

An analysis of human resource strategic planning in Zahedan University of Medical Sciences by applying SWOT model

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Abstract

Nowadays, one of the most significant elements of organizations' success depends on the role played by human resources in such a way that organizations without motivated and energetic human resources are changing into a inefficient and inactive organization. In recent years, human resources assumed a pivotal position in organizations and is considered as a strategic factor in administering organization. The present research is conducted to develop optimal strategies of human resources in one of the country's organizations. The research data were collected through questionnaires, interviews with managers and experts of the organization as well as studying available reports. In order to develop strategies of human resource SWOT, analysis methods were used. Also, Delphi test was used from the initial steps till developing strategies. In the analysis of the research results, there were 10 internal positive points (strengths) against 12 negative points and also we observed 7 external positive effects (opportunities) against 9 negative effects (threats). However, we observed a total of 17 positive points (strengths and opportunities) against 21 negative points (weaknesses and threats) as limitation and bottleneck. In the process of entering human resources, the organization under study has a good condition in terms of internal and external factors and is above average level. In the process of output and preserving human resources, the organization is not in a good condition in terms of external factors and is lower than average level; therefore, it is recommended that the organization emphasize aggressive strategies in the process of entering human resources and emphasize defensive strategies in the processes of preserving and output. The findings of

the research indicate that the organization in question can improve its performance and functionality by successful implementation of the proposed strategies. According to SWOT model, the graph is curved toward strengths and opportunities; i.e. SO. Therefore our strategies should be SO or maximum or competitive-aggressive.

Keywords: SWOT analysis of human resources strategies, analysis

Introduction

Human resources play an important role in organizations. According to administrators' point of view, human resources are considered as the strategic property of an organization and therefore attract the attention of managers. The viewpoint of the managers of these organizations which have built the future, in relation to the personnel expenses, is not a cost perspective rather it is capital and is a kind of strategic investment. Therefore, the employees of these organizations are expected to be trained for creative and knowledge-based movements.

Paying attention to the person as a human deserving respect, providing his spiritual and material needs, not because of being the organization's employee but for humans believe in their value and position and each individual feels the organization has plan for meeting his (long term and short term) needs. Therefore, it makes every effort to help the growth and prosperity in the organization because there is no obstacle between him and the organization and the organization's success in his success.

The concept of human resources management was introduced in 1980s and aimed at presenting methods to manage employees and to help in im-

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proving organization's performance. That is why human resource planning has received high priority in organizations.

In general, human resources management is defined as identifying, selecting, employing, training and educating human forces in order to achieve organization objectives. In other words, human resources management is analyzing human needs of the organization with regard to the variable condition and taking necessary actions to meet the needs. Human resources management can be seen as an approach to manage people that is based on these four principles:

1. Employees are the most important property of organization and the organization's success depends on managing them effectively.

2. The organization will be more likely to succeed if personnel policies and organization's policies are closely linked to achieve the organization's objectives and strategic plans and can help to achieve those goals.

3. Organization's culture and values, organizational climate and managerial behavior derived from those cultures greatly affects organization superiority. Thus, the organizational culture must be led and managed.

4. Encouraging all members to cooperate and conveying them to a sense of common purpose calls for an ongoing effort particularly maintaining a commitment to change is considered as necessary.

Studying the aforementioned principles demonstrates the strategic importance of human resources management. In fact, taking action successfully in organization, including planning, implementation and monitoring macro strategies of organization, implementation of transformation plans, and achieving organizational goals would not be possible without managing and strict attention to human resources. Thus, strategic perspective on human force in form of strategic management of human resources assumes considerable important.

The necessity of developing strategic human resources

Today, the organizations administrators have realized the importance of the tasks related to human resources in their organizations. This involves evaluating opportunities and threats that occurs as a result of environmental changes and the organizational strengths and weaknesses. In some companies, human resources operation is placed among the strategic plans of organization. Changes are

presumably related to long periods of time, they also require new organizational structures and require new bonus plans based on motivation and teaching new skills.

With regard to organization changes and founding new organization and institute, administrators should adapt strategies to the method of administering organization. The ability to manage changes also depends on the way the organization is structured and its human force is provided. At the time of these changes, the organization should match itself with new conditions in society and expand their ability to do new operations in using the maximum ability of employees by using lower cost and time. Managing human resources is also one of the duties of managers who specify their strategic content and the way they make necessary changes and foster their employee's abilities and manage operations perfectly.

Methodology

In addition to using library method and different articles, different expert analysis methods (Delphi) and SWOT analysis method were used in this research.

The statistical population in this study were experts and managers of the organization for each of them samples were selected with regard to their number which are mentioned below:

A number of 159 people were selected randomly and the related questionnaires were distributed to survey.

