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Research Paper

SWOT analysis in the General Organization of Labor, Cooperation and Social Welfare of East Azerbaijan Province with a scientific and technological approach

Najaf Ghrachorloo^a, Javid Ghahremani Nahr^{bl}, Hamed Nozari^c

^a Faculty member of Academic Center for Education, Culture and Research (ACECR), Tabriz, Iran; grachorloo@yahoo.com.

^b Faculty member of Academic Center for Education, Culture and Research (ACECR), Tabriz, Iran; javid.ghahremani@yahoo.com.

^c Department of Industrial Engineering, Islamic Azad University, Central Tehran Branch, Tehran, Iran; ham.nozari.eng@iauctb.ac.ir.

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ABSTRACT

Since environmental threats threaten the life and survival of organizations from all sides, organizations must recognize their current position. Carefully analyze their strengths and weaknesses, seize environmental opportunities, and prepare for threats. This is possible in the form of strategic planning. Strategic planning is used as a framework for implementing strategic thinking and directing operations to achieve goals. Thus, the organization analyses the capability and environmental conditions and, based on it, determines the possible purposes and methods to achieve it. The Department of Cooperatives, Labor, and Social Welfare of East Azerbaijan Province plays a special role in providing services to various stakeholders and its role in economic, social, cultural development and increasing the welfare of society. Identify and evaluate this organization's strengths, weaknesses, opportunities, and threats to provide public value; it is one of the essential issues and requirements for achieving organizational goals. In this regard, using SWOT analysis and bryson strategic planning model, internal and external factors in employment management and entrepreneurship have been identified, using interviews with managers and experts in the mentioned sector, relevant stakeholders, and questionnaire tools. In the next step, strategies related to each area were formulated as strategic issues and prioritized using internal factor matrix, external factor matrix, and QSPM evaluation methods.

¹ Corresponding Author
javid.ghahremani@yahoo.com

1. Introduction

Identify the existing issues and problems of organizations from the internal and external point of view, which ultimately leads to the detection and explanation of internal strengths and weaknesses and external opportunities and threats. This is part of the strategic planning process that can be used to position organizations in superior places in the future. In other words, instead of waiting for environmental events and incentives and responding only to them, organizations can use strategic planning to affect the environment and not allow environmental shocks to negatively affect the organization's performance. Strategic planning is an empowerment management tool designed to help organizations adapt competitively to expected changes in the environment. The strategic planning process provides an approach. It is the analysis of the organization and its environment, explains the current situation of the organization or company, and identifies the key factors influencing its success. SWOT analysis is an effective tool for identifying the organization's environmental conditions and internal capabilities. The basis of this effective tool in strategic management and marketing is to know the organization's environment. SWOT, if used well, can be a great basis for strategy development (Benzaghta et al., 2021).

Every organization has an urgent need to benefit from strategic planning to continue and achieve more success. This type of planning, by examining the internal and external environmental factors of the organization, identifies environmental opportunities and threats and internal strengths and weaknesses and sets long-term goals for the organization according to the organization's mission and presents the appropriate strategy to managers (Caldito Et al., 2015, Ghahremani et al., 2021). If implemented properly, it is also possible to rely on strengths and weaknesses to take advantage of opportunities and avoid threats to achieve success in the competition. Certainly, the process of operations in today's organizations is affected by political, social, cultural, scientific and technological developments in their environment. Their internal environment also experiences amazing changes (Fadermord et al., 2019). Therefore, to make the activities of managers, decision-makers, and planners in the organization more efficient and effective, it is necessary to pay special attention to the undeniable effects of environmental components and internal factors.

In today's rapidly changing world, human and social capital is becoming increasingly important in the development of societies, and complex and universal components such as market developments and technological changes in intense competition are affecting the global economy and its actors. Put. The trend towards globalization has increased technological change, customer orientation, reduced product life, and increased the intensity of competition between organizations. Success in today's organizations is not only possible by recognizing internal factors, but also external factors must be considered (Taghavi Forou et al., 2018). The increasing tendency towards globalization stems from the enormous power of technology and overshadows competition. Conclusion this tow powers means globalization and technology and the challenge of customer orientation require a new leadership form. Accordingly, the development of appropriate strategic approaches in the field of macro-management of societies for example the proper use of strengths such as productivity promotion, human resource empowerment, attention to innovation and creativity, skills training and knowledge-based economy, is an undeniable necessity in development and progress (Wang and Lee, 2016).

