

ASSESSMENT OF STAFFING AND ADJUSTMENT SYSTEM OF HUMAN RESOURCES STRATEGIC MANAGEMENT IN THE GENERAL OFFICE FOR REGISTRATION OF DEEDS AND PROPERTIES IN KHUZESTAN PROVINCE**Kefayat Hashemi¹, Ali Kangarani Farahani², Ahmad Saeidi³**¹ Executive Management group, Islamic Azad University, Ahvaz Branch, Ahvaz, Iran; Hashemi_sabt@yahoo.com² Khuzestan University of Science and Research.³ The faculty member in Shahid Chamran University of Ahvaz.**ABSTRACT**

This study investigates the conditions of human resources (HR) staffing and adjustment system through four indexes including planning, staffing, selection and socialization in the General Office for Registration of Deeds and Properties (GORDP) of Khuzestan Province and offers a strategy to optimize it. In this investigation, 276 employees in GORDP of Khuzestan Province were selected by cluster sampling method. To collect the required data for this study, documentary and field methods were applied using researcher-made questionnaires including 13 items designed based on Likert scale. This investigation is a descriptive survey for data collection and an applied research for objective. The data collected were analyzed using means comparison test (T-test). Data analysis showed that for respondents in GORDP of Khuzestan Province, there is a significant relationship between current favorable conditions of HR staffing and adjustment system with the indicators including planning, staffing and socialization and the selection indicator is in an ideal condition. It is attempted in this article to provide first the theoretical principles of the research and the concept of HR staffing and adjustment system and then to analyze the data and finally to provide further suggestions for optimization.

KEYWORDS: Human Resources Strategic Management (HRSM), HRSM Staffing and Adjustment System, Indicators of HR Strategic Management Staffing and Adjustment System.

INTRODUCTION

The present value and future success of any organization depends quietly on the capabilities and skills of the employees. Today, the employees are the main source among all factors of production. The human resources are considered as the competitive advantage, not the raw materials, capital or technology (Byrne *et al.*, 1999). Among all production factors, HR makes actual differences in an organization. It is the capability and commitment of the human that distinguishes successful organizations from all other ones. Logically, HR is considered as a particular resource, which deserves a special attention and spending more time for it (Storey, 2001). Despite obvious importance of HR management, there have been usually uncertainties and misunderstandings about its true nature, role and exact duty. One of the reasons is that this task is newer than all tasks in the organization; until recently, no need is felt to allocate a particular unit or office with a set of specialized tasks for this purpose and the human resources management (HRM) was actually considered as management general tasks. The other reason is that the human is a living creature who is capable to think, judge and make decision and is not an inanimate material, which can be easily formed at the hands of others. That is why the desires, goals and aspirations of work force are not always consistent and aligned with the organizational objectives (Saadat, 1998). Competitiveness and survival of any organization depends on having the right people employed in proper jobs at the right time (Stone, 1998).

The main concern for organizations is how they could achieve their strategic goals by applying their plans and policies in form of mission. Control of resources (such as physical, organizational, informational and human) brings competitive advantage to the organization. In the meantime, HR takes on more importance due to restriction, thinking power, decision-making capability and commitment. Today, the managers and heads of private and public sectors organizations are increasingly aware that a critical resource for providing competitive advantage is not usually obtained through having goods and services as well as the best public relation strategies or new technologies. However, it may be resulted from an appropriate system to employ and manage human resources of the organization. Accordingly, the main subject studied in the present investigation is that whether the conditions in Gordo Khuzestan Province are favorable or not.

REVIEW OF THE LITERATURE

A review of the research literature suggests that a serious attention has been paid since three last decades by the developed societies and different organizations to human resource management branch. Some of the authors in this field are: Pakal & Atus (1981), Peters & Waterman (1982), Walton and Vambron (1984), Guesst (1987), Aulrys, Lake & Sisson (1990), Persil (1991), BKksil (1992), Truss and Gratton (1999), Bamberger & Meshoulam (2000), Armstron (2001), etc. who contributed greatly in the development of human resource management as a field of study. A new trend that led to the importance of human resource management in theory and practice is the role and mission of this strategic resource as the most important factor to ensure the high quality and efficiency in governmental and business agencies and ultimately, an essential foundation for economic, social and cultural development. Johnson & Christonis (2007) in Texas State University studied the effectiveness of strategic planning in human resource management. The result of their study indicated that functions of human resource employment, selection, maintenance, working rewards and training played the main role in increasing training quality. Dimba & K'Óbonyo(2009) investigated the nature of the impact of strategic human resource management techniques on the organizational performance. Applying the regression analysis, the result of their study showed that all variables of strategic human resource management techniques except selection and employment of new workforce are positive and are correlated strongly with the performance. The relationship between strategic human resource management techniques with the organizational performance and motivation affect the organizational performance.

