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Identifying Human Resource Management Indicators with a Strategic Thinking Approach in the Organization for the Collection and Sale of Proprietary Property

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Abstract

The aim of present study is to identify the characteristics of human resource management with a strategic thinking approach in the Organization for the Collection and Sale of Proprietary Property in Iran. In terms of aim, the present study is an exploratory study based on semi-structured interviews, and in terms of results, it is developmental. The statistical population of the study included executive experts who were fully familiar with the Organization for the Collection and Sale of Proprietary Property. The sampling method in the qualitative section was snowball sampling. A total number of 15 managers and officials of the Organization for the Collection and Sale of Proprietary Property of Iran, including members of the Board of Directors, consultants and managers, and deputies and heads of departments was selected in this section. The first step involved identifying human resource management indicators with a strategic thinking approach through interviews with experts and qualitative data analysis (thematic analysis). Also, to confirm the extracted themes and check the reliability of the interviews and reach a consensus on the extracted themes, a questionnaire was designed based on the findings of the thematic analysis and completed by experts and fuzzy Delphi analysis was performed. Based on results of research regarding the indicators for human resource management with a strategic thinking approach in the Organization for the Collection and Sale of Proprietary Property, five main indicators, including situational factors, stakeholders' group, and selection of human resource policy, achievements and long-term results were identified.

Keywords: *Human Resource Management, Strategic Thinking Approach, Thematic Analysis, Fuzzy Delphi Analysis*

Introduction

Human resource management is the strategic and sustainable management of the most valuable assets of the company, including employees who help the company to achieve its goals. The best areas in the field of human resources are recruitment and selection, socialization, job design, training, communication / participation, job development, performance management, employee rewards and job security (Ardehi et al., 2023). If an organization wants to achieve its goals, it will need capable and committed human resources even with clear missions

and strategies and an efficient organizational structure. Lack of an integrated human resource management system is one of the challenges of large organizations, especially public organization in Iran (Heydari, 2011). Thus, businesses should identify talented human resources, provide them with the necessary training and maintain valuable human resources for the long term. Thus, strategic and creative thinking has been considered as one of the two main capabilities of leaders with high performance. Thus, senior management and managers have

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pursued strategic thinking to cope with the challenges and continue to operate in the market (Alomari, 2020).

The role of capable human resources in the growth and development of societies is so important that based to some scientists, the main assets of any organization are the intellectual capabilities, skills and experiences of employees. Knowledgeable, skilled, efficient and capable human resources in today's rapidly changing world are the main agents for creation and guidance of technology and production of a product or service. Given the rapid changes in the business environment, organizations need human resources that can adopt appropriate thinking with changing conditions. Human resources that have strategic thinking means the ability to distinguish basic issues from non-basic and timely understanding of opportunities and create solutions to use these opportunities (Valipour and Kiakijouri, 2017). The strategic view of human resource management says that employees are the factor of differentiation and superiority of organizations, so paying attention to human resources is an irreplaceable principle in today's organizations (Jaafari et al., 2021).

The Organization for Collection and Sales of Proprietary Property of Iran as an economic and service, and social organization play a major role in achieving economic and social goals in society. The continuous diversity of the Organization for Collection and Sales of Proprietary Property of Iran as well as considerable number of human resources working in it, and daily progress and technological developments in it have made it a suitable model for strategic knowledge and management. This organization needs to strengthen the scientific, managerial and strategic thinking and creative thinking skills of active human resources to realize its vision. Also, human resource management in an environment such as the Organization for the Collection and Sale of Proprietary Property increases positive relationships between employees, managers and improves their performance and facilitates the achievement of

organizational goals. Due to necessity of transformation and reconstruction of organizations by leaders, and the increasing attention to human resource management and strategic thinking in organizations, and given their role in increasing the productivity and effectiveness of managers and cooperation and encouragement of teamwork and due to the importance of the results of studies conducted in this field, the need for conducting a research in the Organization for Collection and Sales of Proprietary Property of Iran is being felt. Since the results of this study can help to prevent the loss of resources and improve productivity for management, individuals and society, the present study was conducted to provide a model of human resource management with an approach of strategic thinking in the Organization for Collection and Sales of Proprietary Property of Iran. The focus of present study is on a public organization, while most of studies conducted so far in the field of strategic thinking have focused on the manufacturing industry. This study can provide practical guidance for human resource managers while developing theoretical knowledge and discovering the unknowns in this field. The present study was an attempt to examine and provide solutions to improve strategic thinking among human resources in the Organization for Collection and Sales of Proprietary Property of Iran.