SWOT analysis model was used. SWOT is one of the strategic means of coordination between strengths and weaknesses of within-organization and opportunities and threats of out-of-organization and represents a systematic analysis to identify these factors and to develop a strategy to create the best match between them.

Results and discussion

Administering Human Resources

Organizations seek talents in different changing situations, the application of technology and giving information in organizations leads to further use of employees' abilities.

Most organizations have organizational strategies that specify development plans; in fact, these strategies determines how organizations take the

opportunity for competition and how they preserve them by evaluating internal and external factors related to organization. The results also lead to a definition of the organization, missions, views, strategic goals, objectives and operational plan that by using them human resources, managers and employees of human resources together solve the problems related to employees and put thoughts and actions of managers in the same direction and finally managers conduct human resources to obtain better results. Human resources strategies can be categorized in the following groups:

1. Managing development and change: most of organizations undergo many development and chang-

es in political and technological areas. Therefore, their policy calls for organization's units and direct them toward participating in competitive situations and responding to organizational process complexities.

2. New technologies and handling expenses in low levels: in different organizations, human resources operations basically depends on refreshing work forces skills, related to new technologies with low costs, therefore for most of organizations applying new technologies means that it is defined as reaching goals (low price and low cost). Thus, by developing strategic plans we can improve efficiency and by spending less money and maintaining employee's cost and increase in production.

Table 1. Strengths, weakness, opportunities, and threats

Threats	Opportunities	Weaknesses	Strength
Destroying valuable properties of organization	Efficient job creation in the private sector under the public sector supervision	Lack of Enforcement out of organizations	Existence of primary legal foundations
A rise in financial values of organization activities	Attracting internal and external investigators	Lack of appropriate proportion to achieve organizations' goal	Existence of within-organizational enforcement
Risking the resources	Improving foundations	Limited financial sources and lack of proper investigators	Hierarchical system
A rise in social violation	Introducing culture of different areas		Existence of potential for improvement
	Collecting credit for preserving properties and organization values		Access to similar findings
	Preserving organization properties		Existence of professional segregation
	Introducing valuable areas		Following established rules that are time-dependent
	Rise in native's income		Principles' attention to human development
	Developing services and communications		Organization's attempt to establish welfare
	Attention of majority of people and their familiarity with existing capacities		Existence of epigenous communication and working systems

Table 2. Mean of strengths, weakness, opportunities, and threats

	Primary coefficient	Secondary coefficient	Average rank	Final coefficient
Strengths	4.9	1	3.23	3.24
Weaknesses	150	1	3.35	0.365
Opportunities	465	1	3.30	3.30
Threats	122	1	2.50	0.327

Conclusion

Nowadays, one of the most significant elements of organizations' success depends on the role played by human resources, in such a way that organizations without motivated and energetic human resources will turn into a sick and inactive organization. Now we analyze which factors leads to efficiency of human resources' role in organizations.

1. Paying attention to individual persons as a human
2. Connection and harmony between human resources of an organization highlights human resources of an organization both individually and within group that these connection may be formal or informal.
3. Self-awareness and trying to improve knowledge and skills of a person within the group with regard to growing scientific developments which occur every day and hour; since the more an organization enjoys efficient and knowledge-based human resources, the more easily and quickly organization affairs are performed and will increase organization efficiency in reaching its objectives. This calls for comprehensive educational planning and analyzing personal and organizational education needs that human resources and organization development section give priority.
4. Responsibility and accountability in order for the person to be responsible about the tasks defined for him both within and out of the organization and this accountability should be done easily, quickly and carefully.

Therefore, this organization is also as rich as its objectives which are not just followed behind the doors, rather employees and managers together follow same desire under the organization's philosophy. This means that the employees are aware of organization objectives just as managers are.

Environmental-physical strategies

- Developing principles and regulations and teaching them to those who are involved
- Identifying and utilizing the available potentials
- Major focus on utilization of existing resources and attractions to generate income and create jobs

- Development of cultural tourism in order to properly exploit customs and cultures of the people of different regions

Institutional Strategies

- Creating diversity in resources and developing promotional plans for available resources and actively introducing their prominent features in festivals, exhibitions and conferences.
- Utilizing organizational capabilities, rules and regulations to reduce risks coordinating institutions and different related sectors to integrate organizational functions by the participation of government agencies, NGOs, citizens and entrepreneurs.
- Overviewing the type and method of planning and public protection and rational utilization of institutions, laws and regulations to develop and equip infrastructure, facilities and equipment
- Overviewing and developing institutions and organizations for an optimal utilization of resources

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