These organizations play an essential role in the economies of countries worldwide, especially developing countries. They do this by improving marketing employment, reducing production costs, improving optimal living productivity, working, producing, increasing income, and social status (Suffolk, 2002). Experts believe that carrying out professional activities based on cooperation and collaboration can improve their efficiency and economic situation (Sabbaghi et al., 2004). In this regard, the Headquarter of Cooperatives, Labor and Social Welfare with the aim of policy and planning, monitoring and taking legal action to regulate labor relations, resolve issues and problems of the working community, protect the labor force, increase the share of the cooperative sector in the economy and support the development of employment. The establishment of

comprehensive welfare and social security system is within the framework of the general policies of the system and the relevant laws and regulations (Nozari et al., 2021). However, moment-by-moment changes have changed the organization a lot, including the problems of the working community, the lack of direct oversight of cooperatives, the problems of unemployment insurance, etc., and the problems of managing cooperatives, labor, and social welfare. Therefore, the best tool that can ensure the success of this office without giving in to change is strategic management; because it allows the organization to act creatively and innovatively and to be practical and flexible in shaping its future (Nozari & Sadeghi, 2021). One of the available solutions to manage the organization's affairs and achieve success; is the power of analysis of that organization and the proper interaction of its management with the internal and external environment. Analysis of strengths, weaknesses, opportunities, and threats (SWOT) is a good tool and technique for analyzing this organization's internal and external factors.

In general, given the importance of this issue, it is necessary to carefully and scientifically examine the strengths, weaknesses, as well as opportunities, and threats faced by the General Directorate of Cooperatives, Labor and Social Welfare of East Azerbaijan Province to achieve the desired results. Provide solutions for the development and strengthening of this office. Therefore, this article will study the issues and problems and present appropriate strategies to achieve the desired situation in the General Directorate of Cooperatives, Labor and Social Welfare of East Azerbaijan Province. Identify and evaluate strengths and weaknesses, evaluate opportunities and threats to employment and entrepreneurship management has taken a scientific and technological approach. After assessing the current situation, finally, improvement strategies are presented to achieve the set goals, the desired situation is drawn and action plans are formulated.

2. Theoretical Foundations and Research Background

2.1. Strategic Planning

Until the 1950s, theoreticians and scientists considered the organization to be a closed system. People like Taylor, Henri Fayol, Weber, and Barnard believed that organizations have nothing to do with the environment; But with the advent of systems theory as a great revolution in organizational theories, after all organizational theories have spoken of the importance and role of the environment on the organization. Achieving high levels of excellence and productivity is impossible without planning. Today, due to the accelerating expansion of environmental change and transformation, organizations need to think strategically to respond effectively to their environmental needs. Successful managers put their strategic thinking into action in the form of strategic planning. Given that planning is the evidence of performing all other managerial tasks, planning and, above all, creating a hierarchy of programs in an organization to prevent wastage of resources and steer the organization in a clear and executable direction is of particular importance (Boine, 2010).

Fry and Stoner see strategic planning as an empowerment management tool designed to help small companies compete competitively with anticipated changes in the environment. In particular, the strategic planning process provides an approach and analysis of the company and its environment, describes the company's current state, and identifies key factors influencing its success (Fry & Stoner, 2004). The evolution of planning and strategy over the years has led to the combination of these two concepts, the result of which is strategic planning. Most organizations have also realized the importance of strategic planning for the growth and health of their organizations in the long run (Stoner and Freeman, 1995). On the other hand, action in the short term makes no sense unless it occurs in a long-term concept of the program. Strategic planning provides the direction, context, and context for successive decisions.

Strategic planning is a systematic approach that supports and validates the strategic management process. Strategic planning involves all the actions that lead to the definition of goals and hence determines appropriate strategies to achieve those goals for the entire organization (George et al., 2019). Strategic planning is an organized and systematic effort to make fundamental decisions and take basic actions that shape the participation and direction of an organization's activities with other institutions within the legal framework (Bryson, 2018). Strategic planning is the process of achieving the long-term and vital goals of the organization in a competitive environment, so long-term planning in all definitions will differ from strategic planning only in terms of competitive and critical environment (Coles et al., 2020). Deciding on goals, the resources needed to achieve the goals, and how the organization's resources are allocated is called strategic planning.

Among the benefits of strategic planning can be mentioned the following:

- Informs of possible problems before they occur.
- Helps managers become interested in the organization.
- Identifies changes and provides the conditions for reacting to changes.
- Identifies any needs that are necessary to redefine the organization.
- Improves the implementation of appropriate contexts for achieving predetermined goals.
- Helps managers have a clearer understanding of the organization.
- Makes it easier to identify future market opportunities.
- Provides a purposeful view of management issues.
- Provides a template for reviewing and controlling activities.
- Helps managers to make fundamental decisions in line with set goals.
- Allocates more time and resources to designated opportunities.
- Provides coordination in executing tactics that bring the program to an end.
- Minimizes the time and resources that must be sacrificed to correct incorrect decisions without long-term vision.
- Creates a framework for internal communication between employees.
- Provides program time priorities.
- Provides a basis for determining the responsibility of individuals and motivates employees.
- Encourages futuristic thinking.
- To motivate to have a coordinated, integrated approach with the necessary enthusiasm on the part of the organization's people in dealing with issues and opportunities

Table (1) presents some of the differences between strategic planning and long-term planning (Alam et al., 2018).