Theoretical Framework; Human Resources Management

Human resource management is the practices used by the organization to attract, develop, motivate and retain employees to ensure efficiency and effectiveness in achieving organizational goals (Nor et al., 2020). Shawish (2005) defined human resource management as the activity of identifying the needs of the organization with the appropriate number and competencies of the labor force and coordinating the use of them as much as possible (Mihailović et al., 2015). Human resource management focuses on policies, actions, and systems that affect the behavior, thinking, and performance of

employees. Effective and successful management of human resources improves the efficiency and effectiveness of the organization. Human resource management is based on effective and efficient actions and services and can be realized by using individuals effectively to achieve individual and organizational goals (Jebeli and Abdi, 2020). Human resource management is a specialized field of study that seeks to estimate individual and organizational needs and goals by meeting and developing various programs, policies, and activities (Voegtlin & Greenwood, 2018). Human resource management is an important part of any company (Baldegger et al., 2020). Human resource management theories include:

Contingency theories: The first theories presented in the field of strategic human resource management were based on the contingency approach. Based on this approach in strategic human resource management, to achieve higher performance, the organization should create the "best coordination" among its strategies on the one hand, and its plans and a set of human resource management actions on the other hand. In line with the defensive, offensive, and analytical strategies, Miles and Snow proposed "building," "acquiring," and "allocating" strategies for the organization's human resource system (Sabet et al., 2021). In line with Porter's general strategies, Dyer & Holder introduced "persuasion," "investment," and "intervention." In line with their typology of the organization's competitive strategies, Jackson and Schuler introduced the "utilization" strategy for the competitive cost reducing strategy, the "facilitation" strategy for the product innovation strategy, and the "aggregation" strategy for the support of a competitive quality improvement strategy in the organization. There are a limited number of empirical studies to show that the contingency theory fits the human resource strategies and competitive strategies of the organization. This theory has been followed by several criticisms. Although critics consider this model logical, they argue that it

is unrealistic and requirements that determine human resource management strategies are not the monopoly of competitive business strategies, but other factors such as competitors' actions in managing employees, characteristics and expectations of employees and also the concept of human capital are effective in formulating and effective human resource strategies (Mirpour, 2020).

Universalistic Theories: The weakness of the contingency approach led other researchers to introduce a universalistic approach to explain how to select the most effective options from the list of HR actions. According to this approach (which has recently received more attention), to achieve higher performance, organizations should identify the "best actions" for managing their human resources and apply these actions in their organizations. Feffer considers management action including participation and empowerment of incentive payments, job security, promotion, training and skills development as the characteristics of successful organizations and these actions are effective in improving productivity and increasing profitability in the organization (Seyed Javadin and Farahi, 2012).

Strategic Thinking

Strategic thinking is a way to ensure that all relevant agents and stakeholders understand a common vision and work towards common goals (Kettunen et al., 2020). Strategic thinking is a fixed method that tries to eliminate ambiguities. This process involves examining the situation and combining the results as a successful strategic plan (Salavati et al., 2017). Strategic thinking is a systematic perspective of knowledge analysis, competitive perspective evaluation and production as the most appropriate option to achieve future goals (Dhir and Dhir, 2020). Strategic thinking is an approach that emphasizes the principles of strategy and creative thinking to develop a value-creating strategy. Accordingly, strategy is viewed as an art rather than a process and method (Talebi et al., 2016). Strategic thinking is the adoption of a long-term perspective,

understanding the situation and avoiding the difficult displacement that often occurs with sustainable development issues (Zeemering, 2018). Strategic thinking enhances organizational learning and knowledge management and finally benefits from sustainable development (Ravetz & Miles, 2016). Strategic thinking involves development of a strategy that is a coherent and integrated framework for decisions, especially in guiding the business and using the resources. To complete it, strategic thinking uses basic and additional information, qualitative integration of thoughts and perceptions (Noubar et al., 2014). The formation of strategic thinking is the basis of learning from the environment and the role of creativity to respond and create value for the customer, and create a competitive advantage for the organization. Strategic thinking is an insight and understanding leads to:

- 1) Knowing the facts and rules,
- 2) Discovering new features of the activity,
- 3) Understanding the leaps and discontinuities of business
- 4) The ability to create innovative solutions and create value (Javani et al., 2016).

Strategic thinking is the mental skill of strategic architecture of an organization.

Research Background

-Michael et al., (2023) in research with title: "The role of human resources practices and branding in the hotel industry in Dubai" concluded that HR practices are classified within employer branding and internal branding and directed toward hotel and destination brand image enhancement. This study offers destination managers with HR practices that contribute to enhancing the hotel and the destination brand.

-Zhou & Zheng (2023) in research with title: "Socially responsible human resource management and employee green behavior at work: the role of learning goal orientation and moral identity" concluded a direct relationship between SRHRM and employee WGB and an indirect relationship mediated by learning goal orientation and moral identity.

Additionally, coworker support moderated the effects of SRHRM on learning goal orientation and moral identity. These conclusions provide a new entry point for exploring why SRHRM affects employee WGB.