The human resources strategic management is relatively a young researching field of study. Good practices were initiated at the level of theory and thesis papers including by Abbaspour (2002) who conducted an investigation in his PhD dissertation through an exploratory-descriptive method applying survey model and the capability of combined researches in order to compare the functions of Tehran University HRM with the latest functions of SHRM and to design and explain an optimized process for it. The results of this investigation suggest that the functions of the university's HRM are not consistent with the assumptions of the latest functions of SHRM. Baghebani (2012) explained the areas to establish SHRM in the management faculty in the universities of Shahid Beheshti, Tehran, Sharif, Al-Zahra, Tarbiat Modares and Allame Tabatabaei and the results of his study determined HR planning and motivation as the main areas for the establishment of strategic human resource, while indicating that eight SHRM functions in the establishment of strategic human resources including staffing, job designing, training, maintenance, career advancement course, payroll system, performance assessment and reward system are important, respectively,

DEFINITIONS

Human Resource Management (HRM)

HRM is referred to activities and policies required by the manager to do workforce affairs such as recruitment, training, assessment, rewarding and providing safe and fair environment (Dessler Gary, 2000).

Strategic Human Resource Management (SHRM)

The process to formulate and implement human resource strategies in order to build a connection between HR policies and procedures to strategic and organizational goals (Truss and Gratton, 1994).

Human Resource Staffing And Adjustment

Human resource staffing and adjustment will help identify the opportunities and threats of the external environment and to determine strengths and weaknesses of internal environment by forecasting and estimating the required workforce and the related measures in line with the organizational goals and strategies, where adjustment means to balance and organize the existing personnel and not essentially to reduce them. This system involves in two subjects including workforce planning and management of employment affairs (staffing, selection and socialization).

Favorable Conditions

Favorable condition consists of a mean score above 3 which is measured based on the items of research questionnaire.

RESEARCH CONCEPTUAL FRAMEWORK (MODEL)

In order to establish a specified procedure to conduct the research, Mirsepasi's model of human resource sub-systems (1990) and his model of major HRM executive tasks (2012) were used and the following model was formulated according to the researcher's studies.

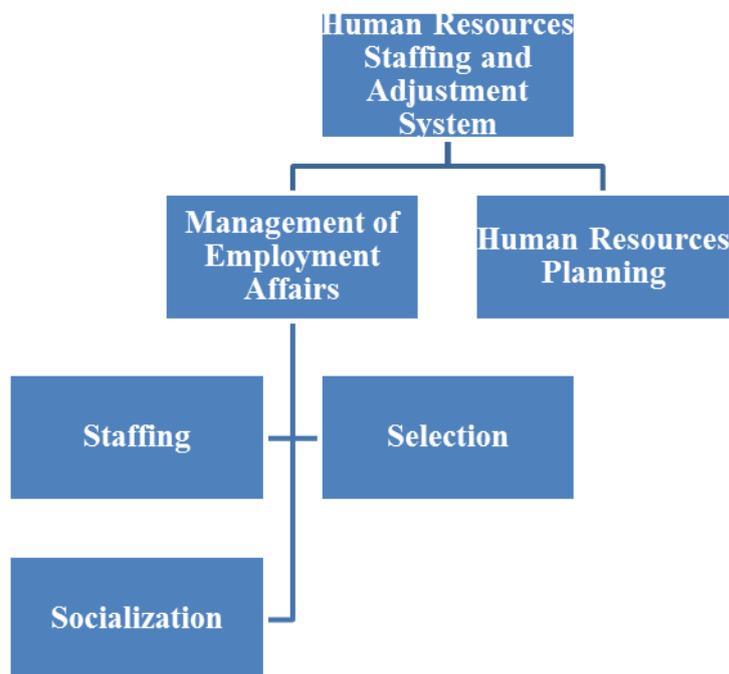


Figure 1: Research Conceptual Model

INDICATORS OF HR STAFFING AND ADJUSTMENT SYSTEM

Human Resource planning is one of the main duties of HR manager and its relative accuracy affects significantly the protection and survival of the organization. Therefore, HR authorities shall be familiar fully with particular techniques and procedures of this task while being aware of the significance of such planning. The HR Strategic Planning must be done in line with the institution's strategies, the supply and demand for the workforce should be forecasted in the same direction, and finally, it might be specified that how much demand for HR is provided inside the organization and how much is provided from the labor market out of the organization (Mirsepasi, 2012). The human resource staffing and adjustment system consists of two subjects including HR planning and Employment affairs management.

HR Planning

Human resource planning is one of the major responsibilities of HR management. The sentence stated by Kwan Tsu, the Chinese philosopher, as "if you plan for one year, plant the wheat; if you want to plan for ten years, plant tree; if you want to plan for a lifetime, train a human" indicates the significance of HR planning which suggests to the employees as the most important strategic resource of the organization for maintenance and survival of the organization. The HR planning considers the needs of HR from both quantitative (how many personnel) and qualitative (what kind of personnel) respects. There is a variety of definitions for HR planning such as the following common ones:

- It is a process by which the organization determines that how many employees with what expertise and skill for which jobs and when are required to achieve its goals. The purpose of HR planning is a balanced analysis of the supply and demand (Decenzo & Robbins, 1988).

- The HR planning focuses on the future and it is done aiming to establish the goals of organization's HR through analyzing the past and the present and predicting the event in the future (Vetter, 1967).

