

Design and Development of Strategic Planning of Human Resources in Ghavamin Bank of Mazandaran Province

Ali Ramzan Khah^{1*}, Zabih Allah Gholami², Mohammad Ghorbanifar³, Masoumeh Amou Akbardokht Amiri⁴

¹*M.A in public Management, Department of Management, Faculty of Humanities, Ghaemshar Branch, Islamic Azad University, Ghaemshar, Iran*

²*Assistant professor of Islamic Azad University, Ghaemshar Branch, Ghaemshar, Iran*

³*Ph.D. Student of Entrepreneurship, Department of Management, Faculty of Humanities, Ghazvin Branch, Islamic Azad University, Gazvin, Iran*

⁴*Ph.D. Student of Entrepreneurship, Department of Management, Faculty of Humanities, Sari Branch, Islamic Azad University, Sari, Iran*

*Corresponding Author Email: Aliramzankhah@yahoo.com

Abstract: The main purpose of this study was to identify an appropriate model for strategic planning of human resources in Ghavamin Bank of Mazandaran province. The method according to the nature of the subject was descriptive survey. The population in this study was all employees and bank managers of Ghavamin province (270), based on simple random sampling by farmers and Morgan and 160 of them were selected. To collect data from a questionnaire consisting of 22 questions in five-item Likert spectrum is used. The results showed that the respondents' factors mentioned in the questionnaire, the procedures related to human resources, organizational elements, goals and general policies and external elements of strategic human resource planning in order to have a positive impact.

Keywords: Strategic Planning, Strategic Planning, Human Resources, Ghavamin Bank Mazandaran Province, Human Resources.

Introduction

According to human resource development to equip and the empowerment of managers and employees, as the most valuable asset of the organization, which in recent decades have highlighted the main indicator of organizational excellence located and oriented to learning organizations world-class organizations present deemed to represent the fact that a global approach based on knowledge of a strategic resource in determining the organization and ultimately in life is an education and empowerment he makes sustainable development, economic, social and even political is. All important and key roles of human resources in organizations such assets are, unfortunately, still invisible, and so the cost associated with it is impressive that the benefits are tangible achievements in practice and is not visible. Since human resources are the most valuable factor of production and the most important asset of any organization and the main source of generating competitive advantage and creating the basic functionality of each organization, after one of the planning corporate strategic planning, human resources (Kavosi, 2010).

Strategic planning is a management tool capability. Human resources strategic planning process is senior executives and human resource operations due to the nature and objectives of the organization that designed it. The most important feature of this process in the spirit of teamwork that lies, because in such a process and team work is the belief in the organization's strategy takes shape and the people involved in the process a sense of belonging and ownership of the firm (Patrick et al., 1997). Strategic planning of human resources is a dynamic process with a vision to the facts and circumstances existing, effective strategies and tactics to achieve a better future to the present. This type of planning process is not linear step-by-step in a clear framework to run (Kaufman & Herman, 1995), but also strategic planning, human resources can be a vision or philosophy plan to solve the problems of the organization in relation to the environment. The main feature of this type of planning is the following: orientation and set the future direction for the organization in relation to its outside environment (Kolobandi, 1995).

Strategic planning is a complex and continuous process of organizational change, strategic planning, look to the future and focus on the future is predicted. The plan seeks to create a future based on something that may be created in the future and based on the analysis of trends and scenarios predicted for the possible options in the future, as well as the analysis of internal data and external, flexible and amenable to the idea of the big picture of the future of the organization. Strategic planning organization adapts to its environment, creates a platform for access objectives, framework and direction for the organization, allowing you to reach your desired future. The framework provides a thorough analysis of the organization, the organization's internal and external environment and potential, competitive advantage can be achieved. This enables organizations to process, events, challenges and opportunities created by the framework of the vision and mission established by the strategic planning process to respond, comment and qualitative process. Strategic planning, data applications like business, needs and ideas in daily conversation of combines and seeks to provide a vision and goal of the organization is on the organization to focus on that, because the process is dynamic and ongoing activities is a self-analysis. Strategic planning is going the way an organization thinks and acts to change a learning organization to create, when successful, functional areas affected and as part of the philosophy and culture of the organization comes (Khatami & Hedayat Zadeh, 2008).