-Bergeron (2023) in research with title: "Time heals all wounds? HRM and bereavement in the workplace" concluded the intention of this short concept statement is to bring attention to and spur HRM research efforts on bereavement in the workplace. Part of the challenge in dealing with bereavement is the empathy-efficiency paradox – the perception that workplace goals often conflict with the needs of bereaved employees.

-O'Neill & Thornthwaite (2023) in research with title: "Regulating HRM: the limits of regulatory pluralism" argued that the theory of regulatory pluralism, can contribute both to an understanding and critique of how the growing profusion of regulatory forms populating various HR functions impacts on the quality of HRM policy and practice. The article's empirical focus is on the national setting, and in particular, regulatory frameworks applying to OHS management. We argue that a pluralist mix of regulators, often overlapping and competing, is less effective in achieving policy objectives and normative change in HRM, than traditional state-oriented regulation.

-Santos (2023) in research with title: "Human resource lens: perceived performances of ISO 9001:2015 certified service firms" concluded that specific practices of Human Resource Management, which have been identified, are crucial to improving organizational performance since they contribute to the success of businesses.

The most important innovations of this article are:

- Identifying the characteristics of human resource management;
- Investigating the most important effective indicators of human resource management for the Collection and Sale;
- Examining the most important challenges and limitations of human resource management for the Collection and Sale;

-Designing the most important human resource management strategies in for the Collection and Sale.

Methods

In terms of aim, the present study is an exploratory research based on semi-structured interviews, since it seeks to identify human resource management indicators with a strategic thinking approach in the Organization for the Collection and Sale of Proprietary Property. It is also a developmental research in terms of results. The results of the research will be used to improve human resource management. The present study is qualitative based on the type. The statistical population of study consisted of executive experts who were fully familiar with the Organization for the Collection and Sale of Proprietary Property. The sampling method in the qualitative section was snowball sampling.

Accordingly, 15 managers and officials of the Organization for the Collection and Sale of Proprietary Property, including members of the Board of Directors, consultants and managers, and deputies and heads of departments were selected in this section. The first step was identifying human resource management indicators with a strategic thinking approach through interviews with experts and qualitative data analysis (thematic analysis). Also, to confirm the extracted themes and check the reliability of the interviews and reach a consensus on the extracted themes, a questionnaire was designed based on the findings of the thematic analysis and completed by the experts (fuzzy Delphi analysis).

Results

To identify the indicators of human resource management with the strategic thinking approach in the Organization for the Collection and Sale of Proprietary Property, thematic analysis was used. In this analysis, interviews with experts have been used. The interview consisted of 2 general questions on the human resource management indicators with a strategic thinking approach in the Organization for the Collection and Sale of Proprietary Property. Since the questions were open-ended questions, there was no limit in time and method of answering them. The interview included the following questions.

What are the characteristics of human resource management with a strategic thinking approach in the Organization for the Collection and Sale of Proprietary Property? How do you classify the indicators of human resource management with the strategic thinking approach in the Organization for the Collection and Sale of Proprietary Property? Summary of the interviewees and their answers were first written, and then, they were collected as qualitative and reliable data. After reading the interviews and documents several times, 75 primary codes were extracted.

After extracting the primary codes, in the search of secondary themes, the researcher classified the codes and identified the secondary themes by combining them, assuming how different primary codes can be combined to create secondary themes. Table (1) shows the axial coding in identifying the secondary themes.

Table 1.
Secondary themes identified in the axial coding step

Secondary theme code	Secondary code	Combined primary codes
B1	government and regulatory organizations	Judicial authorities (government penitentiaries, judiciary), customs, goods detectives (intelligence police and other detectives), anti-trafficking headquarters and regulatory organizations
B2	Internal stakeholders	strategic approach of managers, strategic thinking of employees
B3	External stakeholders	Strategic role of bidders, strategic strategies of the clients

Secondary theme code	Secondary code	Combined primary codes
B4	Individual factors	Characteristics and strategic thoughts of employees, the ability of human resources to achieve the strategic goals of the organization and the philosophy of strategic management
B5	Organizational factors	Conditions and strategy of the organization, rules and regulations, technological capability to achieve the goals of the organization, application of information technology, inter-organizational relations, the level of exchange with other units of the organization to eliminate barriers and problems, intra-organizational culture, evaluation of organizational knowledge and organizational resources
B6	Environmental factors	The strategic role of unions, labor market, strategic actions of parallel organizations, suitable working environment conditions for creative affairs and physical facilities to achieve the goals of the organization and social values
B7	performance management	Employees' influence, work systems, performance appraisal, employee participation appraisal
B8	Service compensation	Service compensation and incentives, retention, job security
B9	Training, development and recruitment	Human resource flow, staffing, training and promotion
B10	Systemic thoughts	Evaluation of organizational structure, evaluation of opportunities and threats to the environment, evaluation of the role of the unit under management in the value creation, evaluation of creativity and environmental opportunities, evaluation of the role of internal factors (general policies of the organization) in the realization of organizational values
B11	Organizational achievements	Organizational commitment, coordination, human capital, organizational entrepreneurship, paving the way for organizational change, creating a balance between stability and innovation, and designing a comprehensive performance appraisal system
B12	Individual achievements	Employee health, job motivation, job satisfaction, development of innovation and creativity and employee empowerment
B13	Financial and economic achievements	Revenue generation, cost effectiveness, reducing organizational costs, creating opportunity-creating values for customers and improving service quality
B14	Employees' results	Employee welfare, adherence to ethical principles, continuous learning, innovation, employee productivity,
B15	Community and customer results	Social welfare, continuous improvement, customer loyalty, bidders' satisfaction and customer satisfaction
B16	Organization results	Organizational survival, Organizational effectiveness, Organizational profitability, Organizational reputation, Research and development expansion, Return on capital