Table 1. Some differences between strategic planning and long-term planning

Indicators	Strategic planning	Long- term planning
The system's	Assumptions are open, and as society changes, so does the organization.	The system is closed and short-term plans and schemes are developed within that system.
The focus is on the planning.	Process, the determination of the mission, the mission of the external environment and the organizational capacity, and the staff training of the community.	The final design of the program and its internal analysis
Planning	Is done by a small group of planners and a large company of stakeholders..	Management, department, planner or professional and professional people.
Decisions	Are made based on current and specific tendencies and trends.	It is based on the available information
The emphasis is on	Extra-organizational change, organizational values and pioneering actions..	Intra-organizational change is an intra-organizational and extra-organizational planning methods.
Foresight asks	What decisions will be made based on an understanding of the situation for the next five years in line with the current situation.	Focuses on long-term and short-term goals from now until the next five years. Based
Emphasis	creative and insightful decision making, how to lead the organization based on the changing environment of the future and which organizational process is able to make the best decision and predict the future and can act by consensus. A current budgets	cluster of related and detailed organizational information and plans of various organizational units and related agencies and the ability of
The planning	Process is done from top to bottom and at the top levels and strategic management of the organization. A bottom-up..	process takes place at the lower levels of the organization
The type of visit	Tries to plan more realistically by considering the best in the worst case..	Long-term planning is largely optimistic
Variability	Because it looks at issues in a holistic and holistic way, it has less variability, more coordination with more detailed plans.	The long-term planning process rarely stays the same and is less coordinated with individual and individual plans
The tendency is to	The qualitative planning and target it flexibly.	There is quantitative planning and targeting that has less flexibility and realistic conditions

On the other hand, strategic planning is different from comprehensive planning. Strategic planning typically emphasizes the organization, while the focus of comprehensive planning is the community (Nozari et al., 2020). But even when strategic planning for a community is implemented, there is a significant difference between this type of planning and the conventional comprehensive planning. Kaufman and Jacobs argue that strategic planning for society has a more practical and participatory orientation than comprehensive planning, with a greater emphasis on understanding the strengths and weaknesses as well as the threats and opportunities that society faces. Competitive behavior between societies (Bryson, 2018).

2.2. SWOT Analysis

The SWOT analysis was first proposed in 1950 by two Harvard Business School graduates, George Albert Smith and Roland Christensen (League, 2009). At that time, this analysis, while gaining increasing success, was recognized as a useful management tool; But perhaps the most obvious success of this analysis came when Jack Welch of General Electric used it in 1980 to review GE's strategies and increase his organization's productivity. SWOT analysis is an effective tool for identifying the environmental conditions and internal capabilities of the organization. The basis of this effective tool in strategic management as well as marketing

is to know the environment of the organization. SWOT is a collection of expressions for Strengths, Weaknesses, Opportunities and Threats. The first step in the strategic planning process is to determine the mission, goals and missions of the organization, and then through SWOT analysis, which is one of the tools for strategy development, a strategy can be designed for the organization that is appropriate to its environment. Using this analysis, firstly analyze the internal and external environments and secondly make strategic decisions that balance the strengths of the organization with environmental opportunities (Mohammadi et al., 2015).

Strengths: It is the superior competence by which the organization can be superior to competitors in areas such as the type of financial resources, positive mental image among buyers, positive relationships with suppliers and the like.

Weakness: The type of limitation or lack of resources, skills and facilities and abilities that significantly impede the effective performance of the organization. Management performance is also effective in aggravating weaknesses.

Opportunity: It is a major desired success in the external environment of the organization, such as recognizing a market segment that was previously forgotten. Change in competition or rules and improve relationships with buyers and sellers

Threat: A threat to adverse success in the external environment of the organization, such as the bargaining power of key buyers or suppliers, major and sudden changes in technology, and cases that can be a major threat to the success of the organization (Ghazi Nouri et al., 2007).

The following are the rules governing SWOT strategies:

- How to make the most of opportunities by harnessing your strengths (SO)
- How to eliminate or reduce the impact of threats using strengths (ST)
- How to take advantage of opportunities to turn weaknesses into strengths or reduce the severity of weaknesses (WO)
- How to reduce or *eliminate* the impact of threats by reducing weaknesses. (WT)

In short, the purpose of analyzing the opportunities and threats of the external environment is to assess whether a company can seize the opportunities and avoid the threats. Especially when faced with an uncontrollable external environment at the present time (Kangas et al., 2001).