Since the financial sector in our economy and affects one of the important parts, boost the performance of this sector can have a significant effect on overall economic performance. To overcome the challenges ahead and to improve the conditions of having a strategy is required. Check the status of human resources as the main investment banks Ghavamin can be programmed to be quite purposeful leadership. Given the importance and role of human resources and the importance of strategic planning in the correct use of the capabilities of these forces the researchers to the research, design and development of strategic planning of human resources in the bank Ghavamin of Mazandaran province, to this can be taken a major step forward in improving the situation Ghavamin Bank and subsidies are the practical solutions.

History Research

Given the importance of planning in organizations reach their goals, this is the beginning of the formation of the organization and management issues have been considered. Among the important issues are scheduled to be particularly strategic planning and human resource planning and the researchers noted that a number of researchers have been many. Below are a few of this research are abbreviated:

Gholamzadeh and Jalali (2012) in a study to develop a strategy for human resources in the company's strategic reference using the theory of color profiles have desert. Data from the questionnaire explored different documents and interviews with managers and experts desert color profiles, have been extracted. The results show that the right strategy for jobs that make up the core of the organization's competitive strategy, committed strategy for secondary service jobs strategy. Responsible attitude makes employees and managers, both to better understand the organization's goals and objectives and the framework for the company's success in achieving its objectives are.

Allahverdi et al (2010) in a study to prioritize the factors affecting the productivity of human resources from the perspective of middle managers have Isfahan University of Medical Sciences. Their results showed that factors related to practices and management style of the organization, factors related to the individual, culture, organizational structure, reward systems, training and factors related to physical space agency labor productivity are effective.

Bagheri and heart-friendly (2008) in a research article to design and develop a strategic planning model in universities, have been central to the mission. They also investigated in this study different models and then specify the appropriate model for strategic planning to study at the University of Imam Sadeq (AS) and have been in the field of education. The statistical population consisted of administrators, professors and students of Imam Sadeq (AS) have been targeted by a random sampling of 66 of its judgment to have been chosen. Finally, after review, weighting and prioritization of mission-centered model suitable for universities is provided.

Khatami and Hedayat Zadeh (2008) in a study entitled "Comparative study and evaluation of strategic planning models and a new planning framework", the definition of strategic planning from the perspective of schools and various scientists have studied management. The following models are studied strategic plan and finally by studying their implementation in the manufacturing, industrial, commercial and service excellence, and proposed a model for strategic planning have provided.

Bafghi (2005) in a paper examines the strategic management of human resources in the police force Iran last three decades, according to Dyer and Holder's framework. In this article he tried to need holistic strategies recruitment based on the rapidly changing inside and outside of law enforcement attention and comments the authorities in dependence on methods to improve human resource strategies to attract these valuable resources and vital win. Information obtained by the experts, the strategy of providing manpower based on the model established and Holder in the police, the gendarmerie before and after the revolution, along with the Islamic Revolution's Committee presented the proposed model as well as the context of the provision of manpower requirements police with executive proposals has to offer.

Pliz et al (2014) in the study on the strategic management of human resources in the health system have been Mozambique. The results showed that the recognition of qualifications and abilities of personnel and enhance their capabilities through training is the most important way to improve supply chain personnel. The authors recommend finishing with 18 and 60 propose activities to improve the provision of human resources and strategic planning in Mozambique have provided about it.

Omondi et al (2011) in a study to determine the factors influencing the adoption of strategic resource management practices in commercial banks in Kenya have. Their results showed that management practices strategic resources can be divided into two parts: the first, a number of methods of strategic management of human resources can be used as strategic weapons to survive in the competitive world of action, and second, the identification of employees in the organization before hiring them. As well as factors that discourage commercial banks in Kenya can be divided into three parts: the first part of poor communication and decision-making process, which failed union representatives in finding solutions to human resource issues, is sent. The second part, poor planning on issues related to employee motivation and third, poor orientation in setting clear expectations of behavior is expected of bank employees.