After creating secondary themes based on the extracted primary codes, the researcher classified the codes in search of the main themes, assuming how secondary themes can

be combined to create the main themes, and identified the secondary themes by combining them.

Table 2.

The main themes identified in the selective coding step

Main theme code	Main theme	Combined secondary themes
C1	Stakeholder groups	Government and regulatory organizations, internal stakeholders and external stakeholders
C2	Situational factors	Individual factors, organizational factors and environmental factors
C3	Selection of human resource policy	Performance management, service compensation, training, development and recruitment, and systemic thinking

Main theme code	Main theme	Combined secondary themes
C4	Achievements	Organizational achievements, individual achievements and financial and economic achievements
C5	Long-term results	Employee results, community and customer results, and organization results

Fuzzy Delphi technique was used to ensure that the dimensions, components and indicators extracted from the interviews are real and to reach a consensus on the components and indicators identified and to

evaluate the validity of the primary model and to design the final model and qualitative validation of the model. In this technique, the samples used in the qualitative section, consisting of 15 experts were questioned.

Table 3.

Experts' views on human resource management with a strategic thinking approach (first stage survey)

Components	Items	(l, m, u)	S1
Government and regulatory organizations	Judicial authorities (government penitentiaries, judiciary)	(0.55 and 0.80 and 0.93)	0.761
	Customs	(0.47 and 0.72 and 0.90)	0.694
	goods detectives (intelligence police and other detectives)	(0.57 and 0.82 and 0.95)	0.778
	Anti-Trafficking Headquarters	(0.60 and 0.85 and 0.97)	0.806
	Regulatory organizations	(0.55 and 0.80 and 0.95)	0.767
Internal stakeholders	Managers	(0.55 and 0.80 and 0.95)	0.767
	employees	(0.53 and 0.78 and 0.95)	0.756
External stakeholders	bidders	(0.57 and 0.82 and 0.97)	0.783
	Clients	(0.48 and 0.73 and 0.90)	0.706
Individual factors	Characteristics of employees	(0.58 and 0.83 and 0.97)	0.794
	Capacity of human resources to achieve the goals of the organization	(0.52 and 0.77 and 0.93)	0.739
	Management philosophy	(0.57 and 0.82 and 0.97)	0.783
Organizational factors	Organizational conditions and strategy	(0.60 and 0.85 and 0.97)	0.806
	Rules and regulations	(0.52 and 0.77 and 0.93)	0.739
	Technological capability to achieve the goals of the organization	(0.52 and 0.77 and 0.93)	0.739
	Application of information technology	(0.53 and 0.78 and 0.95)	0.756
	Inter-organizational relations	(0.52 and 0.77 and 0.93)	0.739
	level of exchange with other units of the organization to eliminate barriers and problems	(0.53 and 0.78 and 0.95)	0.756
	Intra-organizational culture	(0.57 and 0.82 and 0.97)	0.783
	Evaluating organizational knowledge	(0.52 and 0.77 and 0.93)	0.739
	Organizational resources	(0.53 and 0.78 and 0.95)	0.756
	Environmental factors	Union	(0.52 and 0.77 and 0.93)
Labor market		(0.55 and 0.80 and 0.95)	0.767
Parallel organizations		(0.52 and 0.77 and 0.93)	0.739
Social values		(0.53 and 0.77 and 0.95)	0.756
Suitable work environment conditions for creative affairs		(0.57 and 0.82 and 0.95)	0.778
Physical facilities to achieve the goals of the organization		(0.55 and 0.80 and 0.95)	0.767
performance management	Employee influence	(0.53 and 0.78 and 0.93)	0.750
	Work systems	(0.58 and 0.83 and 0.95)	0.789
	performance appraisal	(0.53 and 0.78 and 0.95)	0.756
	Evaluating employee participation	(0.55 and 0.80 and 0.95)	0.767

