

**Research Article**

## **ASSESSMENT OF THE ROLE OF HUMAN RESOURCES STRATEGIES IN THE PARTICIPATION AND COMMITMENT OF STAFFS OF REFAH BANK OF KOHGILUYEH AND BOYER-AHMAD PROVINCE**

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### **ABSTRACT**

Rapid changes in economic, political, social and other situations in national, regional and international levels have strongly changed organizational strategies and created many problems. This study is a correlation type study in terms of functional purpose and research method. The statistic society of this study contains all of the employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province and their number was 149. Regarding the limitation of the studied society, Census method has been used for the determination of the volume of the sample. The instrument used in this study was questionnaire that the stability and validity of these questionnaires have been validated in a preliminary study. In order to analyze the research data, descriptive and inferential statistic methods such as mean, standard deviation, median, mode, Pearson and regression correlation factor have been used. Data processing was performed using SPSS software. The most important result obtained in this research is that there was not a meaningful correlation between the strategies of human resources and the participation of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province.

**Keywords:** *Human Resources Strategies, the Participation of Employees, Employees' Commitment, Refah Bank*

### **INTRODUCTION**

The appearance of new knowledge and technologies, industrial changes and new orientation and strategies of organizations, oblige them to move forward to continuous education and development of their human resources for survival (Armstrong, 2002).

Walton (1999) described the strategic development of human resources: "strategic development of human resources contains following items: create, eliminate, correct and adjust the responsibilities and processes and guide individuals in a way that all of the individuals and groups become equipped to the skill, knowledge and competence that is needed for accept and accomplish current and future tasks of the organization" (Armstrong, 2006).

May the activities that are related to human resources include traditional educational programs, but these activities focus on the development of spiritual capital of the organization and upgrading and promoting organizational, group and individual dynamism. The enhancement of competencies and capabilities of organization's employees should be noted as one of the main policies of human resources development (Samee, 2009).

#### ***Theoretical Foundations of Research***

##### ***Strategic Management of Human Resources***

The main goal of strategic management of human resources is creating an immense perspective that could provide the possibility of addressing the underlying issues of employees. The strategic management of human resources causes the organization's enjoyment of the staffs that are skilled, commitment and motivated in trying for reach to a stable competitive advantage (Armstrong, 2006). Its purpose is to create the feeling of being targeted and oriented in today's often turbulent environments to supply the commercial needs of the organization and individual and group need of their staffs through design and perform coherent and functional programs and policies of human resources (Armstrong, 2005). Dyer and Holder (1998) believed that the strategic development of human resources should create a unity, wide, contingency and integrated framework (Armstrong, 2006).

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### *The Strategy of Organization*

To codify the strategy of organization, a model should be defined. The strategic models have been managed, codified and presented by scientist from different aspects. Each of these models has considered some aspects of strategic planning according to conditions and requirements and perspective of related researcher. The strategies and policies of the organization have a very close relationship with each other and determine the background, framework, territory and codifying of functional programs and projects and effect on all of the aspects of management of an organization and management territory. Although, the strategy is defined and analyzed in different ways, but generally the strategy addresses the process of long-term and underlying destinies and goals mission determination and proceedings flow acceptance and necessary resources attribution for achieving to organization's aims (Abdollahi, 2009).

### *Competencies of Human Resources*

Competencies allude to the knowledge, skills, abilities or characteristic features of a person that directly effects on his/her job performance. The concept of competence has a long history in management domain and it is mostly true for leaders and managers (Becker *et al.*, 2009). The value of manpower capital in development and use of main abilities and capabilities could not be underestimated. To keep and follow the changes in human resources tasks and functions, human resource specialists should gain and develop a new package of competencies for completing the changing roles and responsibilities (Yang *et al.*, 1996).

The new economical paradigm needs the human resources specialists which does different works and in totally different ways compared to the past. This matter is beyond the determined guideline of the company. Human resources specialists should gain new competencies for playing new roles effectively and dominate on human resources knowledge that has been achieved through familiarity with human resources proceedings (Sang, 2008). Being a strategic partner needs that human resources specialists exactly know what competencies guarantee the successful performance of companies' strategies and how the human resources effect on these competencies. This issue is an important matter, because from the perspective of traditional roles, human resources are not more important than administrative specialists, staffs defenders and functionaries of change in a new environment (Becker *et al.*, 2009). Prahalad and Hamel (1990) said that the long-term competitive advantage would exist for the company or organization which has "axial competencies" and these competencies be better than rivals (Armstrong, 2011). Barney (1990) also introduced four factors for deciding about the matter that if a resource can be considered specifically competent or not. Create value for customer, its scarcity rather than others, imitation impossibility of it, replacement impossibility of it (Armstrong, 2011).

