and attention of modern organizations and leading managers, and this increasing importance, along with environmental changes, have led to the abundant use of the concepts of strategic management in human resource management, and further manifestation of the strategic role of human resources. In the new management developments, the need for a review of management and organizational approaches and strategies to enhance the competitive ability of organizations in today's world indicates the importance of human resources well. The quality of the institutionalized workforce increases the production and economic growth of countries and acts as a source of competitive advantage. To this aim, one of the main strategies is to enter strategic concepts into the field of human resources and to develop appropriate strategies for the workforce in the organization.

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