2.3. Bryson Model

Figure (1) shows the steps of the strategic planning process in the form of a Bryson model. As mentioned, this model is the result of examining the characteristics of previous models and reducing their weaknesses for use in government and non-profit organizations. As can be seen, this model includes a continuous (according to the definition of planning) and repeatable process that begins before each decision is made and continues after the implementation of that decision. This process has eight steps that the results of each step can be used to review or complete the previous steps.

In general, Bryson's strategic planning model is an ideal that can be defined from vision to operational plans as executive projects with specific time and cost to achieve the goals of the organization (Nozari et al., 2016).

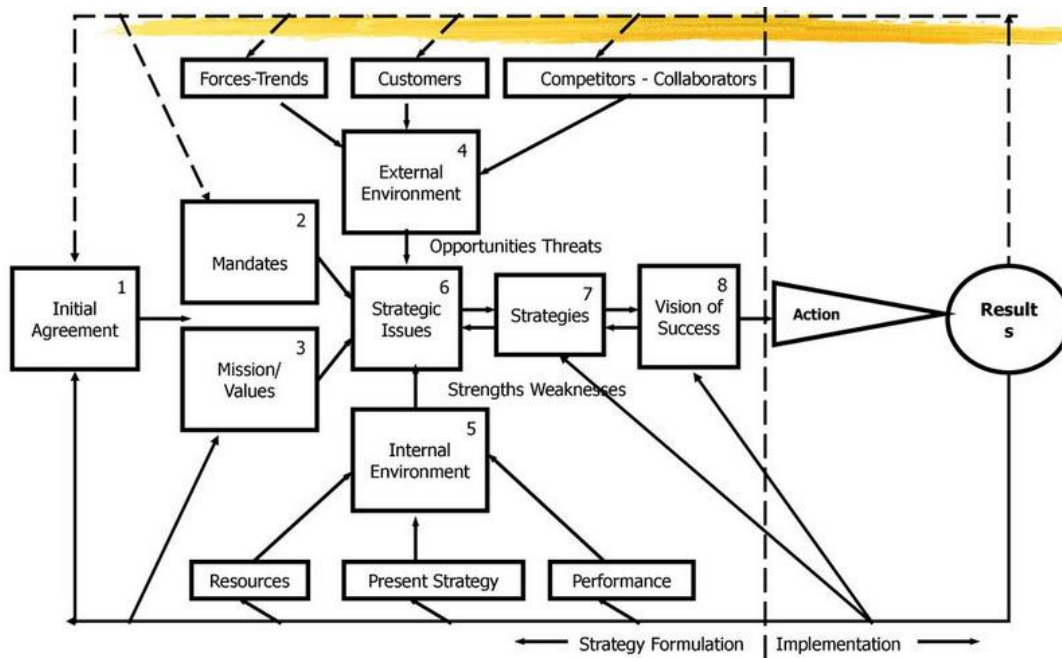


Fig. 1. Bryson model strategic planning process steps

2.4. Research Background

Mara joins Delphi group technique and situation organization through research to formulate strategic planning. A computer program that considers participation in organizing or defining issues is used in the program. The organization in which the process is used is a small non-profit NRV hospital. In this research, both the planning process and the evaluation of the implementation of the strategic plan results have been studied. (Mara, 2000). The Brewer Brothers have shown in a research how strategic planning can be used to continuously improve the affairs of colleges. They emphasize that the use of strategic planning techniques and tools can lead managers and employees to take logical and rational approaches. (Brewer, 2000). During his research, Dyson discusses strategic planning and the use of opportunities analysis, threat, and strengths and weaknesses (SWOT) analysis at the University of Warwick, and emphasizes that the SWOT tool is a way to design the strategies needed by the organization. And according to this research, it is specifically for universities (Dyson, 2004). In a case study at a textile company, Yuksel et al. analyzed the firm's strengths, weaknesses, opportunities, and threats using the Network Analysis Process (NAP). Although the AHP technique addresses some of the shortcomings of the evaluation and measurement steps of SWOT analysis, it is not able to assess possible dependencies between factors (Yuksel et al., 2007). In an article aimed at determining management strategies in construction companies, SWOT analysis (strengths, weaknesses, opportunities and threats) was performed as a tool to formulate management strategies. The best way to do this is through hierarchical analysis. Based on the opinion of experts and using the AHP technique, the appropriate strategy was selected and it was concluded that the construction vision management of the studied companies is possible according to the SWOT based on the selected description (Aliahmadi et al., 2011).