### *Organizational Commitment*

The concept of organizational commitment suggests the linkage and loops between the individual and the organization. The upgrade of staffs' organizational commitment is one of the key aims of human resource maintenance system.

Sheldon defines organizational commitment as "an attitude or direction that relates or associates a person's identity to the organization". Canter knows the organizational commitment as social actors willing to power grant and his loyalty to social systems. In Salsanyk's point of view, commitment is a mood that the person would decide to perpetuate the activities by his behavior and through them and keep his effective participation in performing them.

According to one of the authors: "commitment and fidelity like satisfactory, are two close mentality that effect on important behaviors such as mobility and absence. Commitment and fidelity can also have multiple positive outcomes, the staffs that are committed and loyal are more discipline in their work, spend more time in the organization and work more. Managers should maintain staffs commitment and fidelity and to do so, they should be able to increase the commitment and fidelity by using the staffs' participation in decision making and providing an acceptable job security for them" (Moorhead, 2009).

Mier and Allen created their three-dimensional patter based on the difference and similarities that were existed in one-dimensional concepts of organizational commitment. In their point of view "Commitment, links the person to the organization and therefore, this linkage decreases the possibility of job abandon" (Mier and Hercowhich, 2001).

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Mier and Allen differentiate between three emotional, continuous and normative commitment. “Emotional commitment alludes to the individual’s emotional dependence on the organization. Normative commitment reflects the sense of duty to remain as member of the organization. Continuous commitment is related to the tendency to remain in the organization because of the costs of leaving the organization or the rewards of staying in the organization” (Moody *et al.*, 1982).

Two of the authors believe the definition of emotional commitment as “This is somehow the individual’s interest to the organization and acceptance of the organization’s goals and values after organizational commitment” (Baron and Greenberg, 2000).

**Research Methodology**

This study is in a class of correlational researches in terms of nature and method. On the other hand, researches can be categorized in two longitudinal and cross-sectional groups regarding to their occurrence in one juncture or several junctures.

The statistic society of this research contains all of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province that their number is 140 and regarding to the limitation of this society, Census method has been used for determining sample’s volume.

In this study, 140 persons were selected as samples through census method.

The information collecting instruments is standard questionnaire that its validity and stability have been validated in previous researches. The questionnaire’s validity for this research has been confirmed by experts and its stability has been confirmed by Cronbach Alpha method. In this study, Cronbach Alpha method was used for determining the stability of the questionnaire. For this purpose, the internal stability for staffs’ participation questionnaire in the organization was calculated 0.72 and this number was calculated 0.78 for the organizational commitment questionnaire and 0.74 for human resources strategies questionnaire by a preliminary study on 20 persons of the statistic society that indicates the high credibility of measurement tools.

**The Analysis of Findings**

15.7% of the participants in the study are in 20-30 age range, 62.9% of them are in 31-40 age range, 19.3% of them are in 41-50 age range and 2.1% of them are older than 50.

2.1% of the participants’ educational situation is under diploma, 10.7% diploma, 26.4 associate degree, 50.7% bachelor and 10% ma.

7.1 percent of participants of the study have 1-5 years of work experience, 39.3 percent 6-10 years, 32.1 percent 11-15 years, 17.9 percent 16-20 years and 3.6 percent 21 years or more.

27.1 percent of participants of the study have 1-5 years of management experience, 17.9 percent 6-10 years, 25 percent 10 years and more and 30 percent don’t have management experience.

**Inferential Analysis:**

*The first main hypothesis:* there is a relationship between human resources strategies and the amount of the participation of Refah Bank staffs of Kohgiluyeh and Boyer-Ahmad province.

To examine the relationship between human resource strategies and the amount of the participation of Refah Bank of Kohgiluyeh and Boyer-Ahmad province, the followed statistic hypothesis is tested:

H0: there is not any relationship between human resources strategies and the amount of the participation of staffs.

H1: there is a relationship between human resources strategies and the amount of the participation of staffs.

The results of the correlation test between human resource strategies and the amount of staffs’ participation

The Amount of Staffs’ Participation		Variable	
Abundance	Pearson		
140	Significant Level	Correlation Factor	Human Resources Strategies
	0.840	0.017	

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The finding of Pearson correlation test shows that there is not a meaningful correlation factor between human resources strategies and the amount of the participation of Refah Bank’s staffs at 95% confidence level. ( $p > 0.05$ ) therefore, it can be acknowledged that the amount of the participation of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is not affected by human resources strategies.

*The second main hypothesis:* there is a relationship between human resources strategies and the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province.

To examine the relationship between human resource strategies and the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province, the followed statistic hypothesis is tested:

H0: there is not any relationship between human resources strategies and the commitment of staffs.

H1: there is a relationship between human resources strategies and the amount of the commitment of staffs.

