The Effect of Human Resource Management Policies on Boosting Work Force Efficiency 
(Case Study of Iran Zamin Bank Branches in West and East Azarbaijan) 

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ABSTRACT: the study aims a investigating the effect of the strategies and policies on the work force working at Iran Zamin bank branches on which the human resource managers should possess them in order to achieve organization goals. The statistical population comprises of the whole staff working at Iran Zamin bank branches in West and East Azarbaijan. The study results reveal that the human resource management policies contribute to improve work force efficiency. 

Keywords: Management policies, work force efficient, Iran Zamin bank 

INTRODUCTION 

The concept of state organizations efficiency and its improving has recently been a big challenge for state management scholars and managers. They have always sought to choose appropriate ways in order to improve the efficiency indexes in organizations and administrations. In doing so, there have been a number of solutions either to be suggested through scientific studies or to be identified through running experimental researches. 

The descending of nations can be predicted via highlighting their efficiency through the history. Nowadays, the power, economic capacity and welfare of each country is tied with optimal using of facilities, resources and human resource of that country. In doing so, the more qualified and efficient the force power, the more the advances and success of that country in different fields will occur. It is obvious that efficiency increase of work force does not necessarily mean increasing work pressure or increasing the number of individuals or even reducing job opportunities for others. Experience has shown that those employers understanding why they embark on doing specific affairs in the organization and that they perceive the role of such affairs in archiving organization goals, they will be more efficient. Also, those countries having more efficiency rate will have higher and more optimum levels of living conditions (Morhead and Grifien, 2003). 

In the competitive world in which efficiency has increased in nearly all fields, only those organizations can remain stable which use the resources efficiently. One of the indispensable organizational resources is human force. The evaluation systems of human resource management lack the required efficiency in order to improve work force efficiency. So, it is needed to change the direction of such systems to modern systems having to do with human resources. Recently, human resource management has been considered as one of the development solutions and renewal of human resource leading to better efficiency of work force. 

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Review of literature

The concept of human resource management was introduced in 1980s whose aim was providing methods for managing employers and helping to improve organization performance (Sa’adat, 2007). Human resource of organization is no longer considered as the only source of cost, rather it is viewed as valuable capitals to obtain competitive advantage. This is the reason why human resource planning has priority in organizations. Michael Porter believes that it is possible to take the motif and leading of individuals in a company and the quality of putting them into practice as the important factor of that company’s competitive status (Armstrong, 2001).

Human resource management is defined as the system to use the human resource appropriately in order to achieve predetermined goals in an organization. Authors such as Noei, Halniak, Gerhard and Right (2006) define human resources as the policies, activities and systems affecting behaviors, attitudes and performance of employers (Lee et al, 2010). In addition, human resource management is taken as managing and administrating the most valuable properties of organization. The aim of such a system is to provide human resource, retaining them in organization and leading them to achieve final goal of the strategic one (Sang Long, 2008).

Since 1925, human resource management had been introduced as the professional career and famous companies and different governor administrations established their formation based on this concept. The efforts of university professors and instructors and running relationships with these executive managers through publishing papers in order to introduce new techniques of human resource management caused this to be known as career which led to the development of relevant activities to human resource (Mir Sepasi, 2010).

Human resource strategic management

The concept of human resource strategic management is based on the role of human resource management which indicated on the human resource strategic essence and on integrating human resource strategies with organization strategy. Sholer (1992) has described human resource strategic management as: “the whole affective activities on individuals’ behavior in order to motivate them for planning and implementing organization strategic needs”. Right and Mc Mahan (1992) consider human resource strategic management as devoting planned paradigm and embarking on assumed activities in order to help organization reach its goals, the strategic management of human resource is the method for decision making of the goals and organization plans which have to do with issues such as employment, employee tracking, training and performance management of the staff. In fact, strategic management of human resource relies on the relationships between human resource management and organization strategic management (Noe, 2006). From Guest’s (1989) point of view the main distinguishing element between traditional concept of human resource management is the level; of human resource management integration with organization strategic decision making processes in order to overcome the peripheral changes. Bir (1997) believes that the competitive context, globalization and persistent changes in market and technology are the main reasons of the changes in human resource management and its conversion to human resource strategic management. Traditional concepts of human resource management indicate on physical skills, training specific fields, and specific experts of individual staff. It relies heavily on the affairs accomplished by individuals while human resource strategic management focuses on the whole sections and the integration of organization different activities (Mohamadi and colleagues, 2005).