Some of significance cases of HRP as a facilitator of some basic intra-organizational processes involve in the followings:

- Consecutive planning will facilitate and ensure continuity of leadership in order to prevent or minimize any disorder in daily operation of the organization, if the managers leave the organization without planning.

- Checking the availability of the employees along with all their skills in the future will lead to facilitate strategic planning.

- Studying the job requirements and capabilities of employees, makes it easier to understand the changes and tendencies of the workforce in the market.
- Determining the skills required achieving strategic goals and ensuring future professional success, the organization will facilitate deployment and development of the employees.
- Determining the needs of employees in response to the strategic plan makes resource allocation and budget planning easier.
- Estimating shortage and excess of workforce in the future will help minimize the costs and facilitate to increase the organizational efficiency (Abbaspour, 2008).

It is attempted to obtain necessary HR in required quantity at the right time and place in order to ensure the benefits of the organization and its employees. The HR planning forecasts the future supply and demand of the organization, this process is presented as below:

First stage: evaluation of qualitative and quantitative situation of the workforce; evaluation of current conditions of HR in the organization is carried out through two basic instruments including skill (experiences, talents, training and of the employees) and management supply (some information concerning the managers and supervisors of the organization). The resources for evaluation of current situation consist of personnel file and HR information system, which indicates composition of human resources (gender, work experience, educational level, skill and ...).

Second stage: investigation of the organization's future goals; the need to HR in any organization can be considered as a variable dependent on the organizational strategies which will be effective in the quality and quantity of HR required by that organization, based on the type of selected strategy such as deployment, development, preserving the current situation, organizational downsizing and Messer believes that determining the needs and providing HR in today organizations are not merely a measure to specify and fill the vacancies of the organization, but it includes attraction and creative and skilled HR in the sense of competitive market of the day. Therefore, it is considered by nature as a strategic and transformational decision. Thus, internal and external environmental variables of the organization affecting the HR planning should be identified and analyzed; they consist of:

- A) Internal environmental variables: goals, strategies, policies, organization size, organizational structure and so on.
- B) External environmental variables: government policies, cultural considerations, social changes, shareholders, competitors, customers, technology and geographical and economic factors and conditions, etc.

Third stage: forecast of demands for workforce (estimation of the required quantity of workforce); there are several conceptual or empirical (expert judgment, Delphi technique and ...) as well as objective or quantitative (trend analysis (statistical method), estimated sales) methods to forecast the demand for the human resources required by the organization.

Fourth stage: forecasting the workforce supply (estimating the staffing of required workforce); the supply forecast methods were divided into three groups including deterministic, probabilistic and use of operational research techniques. In deterministic method, workforce fall and replacement is calculated for a certain period and accordingly, existing workforce is considered as the supply of HR inside the organization. In probabilistic methods, changes are forecasted in terms of their frequency of probable occurrence. The probabilistic methods are applied only in large organizations with wide geographical distribution; they are not used for relatively small organizations where there are no remarkable changes in human resources. In the use of operational research techniques method, the needs and demand for human resources in the future are met while the optimized combination of factors related to work factor are determined as well.

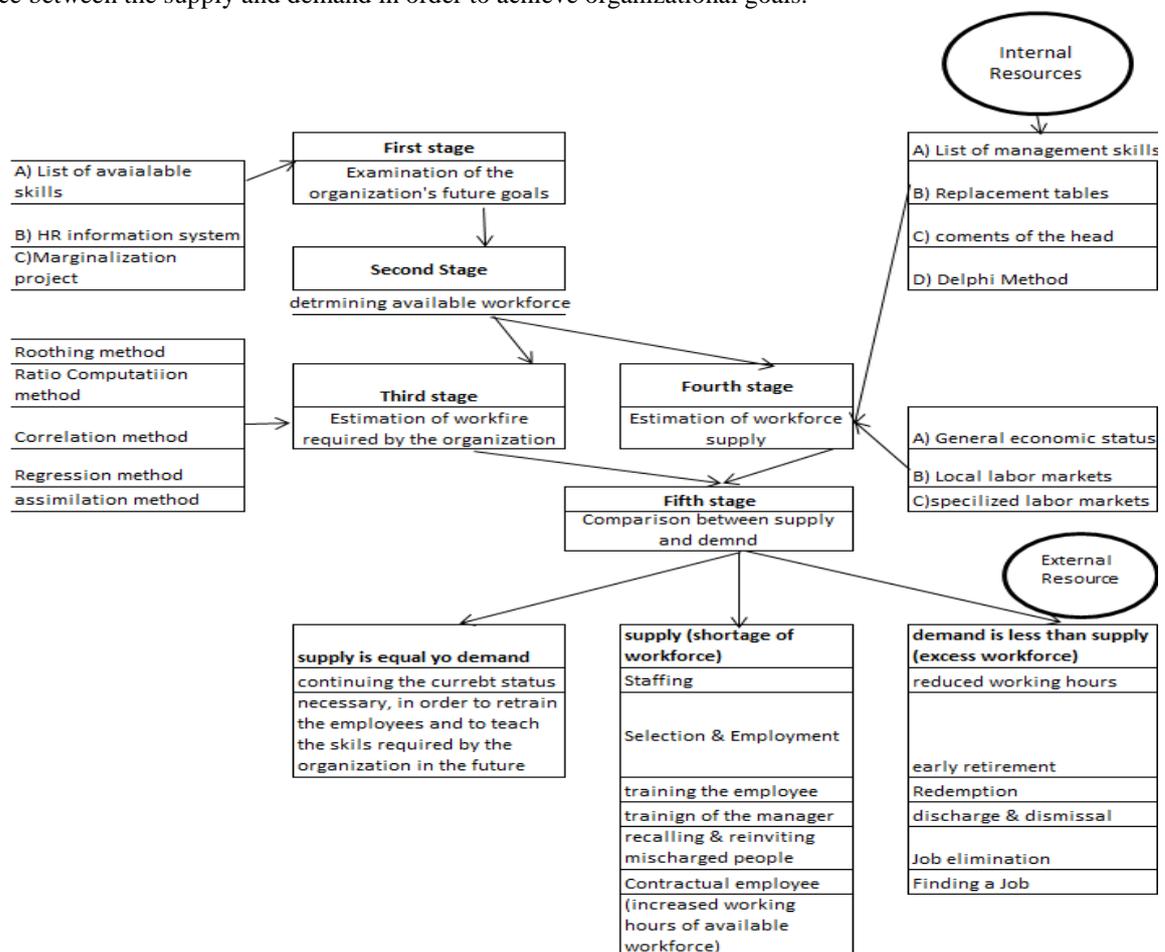
Fifth factor: comparing the current situation with future needs of organization and accordingly determining personnel policies (Saadat, 2012).