In an article using the SWOT analysis method, a comprehensive evaluation and analysis of the strengths, weaknesses, opportunities and threats in the development of rural tourism in Suzhou was discussed and it was noted that rural tourism can be fully utilized in rural areas to regulate and optimization of rural industrial structures, expansion of agricultural industrial chain, development of rural tourism services, promotion of non-agricultural employment, increase of farmers' incomes and creation of a better economic base for new rural construction through a combination of internal and external resources (Zhang, 2012). A paper aimed at analyzing SWOT analysis of environmental systems in the Middle East and North Africa region, by comparing the status of software and the structure of existing systems based on the legal, institutional

frameworks and specific procedures of the country. Decision analysis was performed in an analytical framework that included both performance analyzes based on predefined evaluation criteria. Finally, the results showed some weaknesses and shortcomings of the system and stated that the heterogeneous situation was associated with delayed overall progress, which was integrated with different levels of the decision-making process (Rachid and Fadel, 2013). Rach et al. assessed the incentives and barriers to the supply of primary forest fuel (PFF) in Southeast Europe (SEE) and developed strategies to improve PFF supply with the participation of dozens of SEE stakeholders. SWOT analysis (strengths, weaknesses, opportunities and threats) was used to assess the country's supply chain. Based on them, a regional SWOT analysis was compiled and strategies were developed and evaluated in a participatory decision-making process. The results show that strategies to increase the use of biomass are of great importance in all participating countries (Rach et al., 2015). Abd al-Basit et al. Used the SWOT-AHP combination method to present the best strategy to achieve the goals of the organization. They used the AHP method to weight and rank the comparison matrices. The proposed model was implemented in a neutrosophic environment for a Starbucks company (Abdolbaset et al., 2018). Hajizadeh used SWOT analysis to strategically manage and empower new technologies in the oil and gas industry. The results shows that in order to take full advantage of new technology in the oil and gas industry, agile teams and experts in the field should be used (Hajizadeh et al., 2019). Alvarсан et al. assessed the strengths, weaknesses, opportunities and threats of the renewable energy sector for the countries studied in India, China, Iceland, Sweden and the United States using the SWOT analysis method. This study was conducted to access the potential of each country to produce renewable energy. The motivation for choosing these countries is that these countries show promising results for the leap towards the production and use of green energy. (Al-Awarsan et al., 2020). Based on the SWOT analysis method, Wang reviewed related strategies to prevent and control the COVID-19 epidemic. The policies prioritized by the analysis with the highest prioritization showed the deformation of the emergency system (SO1). Add health emergency departments to universities and other institutions (WO2); Adjusting the economic structure and strengthening international and domestic ties (ST2); And strengthening public intervention in response to public health emergencies (WT1) can be effective in controlling COVID-19 (Wang and Wang, 2020)

In line with the economic growth of the Turkish health tourism industry, Buyuk Ozan et al. selected the best strategy for the effective implementation of the programs using SWOT analysis. The proposed method first determined the SWOT factors required for analysis and these factors were weighted with HFL AHP. The results were then used to select the best health tourism strategy using HFL MABAC (Buyuk Ozan et al., 2021). Jatemico et al. Provided proposals for the development of small and medium-sized enterprises (SMEs) to achieve a sustainable competitive advantage using the SWOT analysis method. The results of this study emphasized that in order to achieve a competitive advantage, one must look at seven aspects: 1) business strategy. 2) human resources 3) information technology; 4) products; 5) upgrade; 6) cooperation; And 7) corporate social responsibility (Jatemiko et al., 2021). Bimo et al. Uses a combined method of Analytic Hierarchy Process (AHP), Political, Economic, Social, Technology, Environmental and Legal (PESTEL) and Power, Weakness, Opportunity and Threat (SWOT) to perform a structured and systematic analysis Implemented to select the best Indonesian aviation strategy (Büyüközkan et al., 2021). Based on the SWOT analysis, Gove examined the strengths, weaknesses, opportunities and threats of Qaisari Airport. As a result, the strongest aspect of Caesarea Airport is its proximity to the city, and the weakest aspect of Caesarea Airport is the low number of flights during the day (Jonibek, 2021). Based on the studies, it is seen that the use of SWOT analysis has been a great help in selecting the best strategies in different companies and organizations to get out of the current situation and achieve the desired situation. Therefore, focusing on this basis, in this article, using SWOT analysis, the strengths, weaknesses, opportunities and threats of the Employment and Entrepreneurship Office of the General Office of Labor, Cooperation and Social Welfare of East Azerbaijan Province are examined.

