Explaining and Designing the Model of Internal Factors of Strategic Human Resource Planning Based on the Recruitment and Adjustment of Knowledge-Based Employees

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Abstract

The purpose of the present research is to explain and design the model of internal factors of strategic human resource planning based on the recruitment and adjustment of knowledge-based employees in the National Development Fund. The research method is descriptive-survey. The statistical population consists of two groups, the first group includes experts familiar with the theories of strategic human resource planning and the recruitment and adjustment of knowledge-based employees, whose number is unspecified and have been scattered throughout the country and their selection method is selective and in this research their opinions have been used in the section of compiling and designing the model, and the second group includes knowledge-based employees (having university education) of the National Development Fund (2,115 people) that 325 people were selected as sample based on Cochran's formula. In the field of data collection, the questionnaires of internal factors of strategic human resource planning, knowledge-based employees, recruitment of knowledge-based employees and adjustment of knowledge-based employees were used whose validity were 0.91.5, 0.94.9, 0.93.8, 0.92.1, and their reliability were 0.86, 0.99.1, 0.94.6, 0.90.2 respectively. Data analysis was performed using structural equation modeling by applying LISREL software version 8.8. The results showed that there was a significant relationship between the internal factors of strategic human resource planning including (organizational goals, skill level, employees' efficiency, organizational structure, job satisfaction, organizational culture, organizational value, and organizational mission) and the recruitment of knowledge-based employees in the National Development Fund. There was a significant relationship between the internal factors of strategic human resource planning including (organizational goals, skill level, employees' efficiency, organizational structure, job satisfaction, organizational culture, organizational value, and organizational mission) and the adjustment of knowledge-based employees in the National Development Fund.

Keywords: Internal Factors, Strategic Planning, Human Resources, Knowledge-Based Employees, Recruitment, Adjustment, National Development Fund

Introduction

In the twenty first century the survival secret of organizations should be sought in the recruitment and retaining knowledge-based employees and preventing them from leaving the organization. In this century those organizations are able to join the future that through using strategic human resource planning and the recruitment of knowledge-based employees compensate their shortcomings and prevent the departure and loss of these employees from the organization and their adjustment. This issue has very necessity and importance for all organizations, especially the National Development Fund (Molan, 2017). Organizations' today problems cannot be solved with yesterday solutions and environmental conditions have become so complex, dynamic and uncertain that organizations can no longer guarantee their long term life without the use of knowledge-based employees (David, 2018). Knowledge-based employees are the factor of growth and development of organization, promotion of productivity, increasing the quality of products and services, success in competition, development of information and communication technology, and so on that this point shows the necessity and importance of the existence of knowledge-based employees in organizations, especially the National Development Fund, as a sensitive institution in the country, which is responsible for stabilizing the country's budget in the event of a decrease in oil revenues and preventing oil shocks to damage the country's economic balance and saving a part of revenues obtained from oil for future generations by converting oil revenues into productive investments more than ever (Osterman, 2018). In such circumstances, it seems that one of the basic and the most important tools that can act

effectively in the National Development Fund to serve the people and support the government is to use knowledge-based employees. On this basis, recruiting and retaining competent and knowledge-based human resources is very important for the National Development Fund as well as all organizations (Sarros & Santora, 2017).

Research Theoretical Framework

The present research seeks to explain and design the internal factors of strategic human resource planning model based on the recruitment and adjustment of knowledge-based employees in the National Development Fund. Accordingly, in order to achieve the research theoretical framework as the basis and foundation of the research, due to the novelty of the subject, in addition to referring to the results of other researches, the opinions of experts have also been used to identify the main variables of the research and finally to achieve the theoretical framework. On this basis, in the present research, the internal factors of strategic human resource planning are as a predictor variable, and the variable for recruiting and adjusting knowledge-based employees, which by the performed analyses and studying and comparing the results of other researches conducted in this regard, to explain and investigate the research variables and also to achieve a strategic human resources planning model based on the recruitment and adjustment of knowledge-based employees by studying the literature and related history, according to the researches of experts who have researched in this field, a model is presented. Also, according to the models presented by experts, the components of internal factors, organizational goals: empowerment of

employees based on perspective and model (Qasemi & Farahani, 2012), promotion and upgrading based on perspective and model (Bockstedt et al., 2015), skill level: technical skill based on perspective and model, , managerial skill based on perspective and model, employees' efficiency: knowledge and experience based on perspective and model, attitude and insight based on perspective and model, organizational structure: complexity of the structure of organization based on perspective and model, recognition of the structure of organization based on perspective and model, concentration of the structure of organization based on perspective and model, employees' job satisfaction: salary and benefits based on perspective and model (Jesus et al., 2017), opportunities for progress based on perspective and model, organizational culture: team participation and teamwork based on perspective and model (Jimenez Jimenez et al., 2014), ambition and daring based on perspective and model (Ashrafi & Zare Ravasan, 2018), organizational value: individual values based on perspective and model, social values based on perspective and model, organizational mission: thinking for the survival of the organization based on perspective and model, investment for the development of the organization based on perspective and model (Tsalis et al., 2013), recruiting knowledge-based employees: recruiting from inside the organization based on perspective and model (Ashrafi & Zare Ravasan, 2018), recruitment from outside the organization based on perspective and model, adjustment of knowledge-based employees: transfer based on perspective and model, early retirement based on perspective and model (Avolio, 2018), redemption based on perspective and model (Barbuto, 2018), dismissal based on perspective and model (Javed et al., 2014) have been considered.