Components	Items	(<i>l, m, u</i>)	S1
Service compensation	Service compensation and incentives	(0.50 and 0.75 and 0.93)	0.728
	Retention	(0.50 and 0.75 and 0.92)	0.722
	Job security	(0.53 and 0.78 and 0.93)	0.750
Training, development and recruitment	Human resource flow	(0.52 and 0.77 and 0.93)	0.739
	Staffing	(0.58 and 0.83 and 0.97)	0.794
	Training and promotion	(0.57 and 0.82 and 0.95)	0.778
Systemic Thoughts	evaluating organizational structure	(0.52 and 0.77 and 0.93)	0.739
	evaluating opportunities and threats to the environment	(0.52 and 0.77 and 0.93)	0.739
	Evaluating the role of the unit under management in value creation	(0.52 and 0.77 and 0.92)	0.733
	Evaluating the creativity and environmental opportunities	(0.52 and 0.77 and 0.93)	0.739
	Evaluating the role of internal factors (general policies of the organization) in the realization of organizational values	(0.53 and 0.78 and 0.93)	0.750
Organizational achievements	Organizational Commitment	(0.55 and 0.80 and 0.95)	0.767
	Coordination	(0.57 and 0.82 and 0.95)	0.778
	Human capital	(0.58 and 0.83 and 0.97)	0.794
	Organizational entrepreneurship	(0.57 and 0.82 and 0.95)	0.778
	Creating a platform for organizational change	(0.57 and 0.82 and 0.95)	0.778
	Creating a balance between stability and innovation	(0.33 and 0.57 and 0.77)	0.556
	Designing a comprehensive performance appraisal system	(0.55 and 0.80 and 0.95)	0.767
Individual achievements	Employee health	(0.58 and 0.83 and 0.97)	0.794
	Job motivation	(0.57 and 0.82 and 0.97)	0.783
	job satisfaction	(0.60 and 0.85 and 0.97)	0.806
	Development of innovation and creativity	(0.57 and 0.82 and 0.95)	0.778
	Empowering employees	(0.55 and 0.80 and 0.95)	0.767
Financial and economic achievements	Revenue generation	(0.53 and 0.77 and 0.92)	0.750
	Cost effectiveness	(0.57 and 0.82 and 0.97)	0.783
	Reducing organizational costs	(0.53 and 0.78 and 0.93)	0.750
	Creating opportunity-creating values for customers	(0.57 and 0.82 and 0.97)	0.783
	Improving the quality of services	(0.53 and 0.78 and 0.95)	0.756
Employee Results	staff welfare	(0.58 and 0.83 and 0.97)	0.794
	Adherence to moral principles	(0.58 and 0.83 and 0.97)	0.794
	Continuous learning	(0.57 and 0.82 and 0.97)	0.783
	Innovation	(0.50 and 0.75 and 0.92)	0.722
	Employee productivity	(0.50 and 0.75 and 0.92)	0.722
Community and customer results	Social welfare	(0.58 and 0.83 and 0.95)	0.789
	Continuous improvement	(0.32 and 0.53 and 0.73)	0.528
	customer commitment	(0.60 and 0.85 and 0.97)	0.806
	Satisfaction of bidders	(0.58 and 0.83 and 0.97)	0.794
	Customer satisfaction	(0.55 and 0.80 and 0.95)	0.767
Organization results	Organization survival	(0.55 and 0.80 and 0.97)	0.772
	Organization effectiveness	(0.48 and 0.73 and 0.90)	0.706
	Organization profitability	(0.52 and 0.77 and 0.93)	0.739
	Organization reputation	(0.55 and 0.80 and 0.95)	0.767
	Expanding research and development	(0.58 and 0.83 and 0.97)	0.794
	Return on capital	(0.57 and 0.82 and 0.95)	0.778

Based on the results obtained in Table (3), it can be seen that the least agreement of experts is related to creating a balance between

stability and innovation and continuous improvement. In addition, the tolerance threshold of experts' agreement is considered

at 0.7, according to the results of the sub-factors of creating a balance between stability and innovation and continuous improvement, they are removed from the sub-factors.

Table 4.

Experts' views on human resource management with a strategic thinking approach (second stage survey)