Rimberia (2001) study on the use of flexible human resources management practices by manufacturing companies was conducted in Nairobi. The data using a structured questionnaire and researchers have been obtained. In this study is examined eighty manufacturing company. The results showed that flexible human resources management practices by the companies surveyed used the following: training and skills development of human resources, recruitment and selection of temporary employment. In general, according to the results we can say that the use of flexible human resources management practices at the companies surveyed a very limited run.

Strategic planning of human resources in the organization of the most important issues, and many factors are involved. The results showed that the right strategy for jobs that make up the core of the organization's competitive strategy, committed strategy for secondary service jobs strategy. Comparison between strategic planning from the perspective of Islam and the West showed that in three dimensions together with the difference that these dimensions are: orientation and objectives, standards and criteria for planning and resource hiring distinction Is.

According to the existing background check and review the theoretical foundations of the research for this study was developed following question:

The main question: Factors in the strategic planning of human resources in the province, which is Ghavamin Bank?

Sub-question:

1. Are elements within the strategic planning of human resources in the province Ghavamin Bank are effective?
2. Is external elements in the strategic planning of human resources in the province Ghavamin Bank to work?
3. Are the various procedures related to human resources in the strategic planning of human resources in the province Ghavamin Bank are effective?
4. Are the various elements in determining the overall goals and policies of human resources for strategic planning in the province Ghavamin Bank are effective?

Materials and Methods

Method according to the nature of the subject is descriptive of the survey. The population in this study was all employees and bank managers Ghavamin province (270), based on simple random sampling by farmers and Morgan

and 160 of them were selected. The questionnaire was used to collect information that is sent in two parts. The first part of demographic information about the respondents and the second part contains 22 questions in five-item Likert range from very low (1) to very high (5) was scored. To assess the validity of the opinions of experts has been used. The reliability of the questionnaire distributed between the 20 questionnaires using Cronbach's alpha reliability was calculated as the value of Alpha and the amount of 0.07 was 0.82, so the reliability of the questionnaire respectively. To analyze the data, descriptive statistics such as frequency, percentage, frequency distribution, mean and standard deviation and inferential statistics to test hypotheses Kolmogorov-Smirnov test (ks) Distribution of measured data and the normal distribution of data to test the hypothesis test t One example of the ranking factors Friedman test using SPSS statistical software Updated 20 is used.

Data analysis

The analysis of the demographic characteristics of the respondents indicated that most respondents ie 34.94% were men. More than half of those surveyed have a 46.53 percent between the ages of 40 to 49 years. The level of education the vast majority of respondents, the 65.83 percent have a bachelor's degree, master's degree or higher and a small percentage of (53.46%) holds a majority of those surveyed associate degree 87.42 percent have less than 20 years have been unprecedented.

Kolmogorov-Smirnov Test

To determine the type of test used for hypothesis designated for research should proceed to evaluate normal and abnormal data assumptions, we then use the test results of statistical methods parametric or non-parametric suitable for testing hypotheses use.

Table 1. Test Kolmogorov – Smirnov.

Parameters	P-Value	Error level (α)	Test result
Elements within the enterprise	0.097	0.05	Normal distribution
External elements	0.078	0.05	Normal distribution
Procedures related to human resources	0.12	0.05	Normal distribution
The overall objectives and policies	0.18	0.05	Normal distribution

As can be seen in Table 1, in all cases the amount P_Value Level of error (0.05) is larger, in other words normal distribution of data to all the items, so the normal distribution of data. Since the data collected and arranged in ordinal scale is a parametric test, t one example of the ranking factors in strategic planning, human resources Ghavamin Bank used the Friedman test.

The main question: Factors in the strategic planning of human resources in the province, which is Ghavamin Bank?

Table 2. Shows the effect of different factors in the strategic planning of human resources.

T	df	Sign.	Test result
121.10	159	0.000	Rejecting the null hypothesis

As can be seen in the table, according to the significance level (0.000) which is smaller than the critical value, its 0.05, the score obtained the views of respondents indicating a significant difference between the averages obtained with the theoretical mean 3 is the Likert scale. Since the average scores obtained more than the theoretical mean and the difference was significant, it was concluded that, according to respondents aspects mentioned in the questionnaire's internal organizational factors outside the organization, procedures related to human resources and the general policy objectives can have a positive impact on the strategic planning of human resources.