The result of a comparison between future workforce requirements of the organization with its current situation is not other than the followings:

- 1- The workforce balance: available number of workforce is equal to the quantity required in the future; therefore, some measures such as training and workforce development are taken to preserve balance.
- 2- The workforce shortage: the available workforce is less than what will be required in the future; thus, staffing and selection is done using internal (Promotion, training and reemployment of existing staff) and external resources.

3- The workforce excess: the available workforce is higher than what is required in the future; hence, some measures are adopted to adjust and reduce the workforce like early retirement, discharge and compulsory dismissal of the excessive workforce, job elimination and reduction of working hours (Saadat, 2012).

Considering the current environmental conditions, the HR manager will finally make some decisions to establish balance between the supply and demand in order to achieve organizational goals.



Employment Affairs Management

The management of employment affairs in any organization is characterized by the specific strategic of that organization as well as its strategies how to provide human resources. An example of the employment strategy is the organization's refusal to provide full-time or par-time HR or staffing through service-contract from outside the organization. Therefore, the employment affairs manager should initiate employment operations considering such strategies. The stages of employment operation are generally as follows:

Staffing

It can be stated that staffing is an intermediate process which introduces the job applicant to the organization, there are several definitions for staffing as follows:

- staffing is a process by which those seemed to have a potential capability for the membership in the organization and carrying out the assigned tasks are identified and necessary arrangements are established to attract them to the organization (Saadat, 2012).
- the process to explore in human resources and to find qualified people and to encourage them for taking responsibility in the organization is referred to as staffing (Sattari, 1973).

The management of employment affairs proceeds to staff for two reasons including development of organizational goals and reduction of personnel. The following factors are effective in staffing being active or inactive in the organization:

- Size (being small or large) of organization; staffing is more developed in larger organizations
- (Geographical) location of the organization; the workload in such location should be taken into consideration.
- Working environment and conditions and the salary rate; available workforce leave the organization when there are favorable conditions
- Growth or stagnation of the organization; in case the organization is growing, it needs higher number of workforce (Saadat, 2012). The factors effective in staffing are divided into two groups as below:

A) Environmental factors: they include economic factors, social factors, technological factors as well as rules and regulations

B) Organizational factors: they consist of organization's reputation, job attraction, policies of the organization, unions' involvement and staffing costs (Saadat, 2012).

Staffing process has numerous objectives including:

- Discovery of effective workforce to meet current and future workforce requirements of the organization.
- Establishment of appropriate and effective policies in the employment of people in order to reassign and replace the workforce in the labor market.
- Providing necessary motivations in promotion and displacement of active workforce of the organization with the purpose to increase work quality.
- Raising morale in new applicants and organizational employees in the hope to improve life conditions to a prosperous future for attracting, recruiting and retaining them.

Staffing process can be summarized in eight stages as follows:

- 1- Determining the number and type of the workforce required by the organization.
- 2- Writing description of jobs, duties, responsibilities as well as its main characteristics and features
- 3- Determining job qualifications.
- 4- Identifying the centers and resources for staffing
- 5- Selection of staffing method.
- 6- Checking the job application forms
- 7- Holding preliminary interviews.
- 8- Providing a list of qualified individuals (Saadat, 2012).