Methodology

The present research is descriptive and of correlation type, it is applied and developmental in terms of purpose that has collected data through field researches method. The statistical population of the present research has consisted of two groups. The first group includes experts familiar with the field of strategic human resource planning and the recruitment and adjustment of knowledge-based employees, the number of which is unspecified and are scattered throughout the country. Inclusion criteria are: having scientific researches and articles related to the research subject, availability, experience, suitability of the field of study, doctoral degree, and teaching at the university, which their opinions have been used in this research in the strategic human resources planning section based on the recruitment and adjustment of knowledge-based employees in the National Development Fund. In order to select a suitable sample among the community of experts and university professors who had the necessary criteria, 15 people were selected by non-random sampling method of selective type. The second group includes the knowledge-based employees of the National Development Fund (2,115 people) who are working in this organization and according to Cochran's formula, 325 people were selected by simple random method appropriate to the size. In this research, "knowledge-based employees" means those who have a bachelor, master, doctoral, theological and equivalent education. A questionnaire was used to collect the required data. The questionnaire was designed and the confirmation of model

based on previous studies, research literature and conducted interviews was identified. Then, by experts in this field who were composed of 15 people and were familiar with all the sub-indicators, according to the Delphi method, each one of the criteria were was examined based on the purpose. Questionnaire for determining the internal factors of strategic human resource planning in the National Development Fund, answered by knowledge-based employees composed of 51 questions, questionnaire about the status of knowledge-based employees composed of 18 questions, questionnaire about how to recruit knowledge-based employees composed of 14 questions, and questionnaire about the adjustment of knowledge-based employees composed of 12 five-option questions from completely appropriate to completely inappropriate. The questionnaires of the present research were first investigated and confirmed by 15 experts in terms of face and conceptual validity, and then for measuring the content validity ratio, the content validity ratio or CVR method was used by 15 experts and university professors that the value of this indicator for the questionnaire of internal factors of strategic human resource planning was calculated and confirmed at 91.5 ratio, the questionnaire of knowledge-based employees was calculated and confirmed at 0.94 ratio, the questionnaire of recruiting knowledge-based employees was calculated and confirmed at 0.93.8 ratio, and

the questionnaire of the adjustment of knowledge-based employees was calculated and confirmed at 0.92.1 ratio. Also, Cronbach's alpha coefficient of the questionnaires was estimated to be 0.86, 0.99.1, 0.94.6, and 0.90.2, respectively, which was more than 0.7, and indicated the coordination within the items and the confirmation of reliability. In order to analyze the data, structural equation modeling was used by applying LISREL software version 8.8.

Results

Identifying and Screening the Internal Factors Indicators of Strategic Human Resource Planning by Delphi Technique

Based on previous studies, research literature and conducted interviews, totally 8 indicators were identified. In the first phase of the Delphi technique, these criteria were provided to the experts in the study field and these experts were asked to submit a proposal about the combination of some criteria in the form of a new criterion, and finally no index was added to these sub-criteria. The description of the indicators of strategic human resource planning can be observed in (Table 1):

Table 1. Summary of Strategic Human Resource Planning Indicators

Main Structure	Components
Internal Factors of Strategic Human Resource Planning	Organizational Goals
	Skill Level
	Employees' Efficiency
	Organizational Structure
	Employees' Job Satisfaction
	Organizational Culture
	Organizational Value
	Organizational Mission

The Delphi technique continued in two rounds and has been stopped in the second round by reaching the final agreement. Finally, the remaining 8 indicators in the second round have all obtained the score above 3 again. Therefore, the Delphi technique has stopped and the identified strategic human resource planning indicators have been used for the final analysis (Table 2).