3. Research Method

The present research is applied in terms of purpose, descriptive-analytical and survey in terms of data collection and analysis. Also, since the results of this research can be used in practice, it is a practical research. Information has been collected through documents, theoretical foundations and relevant research background. In the next step, the documents related to the General Directorate of Cooperatives, Labor and Social Welfare have been analyzed to explain the mission, vision and organizational values. In the third step, using the method of interviews with managers, experts and stakeholders of the General Administration in different departments, the strengths, weaknesses, opportunities and threats of the organization are identified. Then from the questionnaire tool in two Likert ranges from 1 = very low, 2 = low, 3 = medium, 4 = high and 5 = very high to score the factors of strengths and opportunities from strong = 4, normal = 3 and factors of weaknesses and Threats used strong = 1 and normal = 2. In the next step, the matrices of internal and external factors are obtained from the sum of the total scores. Finally, macro goals and strategies are presented to explain the optimal situation of the General Administration.

The statistical population of this study consists of managers and employees of employment and entrepreneurship management of the General Department of Cooperatives, Labor and Social Welfare and stakeholders of the organization. It has been used by purposeful sampling to collect information through interviews with managers, experts and stakeholders and evaluate internal and external factors. The tool used to collect data and information is a combination of interview methods and questionnaires. The SWOT method has also been used to analyze the data. EXCEL software is also used to evaluate and prioritize internal and external factors.

To identify external factors from PESTEL analysis, including: 1- Political issues (Politics), 2- Economic issues (Economics), 3- Social issues (Social), 4- Technological issues (Technological), 5- Environmental issues (Environment) and 6- Legal issues and stakeholder analysis have been used, including cooperatives, trade unions, unions, workers, production units and businesses, etc. Also, in order to identify internal factors, organizational processes and management factors, human resources, financial resources, physical resources, hardware and software factors, factors related to organizational culture were analyzed and the strengths and weaknesses of each department were evaluated.

- **Significance:** After identifying internal and external factors and classifying them in terms of strengths-weaknesses and opportunities-threats, the importance of each of them should be determined. In order to score and evaluate the indicators, numerical values from 1 to 5 (insignificance, insignificance, medium, important, very important) are assigned to the factors, respectively, and after normalizing the internal and external factors, its weight coefficient is determined between zero and one.

- **Factor rank:** In order to determine the rank of each factor, the strong = 4, normal = 4 and the weak and threat factors = strong = 1 and normal = 2 have been used to rank the factors of strengths and opportunities.

Final score of factors: To determine the final score of each factor, the coefficient of each factor (normalized importance) is multiplied by the rank of that factor. Then internal and external factors are prioritized according to the final score.

Figure (2) shows the general framework of the research method.

Stage	tool	activity	results
First,	field and libraries studies	examine a variety of strategic planning models Study of theoretical foundations and research background	identify a suitable model for SWOT identification
Second,	study documents, reports, documents,	review of government goals in development programs Stakeholder study Review of the General Directorate of Cooperatives, Labor and Determine the mission and vision Social Welfare	Existential philosophy of the organization and statement of mission and vision of the organization
Third,	PESTEL analysis, stakeholder analysis, interviews with managers and experts, study of office reports and study of library documents to identify external factors : PESTEL	Identify internal factors	strengths, weaknesses, opportunities and threats of the organization
Fourth,	questionnaire tools and interviews with managers and experts, IFE and EFE matrices,	evaluation of internal and external factors,	prioritization of strengths, weaknesses, opportunities and threats
Fifth,	interviews with managers and experts and use of QSPM matrix	to determine goals, strategies and prioritization	Strategy development and prioritization

Fig. 2. The general framework of the research method

4. Analysis of Results

After evaluating the internal and external factors and scoring each factor, by ranking the factors in Table (2) containing the most important internal and external factors, employment and entrepreneurship management is prioritized and selected. The signs used in these tables include (S = strengths, W = weaknesses, O = opportunities and T = threats).

Table 2. The most important internal and external factors in employment management and entrepreneurship

Strengths	
Existence of suitable experts in the field of employment and entrepreneurship	S1
Existence of specialized deputy in the field of employment and entrepreneurship and existence of relevant specialized	S2
Proper interaction with the Secretariat of the High Employment Council	S3
Long experience and experience in performing the tasks assigned to employment and entrepreneurship	S4
Establishment of innovation and prosperity funds in the administration of the province	S5
Existence of partnership and consensus between members of employment management and entrepreneurship	S6
Holding conferences and general entrepreneurship training courses	S7
Analysis and monitoring of information in the national labor market network and the use of outputs obtained in the development of provincial programs	S8
High level of staff experience	S9
Expansion of the service network of the organization in the province and city offices	S10
Expansion of the service network of the organization in the province and city offices	S10
weaknesses	
Lack of specialized manpower in the subordinate departments of the administration	W1
Insufficient credibility and comprehensiveness of the program to implement startups and general entrepreneurship courses	W2
Lack of appropriate educational and research credits to develop and promote entrepreneurship	W3
Lack of incentive and reward system for employees and managers for achieving goals	W4
Lack of appropriate hardware and software facilities and infrastructure in executive processes	W5