Goals of human resource strategic management

The main goal of human resource strategic management is providing point of view to give considerations for staff principal issues. Strategic management of human resources bring about enjoying of experienced, committed and motivated employers so as to reaching competitive advantage (Armstrong, 2006). Its goals is providing targeted sense in today’s fluctuating context so that organization commercial needs and group as well as individual needs of its organization through designing and planning the programs and integrated policies of human resources (Armstrong, 2005). Daier and Holder (1998) suggest that strategic management of human resources should form united, expanded, intrinsic and integrated framework (Bockingham, 2004).

There are a several factors in defining and highlighting different schools of thought regarding efficiency. Understanding of experience, field and environmental conditions has led to the interpretation of them regarding efficiency incorporating different methods. Based upon how these organizations, groups, people, machines in different places work and how their efficiency should be evaluated, each field has its own principles of efficiency. Managers should make decision regarding the long term and short term efficiency so as to avoid any problem raised by lack of efficiency (Pitts, 2005).

Efficiency is the touchstone of this concept that to what extent the consumption of resources as input or as producing output of society is efficient in long-term. The other definition to be provided for efficiency in view of
system is as follow: from this point of view, efficiency determines the relationships between inputs and outputs. Based on this, efficiency is the predictor of the efficiency having to do with factors combination in the process of production. It means that if facilities are applied appropriately, efficiency will be increased. So, if human resource as one of the appropriate production elements is used, efficiency will be increased (Chouraqui, 2003).

In general, efficiency has in it two indexes, being efficient the first and performing the second. Efficiency is described as obtaining outputs from lower data. In other words, working good is the same as having efficiency. Efficiency is relevant to the adaptability of derived results with the targets and one would say that working good is called efficiency. So, efficiency can be defined as “doing right things on the right place” (Ebili and Mofvegi, 2003). so, when the tasks or organizational affairs are highlighted appropriately and the conditions of each responsibility is revealed as well as when the quality of accomplishing tasks is determined, and if individuals are positioned appropriately according to their aptitude and capability and required knowledge, it is expected that efficiency of human resource increases. It should not be forgotten to remember the guidelines given by administrators and compensational payments since without accomplishing such tasks appropriately, efficiency would not increase leading to the failure on the part of employers caused by lack of system efficiency. Injustice status governing the system, they do not do their best which might lead to inefficiency (Abtahi and Kazemi, 2003).

Cycle of efficiency improving management

Efficiency management is consistent and durable process which includes four steps ranked as following:

Step one: measuring efficiency level: measuring efficiency means measuring the level, trend and rate of efficiency indexes. Since it is required that efficiency indexes display system capabilities, overall schemata of efficiency indexes is as the ratio of outputs to system data (inputs).

Work force is considered as the most important data (input) in producing goods and services. Work force efficiency is calculated from added value divided by the average number of employers. This index shows the amount each worker (employer) has brought about added value.

Step two: evaluating by means of efficiency analysis: at this level, data analysis, weak and strong points as well as improving opportunities are determined through determining level, trend and efficiency rate as well as comparing it with previous ones. Comparative status of work force efficiency index as timeline and other economic firms is one of the usable and practical analytic tools to lead the management policies in line with effective accomplishments of improving efficiency.