Table 2. Summary of the Results of the Second Round of Delphi Technique for Research Indicators

Main Structure	Components	Expert 1	Expert t 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
Internal Factors of Strategic Human Resource Planning	Organizational Goals	4	5	4	4	3	4	4	5	5	3	5	5	4	5	5	4.33
	Skill Level	5	5	5	5	5	5	5	5	5	4	4	4	4	5	5	4.73
	Employees' Efficiency	5	5	5	4	5	5	5	5	5	4	5	4	5	5	5	4.8
	Organizational Structure	5	5	4	4	4	4	4	5	5	2	5	5	5	5	5	4.47
	Employees' Job Satisfaction	5	4	4	4	4	4	4	3	4	4	5	4	4	5	5	4.2
	Organizational Culture	3	5	4	4	4	4	5	5	3	4	5	4	5	5	4	4.27
	Organizational Value	4	5	3	4	3	4	5	5	5	5	5	4	4	5	5	4.4
	Organizational Mission	4	4	4	4	3	4	5	4	5	4	5	5	3	5	3	4.13

Identifying and Screening the Indicators of Knowledge-Based Employees

Based on previous studies, research literature and conducted interviews, totally 6 indicators were identified. In the first phase of the Delphi technique, these criteria were provided to the experts in the study field and these experts were asked to submit a proposal about the combination of some criteria in the form of a new criterion, and finally no index was added to these sub-

criteria. The description of the indicators of knowledge-based employees can be observed in (Table 3):

Table 3. Summary of Knowledge-Based Employees Indicators

Main Structure	Components
Knowledge-Based Employees	Creativity
	Independence
	Learning
	Self-Motivation
	Loyalty to the Profession
	Job Mobility

The Delphi technique continued in two rounds and has been stopped in the second round by reaching the final agreement. Finally, the remaining 6 indicators in the second round have all obtained the score above 3 again. Therefore, the Delphi technique has stopped and the identified indicators of knowledge-based employees have been used for the final analysis (Table 4).

Table 4. Summary of the Results of the Second Round of Delphi Technique for Knowledge-Based Employees Indicators

Main Structure	Components	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
Knowledge-Based Employees	Creativity	5	4	4	5	4	5	3	4	4	5	4	4	5	5	5	4.4
	Independence	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	4.9
	Learning	5	4	4	5	3	5	4	4	4	5	5	5	5	4	5	4.47
	Self-Motivation	3	5	4	4	5	5	5	4	4	5	5	4	5	4	4	4.4
	Loyalty to the Profession	5	5	4	4	5	5	4	3	4	5	4	5	5	4	5	4.47
	Job Mobility	5	4	4	4	5	4	4	4	4	4	4	5	5	5	5	4.4

Identifying and Screening the Indicators of Recruitment of Knowledge-Based Employees by Delphi Technique

Based on previous studies, research literature and conducted interviews, totally 2 indicators were identified. In the first phase of the Delphi technique, these criteria were provided to the experts in the study field and these experts were asked to submit a proposal about the combination of some criteria in the form of a new criterion, and finally no index was added to these sub-

criteria. The description of the indicators of recruiting knowledge-based employees can be observed in (Table 5):

Table 5. Summary of Knowledge-Based Employees Recruitment Indicators in the First Round of Delphi Technique

Main Structure	Components
Recruitment of Knowledge-Based Employees	Recruitment from Inside the Organization
	Recruitment from Outside the Organization

The Delphi technique continued in two rounds and has been stopped in the second round by reaching the final agreement. Finally, the remaining 2 indicators in the second round have all obtained the score above 3 again. Therefore, the Delphi technique has stopped and the identified indicators of knowledge-based employees' recruitment have been used for the final analysis (Table 6).

Table 6. Summary of the Results of the Second Round of Delphi Technique for Knowledge-Based Employees Recruitment Indicator

Main Structure	Components	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
Recruitment of Knowledge-Based Employees	Recruitment from Inside the Organization	5	5	5	5	5	5	5	5	5	4	4	4	4	4	5	4.67
	Recruitment from Outside the Organization	5	5	5	4	5	5	5	5	5	4	5	4	4	4	3	4.53

Identifying and Screening the Indicators of Adjustment of Knowledge-Based Employees

Based on previous studies, research literature and conducted interviews, totally 4 indicators were identified. In the first phase of the Delphi technique, these criteria were provided to the experts in the study field and these experts were asked to submit a proposal about the combination of some criteria in the form of a new criterion, and finally no index was added to these sub-criteria. The description of the indicators of knowledge-based employees' adjustment can be observed in (Table 7):

Table 7. Summary of the Indicators of Knowledge-Based Employees' Adjustment in the First Round of Delphi Technique

Main Structure	Components
Adjustment of Knowledge-Based Employees	Transfer of Knowledge-Based Employees
	Retirement of Knowledge-Based Employees
	Redemption
	Dismissal

The Delphi technique continued in two rounds and has been stopped in the second round by reaching the final agreement. Finally, the remaining 4 indicators in the second round have all obtained the score above 3 again. Therefore, the Delphi technique has stopped and the identified indicators of knowledge-based employees' adjustment have been used for the final analysis (Table 8).