There are a variety of methods and procedures for staffing inside and outside the organization, which can be used by the organization's managers. All organizations announce first the vacancies inside organization in order to fill specialized and semi-specialized jobs. In case they could not find required and qualified workforce inside the organization, the managers will refer to all other staffing resources. However, for staffing at the level of managers and supervisors, they will refer first to specialized publications and then to current workforce. It is possibly because at the management level, it would be better to try first employing new individuals and ideas in order to foster development in the organization and secondly using available workforce (Abtahi, 2013).

a) Internal resources: staffing through use of internal resources is said to the provision of required workforce using available workforce of the organization, which is performed by replacement, promotion, reassignment, re-employment of former employees, etc.

The use of available workforce in the organization to fill higher positions is indeed like organization's return on investment in staffing, selection and training of the employees (Saadat, 2012). The methods of staffing inside the organization include notification of vacancies, job offers by the employees, job rotation, training promotion, appointment or reemployment of the former staff (Doaayie, 1995).

The advantages of staffing inside the organization are as follows:

- Provoke and motivate the workforce by increasing one's level of knowledge, skill and behavior type in order to occupy higher positions in the organization.
- Enhancement of commitment and a sense of loyalty to the organization in the workforce and reduction of job dissatisfactions.
- Increasing the morale and hope in the workforce for their future and accordingly fostering a sense of adhesion and greater interest.
- Reduction of staffing, recruitment and selection costs as well as training costs in order to have less training.

- Familiarity of available workforce with the organization's policies.
- Deep understanding of the organization of the available workforce's potential and actual potency that leads to a more reliable and appropriate selection.
- Reduction of danger and risk of introducing unknown people to the organization.

The disadvantages and shortcomings of staffing inside the organization consist of:

- Prevention of the entrance of the workforce with new thoughts and ideas.
- Enhancement of informal communications in the organization.
- Preventing the entrance of young workforce to the organization that leads to reduce mobility of the employees inside the organization.
- The possibility to reduce quality and quantity of the provided goods and services.
- Dissatisfaction among other employees who were not promoted.

b) External Resources: once the needs of organization are high and there is not a lot of vacancies like during rapid development and expansion of the organization when internal resources are insufficient, staffing will be done through external resources including attraction of uninvited applicants, recruitment agencies and other approaches such as advertisement, referring directly to universities and related organizations, etc. (Harvey Brasler, 1969). The external resources of workforce mean qualified individuals who are working in other organizations or ones entered recently to the labor market. The methods of staffing outside organization include uninvited applicants, recruitment agencies, employment ads, use of labor organizations, recommendation and introduction of the organization's employees, establishment of staffing offices in colleges and schools (Mirsepasi, 2012). Indeed, it may be said that advantages and disadvantages of staffing outside organization is actually reverse to that inside the organization.

However, it seems that adopting staffing inside and outside organization depend more on the conditions and circumstances of organization and its degree of efficiency. For example, in case an organization is sufficiently efficient and has no problem to achieve its goals, it might be better to find staff inside organization and if the organization were not sufficiently effective and efficient, it would be better to provide staff outside organization (Abtahi, 2013). It is assumed that staffing process as well as compliance with existing criteria will attract qualified individuals at the right time and within a legal framework based on short-term and long-term benefits of the employee and the organization. The studies conducted in the field of staffing methods were consistent merely in the weakest and less effective methods and there is no consensus over the best method. As a result, what is revealed by the performed studies is that choices for adoption of staffing methods possibly depend on the general strategic composition of the organization. In fact, some investigations (Miles & Snow, 1978; Olian & Rynes, 1984: 170) indicate that organizations with aggressive strategies compared to ones with defensive strategies, make their staffing attempts likely over a greater number of staffing and rely more on informal staffing method (such as direct reference of job applicants) than external organizations within this composition. In the same way, selection of staffing methods might be related to the compliance level of the organization with the orientation in employing market-based internal workforce in comparison with external workforce market and the level of organization's dependence on the process control compared to output control and the yield (Abbaspour, 2008).

Selection Process

The selection is a stage to accept or reject job applicants' demands so that the most qualified and best individuals among them. High expenses of training, go-slow, low quality of work and finally low level of efficiency in any organization is somewhat resulted by an inaccurate and uncontrolled selection. Moreover, entrance of any new employee with specific affective and educational characteristics into the organization is directly effective in the behavior of other employees and generally in the organization's behavior (Harvey Brasler, 1969). There is a relationship between the selection of employees with the acceptance and rejection of the applicants based on individual differences in the field of knowledge, skills or capabilities. The primary objective is to invest in individual differences, which are considered as the most important for career success. The selection of employees includes prediction of job performance based on one or several variables of individual differences (Peters Greer & Youngblood, 1998). The main objective of the activities carried out in selection process through a variety of stages is to reduce the possibility of wrong selection and to increase the possibility of right selection. In other words, it is the identification and selection of the best people among applicants for organizational jobs. The effective selection methods as a function of essential contingency features might be different (Terpstra & Rozell, 1993). The selection procedure changes in different organizations depending on the size and capacity of the organization, the number of candidates and job importance. One of the methods used for selection is an approach offered by Rychard Aurbruk as follows:

A) Acceptance of candidates: it is determined in this stage to what extent the applicant is qualified. Today, a resume is usually prepared instead of filling out an application form that can be misleading.