Rating factors in the strategic planning of human resources

After testing hypotheses and understand the significant impact of the factors mentioned in the questionnaire on strategic planning, human resources, using the Friedman test to rank the factors and components to be explored.

Table 3. Ranking of Factors Affecting the Human Resources Strategic Planning.

Parameters	Average ratings	Rank
Procedures related to human resources	3.65	1
Elements within the enterprise	3.15	2
The overall objectives and policies	2.05	3
External elements	1.15	4
= 370.500 , df = 3 , P = 0.000		

According to the Friedman test and a significance level (0.000) which is smaller than the critical value of the 0.05, it can be said with 95% confidence that the replies Ghavamin Bank employees and managers of Mazandaran factors in strategic planning of human resources Ghavamin Bank there is a significant difference resulting ranking of the parameters in table 3 below. As indicated in the table can be seen "procedures related to human resources" in the first place, "elements within the organization," second, "the goals and general policies" in the third and finally "elements outside the organization" at the bottom of the fourth.

The first sub-question: Are elements within the strategic planning of human resources in the province Ghavamin Bank are effective?

Table 4. Effect of internal factors in the strategic planning of human resources.

T	df	Sign.	Test result
997.11	159	0.000	Rejecting the null hypothesis

As can be seen in the table, according to the significance level (0.000) which is smaller than the critical value, its 0.05, the score obtained the views of respondents indicating a significant difference between the averages obtained with the theoretical mean 3 is the Likert scale. Since the average scores obtained more than the theoretical mean and that the difference was significant, it was concluded that, according to respondents organizational factors can have a positive impact on the strategic planning of human resources.

Ranking internal factors influencing the strategic planning of human resources

After the test the first hypothesis and to understand the significant impact of internal factors in strategic planning, human resources, using the Friedman test to rank the factors and components to be explored.

Table 5. Ranking internal factors influencing the strategic planning of human resources.

Parameters	Average ratings	Rank
Abilities and knowledge in the subject area	79.3	1
Technical skills in occupations that are responsible people	75.3	2
Basic qualifications of staff working in the organization	67.3	3
Behavioral factors of human resources in the organization	40.3	4
Based on the result in the organization of the human resources	36.3	5
According to the organization's overall efficiency and productivity of human resources	03.3	6
= 519.28 , Df = 5 , P = 0.000		

According to the Friedman test and a significance level (0.000) which is smaller than the critical value of the 0.05, it can be said with 95% confidence that the replies Ghavamin Bank employees and managers of Mazandaran internal factors effective strategic planning in human resources Ghavamin Bank there is a significant difference resulting

ranking of the parameters in table 5 below. As can be seen in the table "capabilities and expertise in the field" in the first place, and "according to the organization's overall efficiency and productivity of human resources" at the bottom of the sixth.

The second sub-question: Is external elements in the strategic planning of human resources in the province Ghavamin Bank to work?

Table 6. Impact of external factors in the strategic planning of human resources.

t	df	Sign.	Test result
974.7	159	0.000	Rejecting the null hypothesis

As can be seen in the table, according to the significance level (0.000) which is smaller than the critical value, its 0.05, the score obtained the views of respondents indicating a significant difference between the averages obtained with the theoretical mean 3 is the Likert scale. Since the average scores obtained more than the theoretical mean and that the difference was significant, it was concluded that, according to respondents external factors can have a positive impact on the strategic planning of human resources.

Ranking external factors influencing the strategic planning of human resources

After the test the second hypothesis and understand the significant impact of external factors on strategic planning, human resources, using the Friedman test to rank the factors and components to be explored.

Table 7. Ratings external factors influencing the strategic planning of human resources.