Table 8. Summary of the Results of the Second Round of the Delphi Technique for the Adjustment of Knowledge-Based Employees Indicator

Main Structure	Components	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
Adjustment of Knowledge-Based Employees	Transfer of Knowledge-Based Employees	5	4	5	3	4	3	4	5	5	5	4	5	5	5	5	4.47
	Retirement of Knowledge-Based Employees	3	4	4	4	4	5	4	4	5	5	4	5	3	3	4	4.07
	Redemption	4	5	4	4	5	5	4	5	5	5	3	4	4	5	5	4.47
	Dismissal	5	5	4	4	5	5	5	4	5	3	4	4	5	4	4	4.4

Relationship between the Internal Factors of Strategic Human Resource Planning and Employees' Recruitment

The final structural equation model has been used to measure the relationship between the internal factors of strategic human resource planning and employees' recruitment. The final model has been presented in (Figure 1).
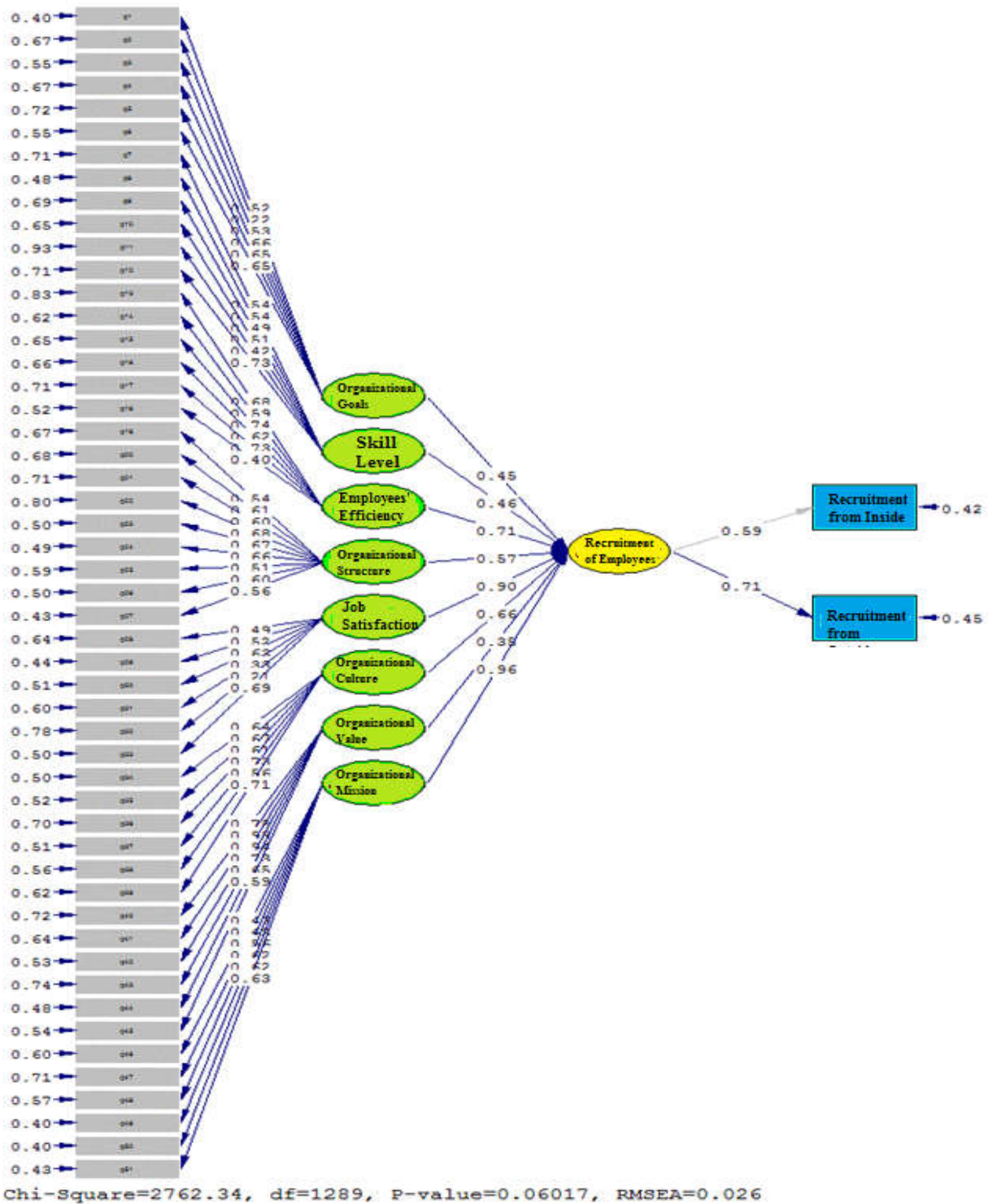
Chi-Square=2762.34, df=1289, P-value=0.06017, RMSEA=0.026

Figure 2. Results of Confiring the Final Model of the Relationship between the Internal Factors of Strategic Human Resource Planning and Employees' Recruitment

The results obtained from measuring the significance of the model data have also

been presented in (Figure 2).