B) Preliminary interview: the purpose is a preliminary study for corresponding the applicant's characteristics with the job qualifications.

C) Preparing job application form: it is one of the appropriate ways to collect quickly some accurate data about the applicant experiences. Indeed, in case the resume is complete, this procedure would be considered as done.

D) Employment test: it is taken usually to evaluate potential and actual capabilities of the candidates as well as coordination of their personality with the organizational culture and the type of related jobs (Mirsepasi, 2012). There are a great variety of employment tests which are classified as follows:

1- General intelligence test (cognitive or general test): they measure mental capability of the individuals and are taken to ensure accuracy, transmission speed and distinction power in the applicant; this test and its scores vary for different jobs and organizations.

2- Aptitude test: a specific capability in a special area or course is measured; in other word, the competence and success of the applicant in a specified job or training will be forecasted by the aptitude test.

3- Skills test (motor and physical ability test): capabilities of the people can be distinguished by this test; the rate of information, speed and accuracy in work varies in different jobs.

4- Personality test: it measures mental and motivational abilities, interpersonal relationships, introversion, extraversion, stability, etc. This test is used due to determine the rate of correspondence of personality types with the nature of works and organizational characteristics.

As reported by an employment agency, most of Japanese companies focus mainly on the correspondence between the candidates' personality and organization's character (88.7 percent of the companies requesting the employment) next to the personality factor with the candidate's courage (77.5 percent of companies). Perhaps, the secret of success in Japanese companies is that they prioritize the individuals' personality over their expertise and this is one of the points almost overlooked in the third world countries due to low level of skill and lack of HR with high expertise. Thus, it has been attempted to compensate reciprocal contradiction between the individual's personality and the organization through payment; the author believes that such method will never work (Mirsepasi, 2012).

5- Interests test: this type of test is taken to determine the rate individuals' interest in their job, because different studies show that there is a direct relationship between the individuals' interest and their motivation in working.

E) General interview: in fact, interview is a procedure to obtain further information and to examine the applicants' responses to oral and unexpected questions. Employment interviews are used to access some information about the applicant; so it should not be mistaken with a trial and must be carried out in a relaxed and friendly environment. Interviews may be divided into two types based on the questions posed:

1- Situational interview: it evaluated the candidate's capabilities in a way to forecast the type of applicant's behavior in a specific and desired situation.

2- Behavioral interview: the applicant is asked to explain one of his/or behaviors in a specific situation in the past.

F) Local investigations: it aims to ensure the contents in application form and the applicant's honesty.

G) Physical tests and medical investigations: these tests are conducted at the last stage of selection due to high costs for:

- Ensuring physical health of the candidate on the arrival to the organization
- Ensuring required physical fitness for the job in question.
- Establishment of a basis for further examinations.

H) Appointment: the candidate is appointed in a job based on the collected information proportionate to that job.

Types of appointments:

○ Temporary appointment: it is done for a short period in order to practically ensure that the applicant and the job are compatible.

○ Permanent appointment: it will be arranged after ensuring the applicant's competence.

Socialization Process

It is very important that the employees learn and exercise a behavior, which is right and favorable for organization. However, this learning is not done automatically, and the organization's authorities should provide means for familiarity of newcomers with the environment, rules and principles governing the organization and accustoming to it through strategies they adopt (Decenzo & Robbins, 1996). The socialization is a process by which the employees learn how to make correspondence between new jobs, roles and the organization's culture (Fisher, 1986). The socialization is

a primary training or justification for entering to the organization, i.e. familiarization of employed people with new work and environment that includes:

- Familiarizing the employee with the history of the organization and its policies, regulations, working hours, facilities, etc.
- Introduction of new employee to his/her direct supervisor and colleagues.
- Familiarizing the newcomer with detailed duties and responsibilities.
- Showing the location of organization as well as the places which should be known by new employees such parking, restaurant ...

Any plan which is designed to familiarize the employee with the organization should consider the culture and value system of the organization; because any organization have its own definition for proper and right behavior based on its culture and value system. The, what is considered as good and favorable behavior is different with those in other organizations (Saadat, 2012).

RESEARCH OBJECTIVES

Main objective: to determine the conditions for implementing staffing and adjustment system of HR in GORDP of Khuzestan Province.

Secondary objective 1: to determine the conditions of implementing HR planning index in GORDP of Khuzestan Province.

Secondary objective 2: to determine the conditions of implementing staffing index in GORDP of Khuzestan Province.

Secondary objective 3: to determine the Conditions for implementing selection index in GORDP of Khuzestan Province.

Secondary objective 4: to determine the conditions for implementing socialization index in GORDP of Khuzestan Province.

RESEARCH HYPOTHESES

Main hypothesis: the conditions for HR staffing and adjustment system in GORDP of Khuzestan Province are favorable.

Secondary hypothesis 1: the conditions for implementing HR planning index in GORDP of Khuzestan Province is favorable.

Secondary hypothesis 2: the conditions for implementing the staffing index in GORDP of Khuzestan Province are favorable.