Step three: planning efficiency; in this stage, being informed of weak and strong points, threats and improving opportunities, goals and required quantitative standards in the field would lead to work force determination and that choices analysis and different solutions are provided in order to improve the efficiency. Executive steps of this process are as follow:

1. Identifying goals and providing acceptance conditions by management (survey)
2. Analyzing, choosing determined goals and taking assurance of managers’ commitment.
3. Designing descriptive development in efficiency improving

Step four: efficiency increasing. In general, the approach of any system in relation to efficiency increasing is the combination of two status of consistent improving and gradually as well as improving timely. Consistent and gradual approach is the one in which attempts to improve efficiency are made slowly but consistently. In this approach, the main focus is on institutionalizing the effort to improve efficiency through cultural migration and making wills to make improvement which make use of tools such as work place organizing, appropriate maintenance in work place and etc. (Abtahi, 1999).

Timely and once improvement is the approach in which the move toward improving efficiency is done quickly and independently. In this approach, the main focus is on problem definition and its solving based on common methods using tools such as research and development as well as improving projects (Emami and Meibodi, 2010).

Review of literature

Toos Hasan Darvbirshi and his colleagues conducted a search in the year 2012 titled as human resource qualities and its relationship with human resource strategies in Petrochemical Company. This study has embarked on surveying the relationship between human resource qualifications with human resource strategies. In doing so, Central Office of Petrochemical Company located in Tehran is the case study in which 218 individuals were chosen among the managers and supervisors. This study is as descriptive-analytic surveys in which regression and correlative statistical tests were used. Based on the obtained results, the first hypothesis was confirmed, so based on the business strategies have direct and positive effect on human resource strategies. Second and third hypotheses of research were confirmed, so business and human resource strategies would affect human resource
qualifications directly and positively. Also, this study showed that distinguishing strategies has stronger relationship compared to cost management strategies with human resource management. In the research conducted by Ahmad Hasani Kakhki and Shams-al-Din Zahedi in the year 2012 titled as determining a model for cooperation role in improving employers efficiency of public section, this research is explorative in terms of essence, is descriptive and determinative, is applied in terms of goal and is correlative in terms of data collection. It is argued that first order and second order factor analysis were used to study the components of research model and the final model of measurement has been obtained for confirmative factor analysis using structural equations. The results show that the development of cooperative system in an organization leads to group formation as driving factors and these derives would include human resource efficiency indexes. The included hypotheses of this field have been studied in Iran Custom Affairs so that the proposed model of study is considered as the most important economic organizations of the country. Finally, the results have been determined in addition to the review of results derived from research hypotheses included by raising questions and providing their answers.

MATERIALS AND METHODS

The research method used in this study is of survey. Stratified random sampling method has been used in this study, the current research comprises of the whole staff working at Iran Zamin bank branches who work in different sections of organization in order to help them attain the goals. The statistical population comprises of 24 branches in which 100 individuals are at work. Statistical sample is calculated using Cochran formula as 79 which has been distributed to the number of questionnaires, then data were studied after distributing the questionnaires followed by data analysis using derived data from questionnaires. The hypotheses were studied using inferential statistics and Spss software.

RESULTS AND DISCUSSION

Question 1: Does human resource management policies affect work force efficiency improving?

Table 1. Surveying the effect of human resource management policies on work force efficiency improvement

<table>
<thead>
<tr>
<th>Level of significance</th>
<th>Test</th>
</tr>
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<tbody>
<tr>
<td>0.000</td>
<td>Single-sample Wilcoxon</td>
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According to table 1 and the obtained analysis, the level of significance was obtained lower than 0.05, so null hypothesis is rejected. One would say that human resource management policies increase work force efficiency whose vice versa is also true.

Question 2: Does planning affect work force efficiency improving?

Table 2. Surveying the effect of planning on work force efficiency improvement

<table>
<thead>
<tr>
<th>Level of significance</th>
<th>Test</th>
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</thead>
<tbody>
<tr>
<td>0.000</td>
<td>Single-sample Wilcoxon</td>
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According to table 2 and the obtained analysis, the level of significance was obtained higher than 0.05, so null hypothesis is rejected. One would say that planning affects work force efficiency improving i.e. we are able to increase efficiency through planning correct whose vice versa status would lead to lowering of work force efficiency.

REFERENCES

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