Figure 2. T-Value Statistics of the Results of Confirming the Final Model of the Relationship between the Internal Factors of Strategic Human Resource Planning and Employees' Recruitment

Also, the output of LISREL software indicates the appropriateness of the proposed research model, so that the value of root mean square error of approximation (RMSEA) is equal to 0.026, the value of the normalized Chi-square (CMIN / DF) is equal to 2.143 and the value of goodness of fit index (GFI) is equal to 0.96. Other indicators for fitness of the proposed research model have been presented in (Table 9).

Table 9. Examining the Fit Indicators of the Proposed Research Model

Index	Reported Value	Acceptable Limit
Root Mean Square Error of Approximation (RMSEA)	0.026	Equal to or lower than 1
Normalized Chi-Square (CMIN/DF)	2.143	Equal to or lower than 3
Goodness of Fit Index (GFI)	0.96	Equal to or higher than 0.9
Adjusted Goodness of Fit Index (AGFI)	0.94	Equal to or higher than 0.9
Comparative Fit Index (CFI)	0.97	Equal to or higher than 0.9
Normed Fit Index (NFI)	0.95	Equal to or higher than 0.9
Tucker-Lewis Index (TLI)	0.95	Equal to or higher than 0.9
Incremental Fit Index (IFI)	0.96	Equal to or higher than 0.9

Main Hypothesis 1: There is a significant relationship between the internal factors of strategic human resource planning and the recruitment of knowledge-based employees in the National Development Fund.

Based on Diagrams 1 and 2, the strength of the relationship between the variables of internal factors of strategic human resource planning and the recruitment of knowledge-based employees has been calculated equal to 0.70, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 7.28 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 1-1: There is a significant relationship between organizational goals and the recruitment

of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of organizational goals and the recruitment of knowledge-based employees has been calculated equal to 0.45, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 5.43 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 1-2: There is a significant relationship between skill level and the recruitment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of skill level and the recruitment of knowledge-based employees has been

calculated equal to 0.46, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 4.86 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 1-3: There is a significant relationship between employees' efficiency and the recruitment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of employees' efficiency and the recruitment of knowledge-based employees has been calculated equal to 0.71, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 7.10 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 1-4: There is a significant relationship between organizational structure and the recruitment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of organizational structure and the recruitment of knowledge-based employees has been calculated equal to 0.57, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 5.91 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 1-5: There is a significant relationship between employees' job satisfaction and the recruitment of knowledge-based

employees in the National Development Fund.

The strength of the relationship between the variables of employees' job satisfaction and the recruitment of knowledge-based employees has been calculated equal to 0.90, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 9.06 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 1-6: There is a significant relationship between organizational culture and the recruitment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of organizational culture and the recruitment of knowledge-based employees has been calculated equal to 0.66, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 6.81 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 1-7: There is a significant relationship between organizational value and the recruitment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of organizational value and the recruitment of knowledge-based employees has been calculated equal to 0.35, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 3.28 which is greater than the critical value of t at the error level of 5%,

that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 1-8: There is a significant relationship between organizational mission and the recruitment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of organizational mission and the recruitment of knowledge-based employees has been calculated equal to 0.96, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 10.47 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

The Relationship between the Internal Factors of Strategic Human Resource Planning and Employees' Adjustment