Parameters	Average ratings	Rank
Update knowledge with external knowledge sources	97.2	1
Skilled manpower in the labor market	74.2	2
The opportunities for outsourcing matters related to human resources	30.2	3
Contact universities for recruiting efficient and talented	99.1	4
= 999.73 , df = 3 , P = 0.000		

According to the Friedman test and a significance level (0.000) which is smaller than the critical value of the 0.05, it can be said with 95% confidence that the replies Ghavamin Bank employees and managers of Mazandaran factors in strategic planning of human resources Ghavamin Bank there is a significant difference resulting ranking of the parameters in table 7 below. As indicated in the table can be seen "to refresh the knowledge of employees using knowledge sources outside the organization" in the first place, "human resources specialists in the labor market" second, "the opportunities for outsourcing affairs human resources "in the third and finally" relationship with universities to attract efficient and capable forces "at the bottom of the fourth.

The third sub-question: Do the various procedures relate to human resources in the strategic planning of human resources in the province Ghavamin Bank are effective?

Table 8. Effect of various procedures related to human resources strategic planning in human resources.

T	df	Sign.	Test result
115.8	159	0.000	Rejecting the null hypothesis

As can be seen in the table, according to the significance level (0.000) which is smaller than the critical value, its 0.05, the score obtained the views of respondents indicating a significant difference between the averages obtained with the theoretical mean 3 is the Likert scale. Since the average scores obtained more than the theoretical mean and the difference was significant, it was concluded that, according to respondents procedures related to human resources in the organization can be strategic planning, human resources have a positive effect is.

Ranking effective procedures related to human resources strategic planning in human resources

After the third sub-hypothesis test and understanding the significant impact of human resource practices in strategic planning, human resources, using the Friedman test to rank the factors and components to be explored.

Table 9. Ranking effective procedures related to human resources strategic planning in human resources.

parameters	Average ratings	Rank
Employment commensurate with their posts and duties	64.4	1
Field staff as members of a family and intimate relationships	15.4	2
Taking appropriate facilities for staff	11.4	3
Encourage employees based on their performance	98.3	4
And appropriate training of human resources in different ways	75.3	5
And encourage the use of convenient and efficient payment system	70.3	6
Choose a model employee with a systematic way	68.3	7

= 119.39 , Df = 6 , P = 0.000

According to the Friedman test and a significance level (0.000) which is smaller than the critical value, it's 0.05, with 95 percent of the employees and managers can confidently say that the response procedures of banks Ghavamin Mazandaran effective human resource staffing in strategic planning Ghavamin Bank there is a significant difference resulting ranking of the parameters in table 9 below. They can be seen in the table of "employment commensurate with their position and responsibility" in the first place, and "Employee of the systematic way" at the bottom of the seventh.

The fourth sub-question: Are the various elements in determining the overall goals and policies of human resources for strategic planning in the province Ghavamin Bank are effective?

Table 10. The effect of the overall objectives and policies, human resources strategic planning in human resources.

T	df	Sign.	Test result
657.9	159	0.000	Rejecting the null hypothesis

As can be seen in the table, according to the significance level (0.000) which is smaller than the critical value, its 0.05, the score obtained the views of respondents indicating a significant difference between the averages obtained with the theoretical mean 3 is the Likert scale. Since the average scores obtained more than the theoretical mean and the difference was significant, it was concluded that, according to respondent's goals and general policies of human resources organization can in strategic planning, human resources have a positive effect.

Ranking objectives and policies affecting human resources strategic planning

After the fourth sub-hypothesis test and understand the significant impact of policies affecting human resources strategic planning, using the Friedman test to rank the factors and components to be explored.

Table 11. Goals and policies affecting human resources strategic planning.

parameters	Average ratings	Rank
Policy and missions for Lucent employees in each task	13.3	1
Statute of appropriate policy formulation and promotion of human resources		

Discussion and Conclusion

Results of the analysis and testing of the main research questions showed that respondent's factors mentioned in the questionnaire, the factors of processes related to human resources, elements within the organization, goals and general policies and elements external to arrange the strategic planning resources human have a positive impact.

The first sub-question test and analysis results showed that internal factors can have a positive impact on the strategic planning of human resources. The findings of the study findings Allahverdi et al (2010) and helper Bafghi (2005) match, because it is also an important factor in the organization's own research into the factors considered in the strategic planning of human resources.