Secondary hypothesis 3: the conditions for implementing the selection index in GORDP of Khuzestan Province are favorable.

Secondary hypothesis 4: the conditions for implementing socialization index in GORDP of Khuzestan Province are favorable.

MATERIALS AND METHODS

The basis for any science is the way to recognize it. The validity and value of any science is based on the methodology used in such science. The methodology is a set of valid (reliable) and systematic rules, instruments and approaches to investigate realities, discover the unknowns and find solutions to problems (Ezzati, 2007: p20). In this study, the current and favorable conditions for staffing and adjustment system of HR strategic management in GORDP of Khuzestan Province is evaluated and some suggestions are offered to improve the current conditions of the staffing and adjustment system of HR strategic management in order to enhance the organizational performance. Therefore, the present study is a descriptive survey research in terms of data collection method and in objective classification, it is considered as an applied investigation. The statistical population of the study consists of 563 persons including the managers, experts and staff working in the central office and all subordinate departments in GORDP of Khuzestan Province. Based on the Cochran formula at the error level of 0.05%, the number of study samples was calculated as 229 subjects. The questionnaires was distributed among 320 persons selected through cluster sampling method, proportionate to the employees in each registry office out of which 276 questionnaires equal to 86% were filled and returned. The collected data were calculated and analyzed at two levels of descriptive and inferential statistics using SPSS 22 software. Preparing the preliminary questionnaires, the researcher determined their validity using Cronbach Alpha coefficient as 0.863 for 276 questionnaires indicating high reliability of the measuring instrument.

RESULTS

Descriptive statistics of items related to HR staffing and adjustment system

Based on the data collected from questionnaires, the frequency of responses to indexes constituting the Staffing and Adjustment System of HR Strategic Management were calculated.

Table 1: the frequency of responses to the items related to HR staffing and adjustment system

#	items	Very good	good	No comments	Bad	Very bad	Sample quantity	Missing data	Mean	SD
1	There is a close relationship between the organization's goals and plans with the values and expectations of human resources	36	109	62	48	16	271	5	3.37	1.101
2	Appropriate measures are taken in this organization to identify and employ qualified people	3	32	80	64	95	274	2	2.21	1.079
3	The managers of the organization are prospective to HR issues	1	25	74	83	88	271	5	2.14	0.991
4	Staffing in this organization is affected by environmental factors (economic, social, technological and governing rules and regulations).	20	108	82	51	14	275	1	3.25	1.007
5	The organization has certain plans, policies and procedures to forecast shortage or excess of the workforce	26	67	73	76	32	274	2	2.92	1.170
6	The process of staff selection in the organization leads to identification and attraction of the most competent people	39	88	63	64	22	276	0	3.21	1.181
7	The process of new hired employees' familiarization with the organization will provide them with some information about the service location (places of supply, facilities.)	1	23	78	68	104	274	2	2.08	1.015
8	To fill the vacancies, the organization will apply promotion policy and internal resources before searching external resources.	22	102	70	40	32	276	0	3.22	1.182
9	In selection process, electors consider the competence of the applicants and do not seek their personal benefits	30	92	89	44	20	275	1	3.25	1.079
10	There is no good image of the workforce required by the organization in the future.	21	66	100	57	29	273	3	2.97	1.089
11	The process to familiarize the newcomers to the organization is proportionate to its culture and value system.	1	19	95	86	71	272	4	2.24	0.932
12	The staffing process in the organization leads to identify and employ the best people.	19	94	78	52	30	273	3	3.07	1.119
13	In this organization, staffing and selection is performed by interview committees.	52	126	61	19	13	271	5	3.68	1.016

Table 2: descriptive data of the responses related to indexes of HR staffing and adjustment system

#	Indexes of HR staffing and adjustment system	Number of items	Range of scores	Sample quantity	Missing data	Mean	SD
1	HR planning	4	1-5	276	0	2.8560	0.79837
2	Staffing	4	1-5	276	0	2.9423	0.81428
3	Selection Process	3	1-5	276	0	3.3768	0.87682
4	Socialization process	2	1-5	276	0	2.1594	0.86442
Total		13	1-5	276	0	2.8957	0.64987

According to the data in tables (1) and (2), mean of score of HR staffing and adjustment system was calculated as 2.90 with the standard deviation of 0.650. Among the indexes of this system, the highest score is related to selection process with the mean as 3.38. The lowest mean of scores to the responses were related to socialization process as 2.15. In the meantime, the highest cohesion and consensus between the responses is related to planning index with SD as 0.798 indicative the higher reliability of the responses and the greatest disagreement was on the selection process with SD as 0.877 suggesting the lower reliability of responses. Thus, considering the calculated mean, it can be acknowledged that socialization, planning indexes have unfavorable conditions, respectively, and they can be suggested as a weakness of HR staffing and adjustment system in the general Office for the registration of deeds and properties in Khuzestan province.

Research Inferential Statistics

A test for normality of collected data, using Kolmogorov-Smirnov test

To apply statistical techniques, first normality or abnormality of the collected data distribution should be clarified. In case data distribution is normal, parametric tests will be used to examine the research hypotheses. If data distribution is abnormal, non-parametric tests are utilized. Therefore, Kolmogorov-Smirnov test is applied to determine normality or abnormality of data distribution as follows:

H₀: the data distribution is normal.