Components	Items	(l, m, u)	S2	$ S_1 - S_2 $
Government and regulatory organizations	Judicial authorities (government penitentiaries, judiciary)	(0.52 and 0.77 and 0.92)	0.733	0.03
	Customs	(0.50 and 0.75 and 0.92)	0.722	0.03
	goods detectives (intelligence police and other detectives)	(0.55 and 0.80 and 0.95)	0.767	0.01
	Anti-Trafficking Headquarters	(0.53 and 0.78 and 0.93)	0.750	0.06
	Regulatory organizations	(0.55 and 0.80 and 0.95)	0.767	0
Internal stakeholders	Managers	(0.53 and 0.78 and 0.95)	0.756	0.01
	employees	(0.53 and 0.75 and 0.95)	0.756	0
External stakeholders	bidders	(0.55 and 0.80 and 0.95)	0.767	0.01
	Clients	(0.48 and 0.73 and 0.90)	0.706	0
Individual factors	Characteristics of employees	(0.53 and 0.78 and 0.95)	0.756	0.04
	Capacity of human resources to achieve the goals of the organization	(0.53 and 0.78 and 0.95)	0.756	0.02
	Management philosophy	(0.53 and 0.78 and 0.95)	0.756	0.03
Organizational factors	Organizational conditions and strategy	(0.53 and 0.78 and 0.93)	0.750	0.06
	Rules and regulations	(0.55 and 0.80 and 0.95)	0.767	0.03
	Technological capability to achieve the goals of the organization	(0.53 and 0.78 and 0.93)	0.750	0.01
	Application of information technology	(0.53 and 0.78 and 0.95)	0.756	0
	Inter-organizational relations	(0.53 and 0.78 and 0.93)	0.750	0.01
	level of exchange with other units of the organization to eliminate barriers and problems	(0.53 and 0.78 and 0.95)	0.756	0
	Intra-organizational culture	(0.53 and 0.78 and 0.93)	0.750	0.03
	Evaluating organizational knowledge	(0.55 and 0.80 and 0.95)	0.767	0.03
	Organizational resources	(0.55 and 0.80 and 0.95)	0.767	0.01
	Environmental factors	Union	(0.55 and 0.80 and 0.95)	0.767
Labor market		(0.52 and 0.77 and 0.93)	0.739	0.03
Parallel organizations		(0.52 and 0.80 and 0.95)	0.767	0.03
Social values		(0.53 and 0.78 and 0.95)	0.756	0
Suitable work environment conditions for creative affairs		(0.55 and 0.80 and 0.95)	0.767	0.01
Physical facilities to achieve the goals of the organization		(0.52 and 0.77 and 0.93)	0.739	0.03
performance management	Employee influence	(0.53 and 0.78 and 0.93)	0.750	0
	Work systems	(0.53 and 0.78 and 0.93)	0.750	0.04
	performance appraisal	(0.53 and 0.78 and 0.95)	0.756	0
	Evaluating employee participation	(0.55 and 0.80 and 0.95)	0.767	0
Service compensation	Service compensation and incentives	(0.50 and 0.75 and 0.93)	0.728	0
	Retention	(0.50 and 0.75 and 0.92)	0.722	0
	Job security	(0.57 and 0.82 and 0.95)	0.778	0.03
Training, development and recruitment	Human resource flow	(0.52 and 0.77 and 0.93)	0.739	0
	Staffing	(0.55 and 0.80 and 0.95)	0.767	0.03
	Training and promotion	(0.57 and 0.82 and 0.95)	0.778	0
Systemic thinking	evaluating organizational structure	(0.55 and 0.80 and 0.95)	0.767	0.03
	evaluating opportunities and threats to the environment	(0.55 and 0.80 and 0.95)	0.767	0.03

Components	Items	(<i>l, m, u</i>)	S2	$ S_1 - S_2 $
Organizational achievements	Evaluating the role of the unit under management in value creation	(0.52 and 0.77 and 0.92)	0.733	0
	Evaluating the creativity and environmental opportunities	(0.52 and 0.77 and 0.93)	0.739	0
	Evaluating the role of internal factors (general policies of the organization) in the realization of organizational values	(0.53 and 0.78 and 0.93)	0.750	0
	Organizational commitment	(0.55 and 0.80 and 0.95)	0.767	0
	Coordination	(0.57 and 0.82 and 0.95)	0.778	0
	Human capital	(0.58 and 0.83 and 0.97)	0.794	0
	Organizational entrepreneurship	(0.57 and 0.82 and 0.95)	0.778	0
Individual achievements	Paving the way for organizational change	(0.57 and 0.82 and 0.95)	0.778	0
	Designing a comprehensive performance appraisal system	(0.55 and 0.80 and 0.95)	0.767	0
	Employee health	(0.52 and 0.77 and 0.93)	0.739	0.06
	Job motivation	(0.53 and 0.78 and 0.95)	0.756	0.03
	job satisfaction	(0.53 and 0.78 and 0.93)	0.750	0.06
Financial and economic achievements	Development of innovation and creativity	(0.57 and 0.82 and 0.95)	0.778	0
	Empowering employees	(0.55 and 0.80 and 0.95)	0.767	0
	Revenue generation	(0.53 and 0.78 and 0.93)	0.750	0
	Cost effectiveness	(0.57 and 0.82 and 0.97)	0.783	0
	Reducing organizational costs	(0.53 and 0.78 and 0.93)	0.750	0
	Creating opportunity-creating values for customers	(0.57 and 0.82 and 0.97)	0.783	0
Employee Results	Improving the quality of services	(0.53 and 0.78 and 0.95)	0.756	0
	staff welfare	(0.55 and 0.80 and 0.95)	0.767	0.03
	Adherence to moral principles	(0.55 and 0.80 and 0.95)	0.767	0.03
	Continuous learning	(0.53 and 0.78 and 0.95)	0.756	0.03
	Innovation	(0.50 and 0.75 and 0.92)	0.722	0
Community and customer results	Employee productivity	(0.50 and 0.75 and 0.92)	0.722	0
	Social Welfare	(0.58 and 0.83 and 0.95)	0.798	0
	customer commitment	(0.60 and 0.85 and 0.97)	0.806	0
	Satisfaction of bidders	(0.58 and 0.83 and 0.97)	0.794	0
Organization results	Customer satisfaction	(0.55 and 0.80 and 0.95)	0.767	0
	Organization survival	(0.52 and 0.77 and 0.95)	0.744	0.03
	Organization effectiveness	(0.50 and 0.75 and 0.90)	0.717	0.01
	Organization profitability	(0.53 and 0.78 and 0.93)	0.750	0.01
	Organizational reputation	(0.55 and 0.80 and 0.95)	0.767	0
	Expanding research and development	(0.57 and 0.82 and 0.97)	0.783	0.01
	return on capital	(0.57 and 0.82 and 0.95)	0.778	0