The final structural equation model has been used to measure the relationship between the internal factors of strategic human resource planning and employees' adjustment. The final model has been presented in (Figure 3).
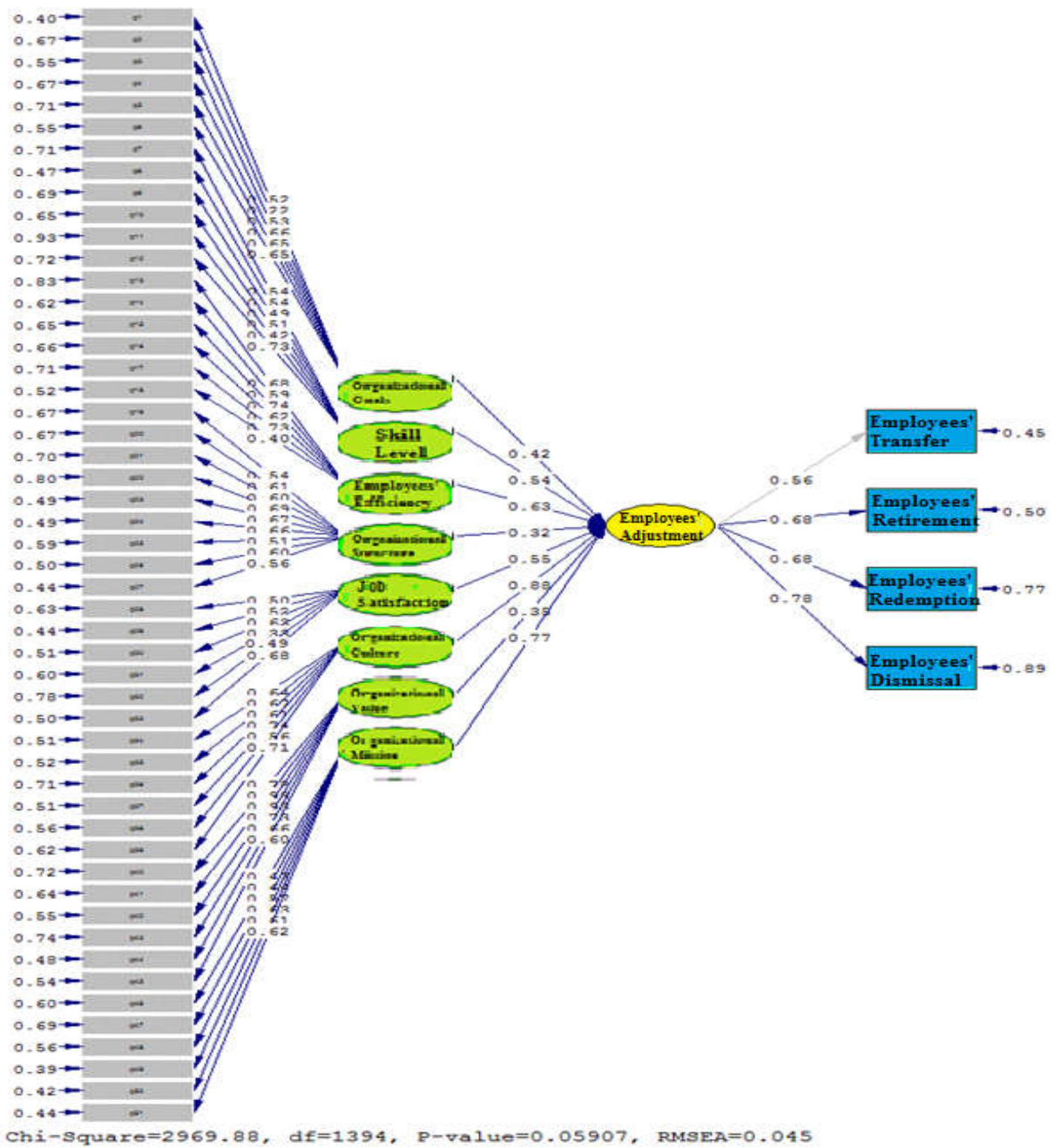
Chi-Square=2969.88, df=1394, P-value=0.05907, RMSEA=0.045

Figure 3. Results of Confirming the Final Model of the Relationship between the Internal Factors of Strategic Human Resource Planning and Employees' Adjustment