The results of the correlation test between human resource strategies and the commitment of staffs

The Commitment of Staffs		Variable	
Abundance	Pearson		Human Resources Strategies
140	Significant Level	Correlation Factor	
	0.000	0.249	

The finding of Pearson correlation test shows that there is a meaningful correlation between human resources strategies and the commitment of staffs of Refah Bank’s staffs at 95% confidence level. ( $p < 0.05$ ) therefore, it can be acknowledged that the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is affected by human resources strategies.

*The first hypothesis:* there is a relationship between task-oriented strategy and the amount of the participation of Refah Bank staffs of Kohgiluyeh and Boyer-Ahmad province.

To examine the relationship between task-oriented strategy and the amount of the participation of Refah Bank of Kohgiluyeh and Boyer-Ahmad province, the followed statistic hypothesis is tested:

H0: there is not any relationship between task-oriented strategy and the amount of the participation of staffs.

H1: there is a relationship between task-oriented strategy and the amount of the participation of staffs.

The results of the correlation test between task-oriented strategy and the amount of staffs’ participation

The Amount of Staffs’ Participation		Variable	
Abundance	Pearson		Task-Oriented Strategy
140	Significant Level	Correlation Factor	
	0.789	0.023	

The finding of Pearson correlation test shows that there is not a meaningful correlation between task-oriented strategy and the amount of the participation of Refah Bank’s staffs at 95% confidence level. ( $p > 0.05$ ) therefore, it can be acknowledged that the amount of the participation of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is not affected by task-oriented strategy.

*The second hypothesis:* there is a relationship between development strategies and the amount of the participation of Refah Bank staffs of Kohgiluyeh and Boyer-Ahmad province.

To examine the relationship between development strategies and the amount of the participation of Refah Bank of Kohgiluyeh and Boyer-Ahmad province, the followed statistic hypothesis is tested:

H0: there is not any relationship between development strategies and the amount of the participation of staffs.

H1: there is a relationship between human resources strategies and the amount of the participation of staffs.

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The results of the correlation test between development strategies and the amount of staffs' participation

The Amount of Staffs' Participation			Variable
Abundance	Pearson		Development Strategies
140	Significant Level	Correlation Factor	
	0.005	0.238	

The finding of Pearson correlation test shows that there is a meaningful correlation between development strategies and the amount of the participation of Refah Bank's staffs at 95% confidence level. ( $p < 0.05$ ) therefore, it can be acknowledged that the amount of the participation of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is affected by development strategies.

*The third hypothesis:* there is a relationship between transformational strategy and the amount of the participation of Refah Bank staffs of Kohgiluyeh and Boyer-Ahmad province.

To examine the relationship between transformational strategy and the amount of the participation of Refah Bank of Kohgiluyeh and Boyer-Ahmad province, the followed statistic hypothesis is tested:

H0: there is not any relationship between transformational strategy and the amount of the participation of staffs.

H1: there is a relationship between human resources strategies and the amount of the participation of staffs.

The results of the correlation test between transformational strategy and the amount of staffs' participation

The Amount of Staffs' Participation			Variable
Abundance	Pearson		Transformational Strategy
140	Significant Level	Correlation Factor	
	0.123	0.131	

The finding of Pearson correlation test shows that there is not a meaningful correlation between transformational strategy and the amount of the participation of Refah Bank's staffs at 95% confidence level.

( $P < 0.05$ ) therefore, it can be acknowledged that the amount of the participation of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is not affected by transformational strategy.

*The forth hypothesis:* there is a relationship between pattern oriented strategy and the amount of the participation of Refah Bank staffs of Kohgiluyeh and Boyer-Ahmad province.

To examine the relationship between pattern oriented strategy and the amount of the participation of Refah Bank of Kohgiluyeh and Boyer-Ahmad province, the followed statistic hypothesis is tested:

H0: there is not any relationship between pattern oriented strategy and the amount of the participation of staffs.

H1: there is a relationship between human resources strategies and the amount of the participation of staffs.

The results of the correlation test between pattern- oriented strategy and the amount of staffs' participation

The Amount of Staffs' Participation			Variable
Abundance	Pearson		Pattern Oriented Strategy
140	Significant Level	Correlation Factor	
	0.123	0.131	

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The finding of Pearson correlation test shows that there is not a meaningful correlation between pattern oriented strategy and the amount of the participation of Refah Bank’s staffs at 95% confidence level. ( $P < 0.05$ ) therefore, it can be acknowledged that the amount of the participation of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is not affected by pattern oriented strategy.

*The fifth hypothesis:* there is a relationship between task-oriented strategy and the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province.

To examine the relationship between task-oriented strategy and the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province, the followed statistic hypothesis is tested:

H0: there is not any relationship between task-oriented strategy and the commitment of staffs.

H1: there is a relationship between task-oriented strategy and the amount of the commitment of staffs.