Lack of proper software to go through the process of renewal and dealing with infringing employment	W6
Inadequate integration of laws dealing with illegal employment	W7
Insufficient skills of executive staff and inadequate training to execute processes	W8
Insufficient credit in holding conferences and festivals to select the best entrepreneur	W9
Inadequate targeted training to train entrepreneurial trainers, managers and employment experts	W10
Delayed access to required reports at any time	W11
Opportunities	
Existence of law for organizing and supporting home-based businesses and executive regulations	O1
Existence of regulations related to the creation and development of authorized domestic and foreign job search	O2
Existing demand from job seekers for employment in remote services and those interested in working abroad	O3
Existence of a law regarding the protection of employers to recruit new employees (Article 80)	O4
Existence of necessary platforms for providing technical, professional and skill trainings	O5
Existence of micro-self-employment facilities according to budget laws and employment capacity from this context	O6
Existence of extensive regional and trans-regional markets	O7
Access to export terminals and suitable transit location for the supply of products	O8
Existence of tourism areas and the potential of the province to attract investors to develop employment	O9
Existence of potential and field of exporting engineering technical services and exporting services of small and medium enterprises	O10
Existence of numerous towns and industrial areas in different parts of the province	O11
Existence of experienced traders and merchants in the province and relations with foreign countries	O12
The improving trend of the country's international interactions and the lifting of economic sanctions	O13
Possibility of creating and developing industrial and business clusters	O14
Existence of business owners and home businesses in various fields	O15
Providing financial and credit facilities to small and fast-growing small businesses	O16
threats	
Lack of cooperation of some operating banks in granting facilities	T1
Variety of internal regulations of operating banks in accepting and paying employment facilities and contradicting the notification instructions	T2
Failure to take into account insurance discounts (paragraphs 1 and 2 of Article 80) and loss of labor of production and industrial units 1 and 2)	T3
Lack of adaptation of labor market needs with technical, vocational and skills training	T4
The definition of entrepreneurship is not the same at the national and provincial levels, as well as parallel work with it	T5
Lack of a comprehensive plan to turn demographic opportunities into demographic benefits	T6
Investors are reluctant to use payment facilities due to high interest rates on facilities	T7
High bureaucracy in the facility payment process	T8
The growth of false and unstable jobs and the existence of hidden unemployment in the service sector	T9
Inflationary stagnation and instability of macroeconomic indicators in the country	T10
Expansion of the informal and underground sector of the economy	T11
Lack of temporary and permanent local markets for targeted supply of home business products	T12
Delay in notifying home-based business facilities to the province's operating banks	T13

According to Table (2), 10 strengths, 11 weaknesses were obtained from internal factor analysis and 16 opportunities and 13 threats were obtained from external factors analysis. Figure (3) also shows the final score of evaluation of internal and external factors in the field of employment management and entrepreneurship. According to Figure (3), the total score of internal factors is equal to 2.441 and the total score of external factors is equal to 2.55, which is the location of this management in the second house and includes a conservative strategy.