The results obtained from measuring the significance of the model data have also been presented in (Figure 4).
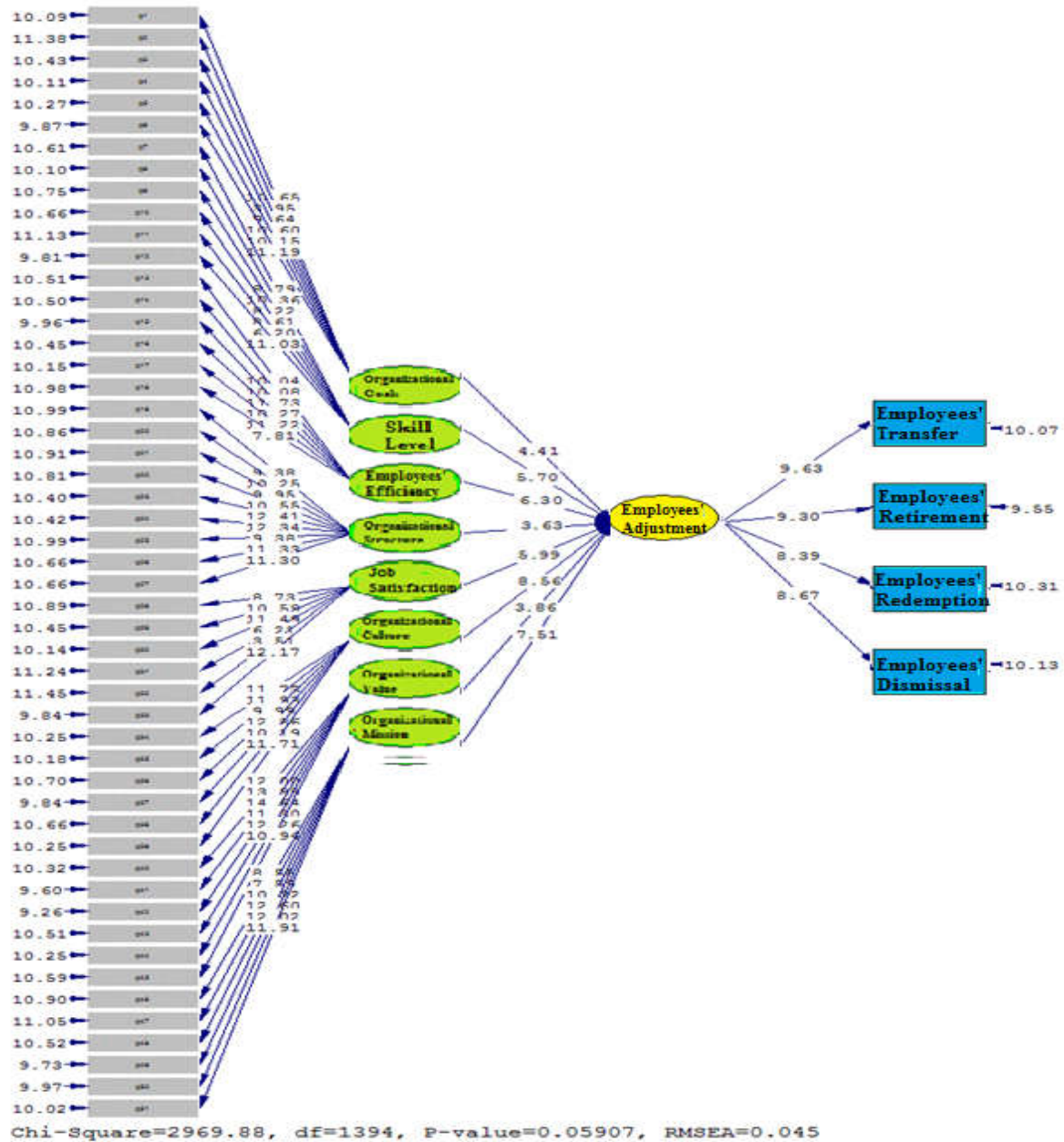
Figure 4. T-Value Statistics of the Results of Confirming the Final Model of the Relationship between the Internal Factors of Strategic Human Resource Planning and Employees' Adjustment

Also, the output of LISREL software indicates the appropriateness of the proposed research model, so that the value of root mean square error of approximation (RMSEA) is equal to 0.045, the value of the normalized Chi-square (CMIN / DF) is equal to 2.130, and the value of goodness of fit index (GFI) is equal to 0.95. Other indicators for fitness of the proposed research model have been presented in (Table 10).

Table 10: Examining the Fit Indicators of the Proposed Research Model

Index	Reported Value	Acceptable Limit
Root Mean Square Error of Approximation (RMSEA)	0.045	Equal to or lower than 1
Normalized Chi-Square (CMIN/DF)	2.130	Equal to or lower than 3
Goodness of Fit Index (GFI)	0.95	Equal to or higher than 0.9
Adjusted Goodness of Fit Index (AGFI)	0.93	Equal to or higher than 0.9
Comparative Fit Index (CFI)	0.94	Equal to or higher than 0.9
Normed Fit Index (NFI)	0.95	Equal to or higher than 0.9
Tucker-Lewis Index (TLI)	0.97	Equal to or higher than 0.9
Incremental Fit Index (IFI)	0.95	Equal to or higher than 0.9

Main Hypothesis 2: There is a significant relationship between the internal factors of strategic human resource planning and the adjustment of knowledge-based employees in the National Development Fund.

Based on the diagrams 3 and 4, the strength of the relationship between the internal factors of strategic human resource planning and the adjustment of knowledge-based employees has been calculated equal to 0.38, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 3.84 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 2-1: There is a significant relationship between organizational goals and the adjustment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the organizational goals and the adjustment of knowledge-based employees has been calculated equal to 0.42, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 4.41 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 2-2: There is a significant relationship between skill level and the adjustment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of skill level and the adjustment of knowledge-based employees has been calculated equal to 0.54, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 5.70 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 2-3: There is a significant relationship between employees' efficiency and the adjustment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of employees' efficiency and the adjustment of knowledge-based employees has been calculated equal to 0.63, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 6.30 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 2-4: There is a significant relationship between organizational structure and the adjustment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of organizational structure and the adjustment of knowledge-based employees has been calculated equal to 0.32, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 3.63 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 2-5: There is a significant relationship between employees' job satisfaction and the adjustment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of employees' job satisfaction and the adjustment of knowledge-based employees has been calculated equal to 0.55, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 5.99 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 2-6: There is a significant relationship between organizational culture and the adjustment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of organizational culture and the adjustment of knowledge-based employees has been calculated equal to 0.88, which shows that the correlation was strong and

desirable. The t-test statistics has also been obtained 8.56 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 2-7: There is a significant relationship between organizational value and the adjustment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of organizational value and the adjustment of knowledge-based employees has been calculated equal to 0.35, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 3.86 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Minor Hypothesis 2-8: There is a significant relationship between organizational mission and the adjustment of knowledge-based employees in the National Development Fund.