The results of the correlation test between task-oriented strategy and the commitment of staffs

The Commitment of Staffs		Variable	
Abundance	Pearson		
140	Significant Level	Correlation Factor	Task-Oriented Strategy
	0.000	0.405	

The finding of Pearson correlation test shows that there is a meaningful correlation between task-oriented strategy and the commitment of staffs of Refah Bank’s staffs at 95% confidence level. ( $p < 0.05$ ) therefore, it can be acknowledged that the amount of the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is affected by task-oriented strategy.

*The sixth hypothesis:* there is a relationship between development strategies and the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province.

To examine the relationship between development strategies and the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province, the followed statistic hypothesis is tested:

H0: there is not any relationship between development strategies and the commitment of staffs.

H1: there is a relationship between development strategies and the amount of the commitment of staffs.

The results of the correlation test between development strategies and the commitment of staffs

The Commitment of Staffs		Variable	
Abundance	Pearson		
140	Significant Level	Correlation Factor	Development Strategies
	0.010	0.219	

The finding of Pearson correlation test shows that there is a meaningful correlation between development strategies and the commitment of staffs of Refah Bank’s staffs at 95% confidence level. ( $P < 0.05$ ) therefore, it can be acknowledged that the amount of the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is affected by development strategies.

*The seventh hypothesis:* there is a relationship between transformational strategy and the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province.

To examine the relationship between transformational strategy and the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province, the followed statistic hypothesis is tested:

H0: there is not any relationship between transformational strategy and the commitment of staffs.

H1: there is a relationship between transformational strategy and the amount of the commitment of staffs.

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The results of the correlation test between transformational strategy and the commitment of staffs

The Commitment of Staffs		Variable	
Abundance	Pearson		
140	Significant Level	Correlation Factor	Transformational Strategy
	0.000	0.371	

The finding of Pearson correlation test shows that there is a meaningful correlation between transformational strategy and the commitment of staffs of Refah Bank’s staffs at 95% confidence level. ( $P < 0.05$ ) therefore, it can be acknowledged that the amount of the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is affected by transformational strategy.

*The eighth hypothesis:* there is a relationship between pattern oriented strategy and the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province.

To examine the relationship between pattern oriented strategy and the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province, the followed statistic hypothesis is tested:

H0: there is not any relationship between pattern oriented strategy and the commitment of staffs.

H1: there is a relationship between pattern oriented strategy and the amount of the commitment of staffs.

The results of the correlation test between pattern- oriented strategy and the commitment of staffs

The Commitment of Staffs		Variable	
Abundance	Pearson		
140	Significant Level	Correlation Factor	Pattern- Oriented Strategy
	0.000	0.309	

The finding of Pearson correlation test shows that there is a meaningful correlation between pattern-oriented strategy and the commitment of staffs of Refah Bank’s staffs at 95% confidence level. ( $P < 0.05$ ) therefore, it can be acknowledged that the amount of the commitment of staffs of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is affected by pattern oriented strategy.

**Conclusion**

The analysis of the findings that are related to this hypothesis shows that there is not a meaningful correlation between human resources strategies and the amount of the participation of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province at 95% confidence level.

There is a meaningful correlation between human resources strategies and the commitment of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province at 95% confidence level.

There is not a meaningful correlation between task-based strategy and the amount of the participation of Refah Bank of Kohgiluyeh and Boyer-Ahmad employees at 95% confidence level.

The analysis of the findings that are related to this hypothesis shows that there is a meaningful correlation between developmental strategy and the amount of the participation of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province at 95% confidence level.

There is not a meaningful correlation between transformational strategy and the amount of the participation of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province at 95% confidence level.

There is not a meaningful correlation between patter-based strategy and the amount of the participation of employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province at 95% confidence level.

There is a meaningful correlation between task-oriented strategy and the commitment of the employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province. Therefore, it can be acknowledged that the commitment of the employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is affected by task-oriented strategies. And in this respect, the finding of this research is corresponded with the research of Zahedi *et al.*, (2011).

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Analysis of the findings related to this hypothesis suggests that there is meaningful correlation between the developmental strategy and the commitment of the employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province. It can be acknowledged that the commitment of the employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is affected by developmental strategy. And in this respect the findings of this research is corresponded with the research of Shams Ahmar *et al.*, (2010).

Analysis of the findings related to this hypothesis suggests that there is a meaningful correlation between the transformational strategy and the commitment of the employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province at 95% confidence level.

There is a meaningful correlation between the pattern-based strategy and the commitment of the employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province at 95% confidence level. Therefore, it can be acknowledged that the commitment of the employees of Refah Bank of Kohgiluyeh and Boyer-Ahmad province is affected by pattern-oriented strategy. And as such, the finding of this study is corresponded with the research of Kouzehchian *et al.*, (2003).

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