Since the disagreement of experts in the first and second steps is not significantly different and the score of agreement of experts in all factors was more than 70%, all factors are confirmed. To identify the characteristics of

human resource management in the first step, the structural self-interaction matrix of the research is formed using the opinion of the respondents, which is given in the table below.

Table 5.
Structural self-interaction matrix of research

Variable	Stakeholder groups	Situational factors	Selection of human resource policy	Achievements	Long-term results
Stakeholder groups		A	V	O	O
Situational factors			V	O	O
Selection of human resource policy				V	O
Achievements					V
Long-term results					

In the second step, the initial reachability matrix should be formed by converting the structural self-interaction matrix to the numbers zero and one.

Table 6.
Initial reachability matrix

Variable	Stakeholder groups	Situational factors	Selection of human resource policy	Achievements	Long-term results
Stakeholder groups	0	0	1	0	0
Situational factors	1	0	1	0	0
Selection of human resource policy	0	0	0	1	0
Achievements	0	0	0	0	1
Long-term results	0	0	0	0	0

In the third step, the initial reachability matrix should be adjusted. This adaptability is added to the initial reachability matrix using secondary relationships that may not exist.

Table 7.
Adjusted initial reachability matrix

Variable	Stakeholder groups	Situational factors	Selection of human resource policy	Achievements	Long-term results	influence power
Stakeholder groups	0	0	1	1*	1*	3
Situational factors	1	0	1	1*	1*	4
Selection of human resource policy	0	0	0	1	1*	2
Achievements	0	0	0	0	1	1
Long-term results	0	0	0	0	0	0
Dependence power	1	0	2	3	4	0

In the fourth step, the levels of each variable should be obtained based on the adjusted reachability matrix. The sum of input, output and communality variables should be calculated. Then, if the output variable is equal to commonality variable in each

repetition, that repetition will be the i^{th} level. Then, in the next row and column repetition, the variable is removed from the matrix and the calculations are performed again. The results are summarized below.

Table 8.
Adjusted initial reachability matrix

Variable	Level
Stakeholder groups	5
Situational factors	4
Selection of human resource policy	3
Achievements	2
Long-term results	1

In the fifth step, the ISM interaction network is drawn using the levels obtained from the criteria. If there is a relationship between two

variables of *i* and *j*, we show it with an arrow. Diagram 1 shows the segmentation of obtained levels.

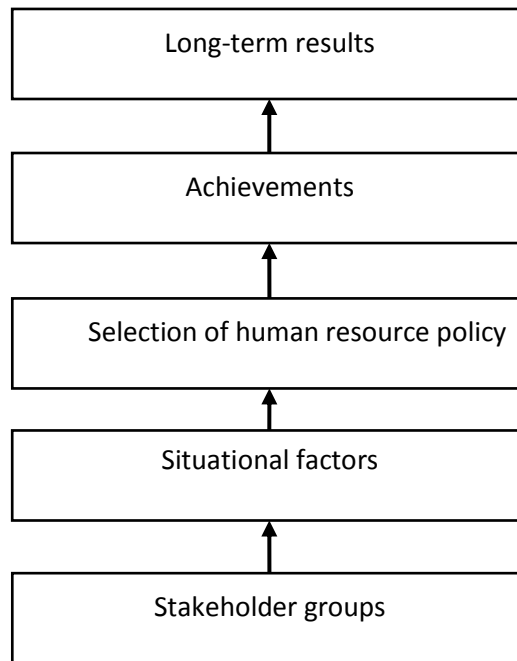


Diagram 1: *Levels obtained from interpretive equations*

According to the above results, the conceptual model of the research is as follows:

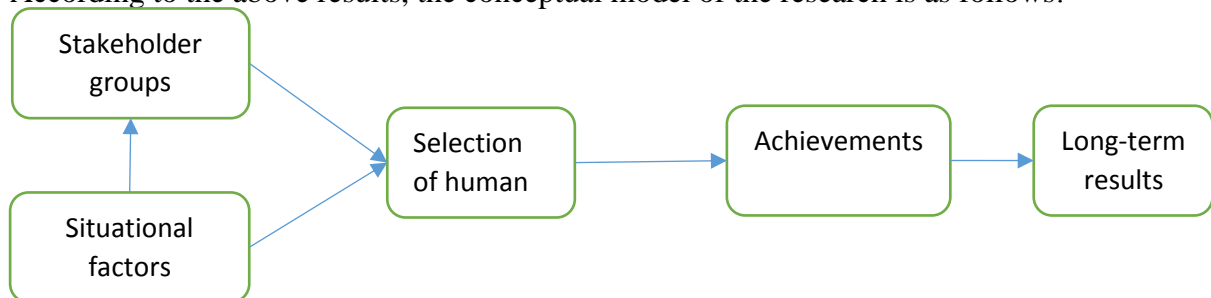


Figure 1. *Conceptual model of research*

Conclusion

Organizational factors, including conditions and strategy of the organization, rules and regulations, technological capability to achieve the goals of the organization, application of information

technology, inter-organizational relations, and the level of exchange with other organization units to eliminate barriers and problems, intra-organizational culture, and evaluation of organizational knowledge and organizational resources, individual factors

including the ability of human resources to achieve the goals of the organization, employee characteristics and management philosophy, and environmental factors, including unions, labor market, parallel organizations, social values, appropriate work environment conditions for creative affairs and physical facilities to achieve the goals of the organization can affect the achievements and policies of the organization. Regarding the situational factors, it can be stated that human resource strategy is formed in an interactive atmosphere. The interaction between top-down and bottom-up approaches in strategy formulation on the one hand and the interaction between approaches based on capabilities and based on utilizing environmental opportunities on the other hand constitute the general space of human resource strategy formation. The interaction between top-down and bottom-up approaches suggests that the formation of effective human resource strategies requires the participation of human resource managers along with senior managers in formulating and developing human resource strategies. The findings of this article are in line with the O'Neill & Thornthwaite (2023) and Michael et al., (2023) research findings

In addition, there is another interactive space between the two approaches based on resources and capabilities and the approach of utilizing opportunities. The main goal of the resource-based approach is to develop strategic capabilities. It is performed by creating a balance between resources and opportunities and creating value-added through effective resource allocation. In this regard, it should be stated that a competitive advantage is achieved if the organization can attract or develop appropriate human resources, in a way that it makes possible for the organization to accelerate the learning and application of what has been learned compared to the competitors. The environment-based approach also refers to the use of environmental opportunities and the fit between human resource strategies and environmental conditions. In this approach,

the organization develops the organization's human resource strategies by focusing on the governing environmental factors, including the status of labor force (in terms of expertise, salaries, etc.), legal requirements, conditions of unions, and so on. Another factor in human resource management with a strategic thinking approach is the selection of human resource policy. Policies in the form of performance management, service compensation, training, development and recruitment, and systemic thinking can affect an organization's achievements. Nowadays, many leading organizations in the world use strategic approaches in their human resource management. In these approaches, the various functions of the human resource management system, especially recruitment and selection, training and development, retention, replacement and promotion and performance appraisal are integrated with each other and are used in the strategic goals of the organization. The findings of this article are in line with the Santos (2023), Zhou & Zheng (2023) and Bergeron (2023) research findings.

The main idea of these approaches is that each person in the organization is studied individually, and those with the highest talent for the future of the organization are identified, retained, and employed in appropriate positions at appropriate times. These people have intrinsic values and motivations that their job path should be designed according to them. Having a clear and motivating vision for the future and a sense of being seen in the organization can compensate for many shortcomings and difficulties in the work for talented people in the organization. Designing a job path for capable people will lead to their growth and success in future. Based on the results, one of the indicators of human resource management is a strategic thinking approach. Strategic human resource management involves planning, having a coherent and consistent approach to the design and management of personnel systems, coordinating and aligning human resource management policies and activities with a

clear and transparent strategy of the organization and having a strategic vision to achieve competitive advantage, creating strategic capability by ensuring that the organization has skilled, committed and motivated employees to strive for a sustainable competitive advantage. Its goal is to create a sense of purpose in the turbulent environments, thereby meeting the business needs of the organization and the individual and group needs of its employees through the design and implementation of coherent and practical human resource programs and policies. According to the results of this study, it is recommended to identify and classify stakeholders and determine their power and influence in the organization, identify and examine stakeholder communication channels and existing communication channels, prioritize their needs and expectations in the organization's strategic planning working group, and prepare an annual survey plan from internal stakeholders of the organization and conduct a centralized and systematic survey of the performance of all managers and employees.

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