The second sub-question test results showed that respondents according to external factors can have a positive impact on the strategic planning of human resources. The results and findings of the present study findings helper Bafghi (2005) is a match. Bafghi assistance in their study of factors outside of the organization's strategic planning and human resources emphasis has been realized.

The third sub-question test and analysis results showed that respondents according to different procedures related to human resources in an organization can have a positive impact on the strategic planning of human resources. The findings of the study findings Gholamzadeh and Jalali (2012) is a match. They also own research on the role and importance of human resource practices in strategic planning, human resources have insisted.

The fourth sub-question test results showed that, according to respondents overall goals and policies of the organization's human resources strategic planning in human resources could have a positive impact.

In general, the results confirm the conceptual model and the importance of internal, external, procedures related to human resources and general human resources policy objectives in the strategic planning of human resources in the province has been Ghavamin Bank.

Strategic planning process and its product, as a program in any area of the substrate for the growth, regulatory activities and Customer relationships are even. Any system of internal variables and dynamics greater than circle outside control is the need for the program for the different scenarios (Bagheri & heart-friendly, 2008). HRP also not an exception and requires careful planning.

In the challenging environment of the new millennium and the competition among organizations and companies, increasing one of the components of success for organizations focused on the task of Strategic Human Resource Management (SHRM) Is. Control of resources (eg, physical resources, organizational, and human intelligence) helps organizations gain competitive advantage. The human resources are due to the limitations of most importance and particular (Khatami, 2008).

Results showed Factors to managers and decision-makers in strategic planning, human resources they pay in total include: factors internal, external, procedures related to HR such as recruitment appropriate to post it and also according to the organization's overall goals and policies. According to these elements can be organized and managers to apply more appropriate strategies help in human resource planning.

Conflict of Interest

The authors declare no conflict of interest.

References

- Allahverdi, M., Farahabadi, M. E., & Sajjad, Ravaghi, H. (2010). Prioritize the factors affecting the productivity of human resources from the perspective of middle managers Isfahan University of Medical Sciences *hospital in 2009. Quarterly*, 9(3/4), 77-85.
- Bafghi assistance, A. H. (2005). Strategic Human Resource Management in the Islamic Republic of Iran Police (last three decades) and held by the holder. *Knowledge of Police*, 4(28), 32-59.
- Bagheri, M. H., & heart-friendly, J. (2008). Design and development of mission-driven strategic planning at the University of Study: Education University of Imam Sadeq (AS). *Thought Management*, 2(1), 125-183.
- Gholamzadeh, D., & Jalali, S. (2012). Human resources strategy using the theory of strategic reference points (CASE STUDY: Desert Rainbow profiles). *Public Administration*, 4(10), 119-134.
- Kaufman, R., & Herman, J. (1995). *Strategic planning in the education system*. Abbas Farid translations elders and businessmen. Tehran: school.
- Khatami, B., & Hedayat Zadeh, M. (2008). Implementation and evaluation of strategic planning models and a new planning framework. *Tomorrow Management*, 19, 34-53.
- Kolobandi, A. (1995). Tips on strategic planning. *Journal of prudence*, 6, 41-43.
- Kavosi, I. (2010). The role of strategic planning in human resource development. *Journal of Public Administration*, 2, 147-180.
- Omondi, G., et al. (2011). The Adoption of Strategic Human Resource Management Practices in Commercial Banks: The Process and Challenges in Kenya. *Journal of Human Resources Management Research*, 10, 1-20.
- Patrick, P., et al. (1997). *Practical guide strategic planning*. Translation Mansour Sharifi Kalvy. Tehran: Publication of Arvin.
- Pliz, K., Nhaduceue, P., & Gasuguru, D. (2014). Strategic planning for reform of human resources for the supply chain within Mozambique's health system. *Journal of Pharmaceutical Policy and Practice*, 7(1), 1-5.
- Rimberia, C. K. (2001). *A Survey of the Use of Flexible Human Resource Practices by Manufacturing Firms in Nairobi*, Unpublished MBA Project, University of Nairobi.