The strength of the relationship between the variables of organizational mission and the adjustment of knowledge-based employees has been calculated equal to 0.77, which shows that the correlation was strong and desirable. The t-test statistics has also been obtained 7.51 which is greater than the critical value of t at the error level of 5%, that is 1.96 and shows that the observed correlation is significant.

Discussion

Based on the results, it was specified that the correlation between the two variables of **internal factors of strategic human resource planning and the recruitment of**

knowledge-based employees in the National Development Fund was desirable and these results are consistent and in line with the findings of (Ashrafi & Zare Ravasan, 2018) and (Lau & Ngo, 2018). In explaining this finding, it can be said that today, human resources are the most valuable factor of production and the main generative source of competitive advantage and the creator of key capabilities of any organization and the human factor is considered as a strategic resource for organizations, so human resource planning is among strategic planning and the cornerstone of human resource planning is to recognize the assumptions in which decisions are made and if predicted and judged properly, the expected goals are realized and with the help of correct and accurate strategic planning, recruiting and employing knowledge-based employees can be done and the growth and development of the organization can be strengthened. On this basis, it can be said that the basis of organizations is the strategic planning of human resources in order to recruit knowledgeable employees.

Based on the results, the correlation and strength of the relationship between the two variables of **organizational goals and the recruitment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Walker, 2018) and (Gurel & Sari, 2015).

Based on the results, the correlation and strength of the relationship between the two variables of **skill level and the recruitment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Davila &. Elvira, 2012) and (Deci, 2018).

Based on the results, it was specified that the correlation and strength of the relationship between the two variables of **employees' efficiency and the recruitment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Walker, 2018) and (Morgeson, 2018).

Based on the results, the correlation and strength of the relationship between the two variables of **organizational structure and the recruitment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Taefi et al., 2020) and (Barbuto, 2018).

Based on the results, the correlation and strength of the relationship between the two variables of **employees' job satisfaction and the recruitment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Kim & Mauborgne, 2014) and (Lapiņaa Inga, 2014).

Based on the results, the correlation and strength of the relationship between the two variables of **organizational culture and the recruitment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Leavy, 2018) and (Osterman, 2018).

Based on the results, the correlation and strength of the relationship between the two variables of **organizational value and the recruitment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Walker, 2018) and (Lepak & Snell, 2018).

Based on the results, the correlation and strength of the relationship between the two

variables of **organizational mission and the recruitment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (David, 2018) and (Molan, 2017).

Conclusion

Based on the results of the correlation and strength of the relationship between the two variables of **the internal factors of strategic human resource planning and the adjustment of knowledge-based employees** was desirable and these results are consistent and in line with the findings of (Qasemi & Farahani, 2012) and (Bockstedt et al., 2015). In explaining this finding, it can be said that designing and implementing strategic human resource plans is not possible without having a desirable database. Thinking and acting with regard to the strategic design of human resources is rational when it relies on accurate and qualitative information, which depends on having a coherent and desirable database; therefore, for strategic human resource planning, a database is needed in which the following information exists and is categorized. The existence of a database in organizations helps managers and organizational planners to, while investigating about their available employees in the organization, pay attention to planning about their adjustment, relocation, exit, and so on, and in this way achieve the desired organizational development.

Based on the results, the correlation and strength of the relationship between the two variables of **organizational goals and the adjustment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Jimenez Jimenez et al., 2014) and (Ashrafi & Zare Ravasan, 2018).

Based on the results, the correlation and strength of the relationship between the two variables of **skill level and the adjustment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Tsalis et al., 2013) and (Ashrafi & Zare Ravasan, 2018).

Based on the results, the correlation and strength of the relationship between the two variables of **employees' efficiency and the adjustment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Jesus et al., 2017) and (David, 2018).

Based on the results, the correlation and strength of the relationship between the two variables of **organizational structure and the adjustment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (David, 2018) and (Jesus et al., 2017).

Based on the results, the correlation and strength of the relationship between the two variables of **employees' job satisfaction and the adjustment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Ashrafi & Zare Ravasan, 2018).

Based on the results, the correlation and strength of the relationship between the two variables of **organizational culture and the adjustment of knowledge-based employeesin the National Development Fund** was desirable and these results are consistent and in line with the findings of (Osterman, 2018).

Based on the results, the correlation and strength of the relationship between the two variables of **organizational value and the adjustment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of (Sarros & Santora, 2017).

Based on the results, the correlation and strength of the relationship between the two variables of **organizational mission and the adjustment of knowledge-based employees in the National Development Fund** was desirable and these results are consistent and in line with the findings of Vazifeh and Pudineh (Bockstedt et al., 2015).

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