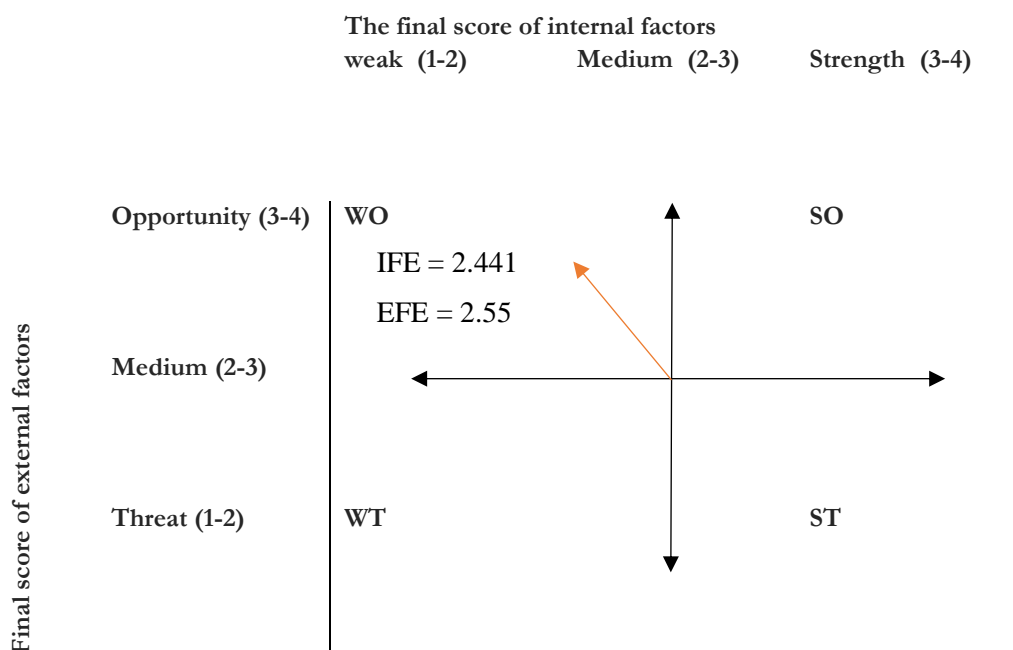


Fig. 3. Final score of evaluation of internal and external factors of employment management and entrepreneurship

Finally, the SWOT matrix of employment and entrepreneurship management of the General Department of Cooperatives, Labor and Social Welfare of East Azerbaijan Province is as described in Table (3). Table (4) also shows the prioritization of applicable strategies in employment management and entrepreneurship.

Table 3. SWOT matrix of employment and entrepreneurship management

Weaknesses W1-W11	Strengths S1-S10	
WO1- Providing specialized and skilled manpower in the field of employment and entrepreneurship to provide services to home-based businesses and small and medium-sized businesses WO2- Improving the quality and quantity of entrepreneurship and innovation training courses through professors and experts in various industries WO3- Designing Entrepreneurship and Employment Management Information System	SO1- Increasing interaction with the Secretariat of the High Employment Council in order to benefit from the existing potentials in the province to improve the employment and entrepreneurship situation SO2- Analysis of the province's labor market in the public and private sectors and providing insurance services for entrepreneurs and investors to develop employment in the province SO3- Improving relations with foreign countries to provide labor abroad. Lists	opportunities O1-O16
WT1- Workforce planning to meet the job requirements of the province in different sectors WT2- Future study of employment dynamics in the province and development of scenarios for employment and entrepreneurship development	ST1- Increasing interaction with operating banks and creating cooperation agreements to solve the problems of financing businesses and businesses ST2- Designing and creating local banks and online commerce to develop home-based businesses and other businesses Threats	threats T1-T13

According to Table (3), 3 strategies of confrontation of weaknesses and opportunities; 3 strategies from the confrontation of strengths and opportunities, 2 strategies from the confrontation of weaknesses and threats, and finally 2 strategies from the confrontation of strengths and threats.

Table 4 . Prioritize feasible strategies in employment management and entrepreneurship Strategy priority

Strategy	Priority
Increase interaction with operating banks and establish cooperation agreements to solve financing problems for businesses and businesses	ST1
Workforce planning to meet the job requirements of the province in different sectors	WT1
Provide skilled and skilled manpower in the field of employment and entrepreneurship to provide services to home-based businesses and small and medium-sized businesses	WO1
Analysis of the province's labor market in the public and private sectors and providing insurance services for entrepreneurs and investors to develop employment in the province	SO2
Design and establish local banks and online businesses to develop home-based businesses and other businesses	ST2
Design information management system for entrepreneurship and employment	WO3
Improving the quality and quantity of entrepreneurship and innovation training courses through professors and industry experts	WO2
Increase interaction with the Secretariat of the High Employment Council in order to take advantage of the existing potentials in the province to improve the employment and entrepreneurship situation	SO1
Future Employment dynamics research in the province and development of employment and entrepreneurship development scenarios	WT2
Improving relations with foreign countries to provide labor abroad	SO3

According to Table (4), the best strategy is defined as follows: “Increase interaction with operating banks and establish cooperation agreements to solve financing problems for businesses and businesses”

5. Conclusions

The main purpose of using the SWOT matrix of the strategic management process is to gain the support of the decision that is used in choosing the strategy. This tool can improve and upgrade the information base of strategic planning processes. It not only provides pure and complete decision support, but also provides an effective framework for training and learning in strategic decision support. The importance of using SWOT analysis led to this article to examine the strengths, weaknesses, opportunities and threats of the "Employment and Entrepreneurship Management" department of the General Department of Labor Cooperation and Social Welfare of East Azerbaijan Province. As a result, 10 strengths, 11 weaknesses, 13 external threats and 16 opportunities were obtained. By analyzing the SWOT matrix, 10 different strategies were presented, the most important of which was "increasing interaction with operating banks and creating cooperation agreements to solve the problems of financing businesses and businesses" as the first strategy.

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