H₁: the data distribution is abnormal.

Table 3: Data normality Test

System	Sample quantity	Mean	SD	Absolute value of max. deviation	Max. Positive deviation	Max. negative deviation	Test statistic value	Sig value
HR staffing and adjustment	276	2.8957	0.64987	0.045	0.045	-0.038	0.045	0.200

Considering the results achieved by this study as shown in table (3), since the significance level of HR staffing and adjustment system is greater than 0.05, the data are said to be normally distributed.

Testing the main hypothesis

The conditions for HR staffing and adjustment in GORDP of Khuzestan Province is favorable.

Statistical assumptions:

H₀: (null hypothesis): $\mu \geq 3$

Mean value of the conditions for implementing HR staffing and adjustment system is at least 3 (favorable).

H₁: (Alternative hypothesis): $\mu < 3$

Mean value of the conditions for implementing HR staffing and adjustment system is less than 3 (unfavorable).

Table 4: descriptive conditions for implementing HR staffing and adjustment system

System	Sample quantity	Mean	SD	Standard error of the mean	Lower	Upper
The conditions for implementing HR staffing and adjustment system	276	2.8957	0.64987	0.03912	1	4.38

Table 5: significant test for mean difference of the conditions for implementing HR staffing and adjustment system

The result of One-Sample test with the test value =3						
	T	Degree of Freedom (DF)	Sig. (2-tailed)	Mean difference	95% confidence level of difference	
					Lower	Upper
The conditions for implementing HR staffing and adjustment	-2.667	275	0.008	-0.10434	-0.1813	-0.0273

The results of the above hypothesis shows that at the confidence level of 95%, if the significance level as 0.008 is divided into 2 in order to convert it to a sequence, the significance level of 0.004 that is less than error level as $\alpha = 0.05$ means that the observations are not sufficient to confirm Hypothesis H_0 indicating that the conditions for implementing HR staffing and adjustment system in GORDP of Khuzestan Province is not favorable (higher than 3). However, as t-statistics value of -0.667 that is less than critical value of -1.645 and is in the critical area of the test and in other words, test statistics lies in H_1 area, though t-value is negative, the general result of the study can be explained so as the conditions for implementing HR staffing and adjustment system in GORDP of Khuzestan Province is unfavorable, considering the observed mean of the population (2.90).

Testing Secondary Hypothesis 1

Table 6: descriptive conditions for implementing planning index of HR staffing and adjustment system

Indexes of HR staffing and adjustment system	Sample quantity	mean	SD	Mean error level	Lower	Upper
HR planning	276	2.8560	0.79837	0.04806	1.00	4.50

Table 7: Significance test mean difference for planning index of HR staffing and adjustment system

The result of One-Sample test with the test value =3						
Indexes of HR staffing and adjustment system	T	Degree of Freedom (DF)	Sig. (2-tailed)	Mean Difference	95% confidence level of difference	
					Lower	Upper
HR planning	-2.997	275	0.003	-0.14402	-0.2386	-0.0494

The results of the secondary hypothesis 1 at the confidence level of 95% shows that considering the significance level as 0.003 for index of HR planning which is less than error level as $\alpha = 0.05$, the observations are not sufficient to confirm Hypothesis H_0 indicating that the conditions for implementing HR planning in GORDP of Khuzestan Provinces favorable (higher than or equal to 3). However, as t-statistics value of -2.997 that is less than critical value of -1.645 and is in the critical area of the test and in other words, test statistics lies in H_1 area, though t-value is negative, the general result of the study can be explained so as the conditions for implementing HR planning and socialization in GORDP of Khuzestan Province is unfavorable, considering the observed mean of the population (2.86).

Testing Secondary Hypothesis 2

Table 8: descriptive conditions implementing the staffing index of HR staffing and adjustment system

Indexes of HR staffing and adjustment system	Sample quantity	mean	SD	Mean error level	Lower	Upper
Staffing	276	2.9423	0.81428	0.04901	1.00	5.00

Table 9: Significance test mean difference for staffing index of HR staffing and adjustment system

The result of One-Sample test with the test value =3						
Indexes of HR staffing and adjustment system	T	Degree of Freedom (DF)	Sig. (2-tailed)	Mean Difference	95% confidence level of difference	
					Lower	Upper
Staffing	-1.177	275	0.240	-0.05767	-0.1542	-0.0388

The results of the above hypothesis at the confidence level of 95% shows that if the significance level as 0.240 is divided into 2 in order to convert it to a sequence, the significance level of 0.120 that is higher than error level as $\alpha = 0.05$ means that the observations are sufficient to confirm Hypothesis H_0 indicating that the conditions for implementing the staffing index in GORDP of Khuzestan Province is favorable (higher than or equal to 3). However, as t-statistics value of -1.177 that is higher than critical value of -1.645 and is in the critical area of the test and in other words, test statistics lies in H_0 area, though t-value is negative, the general result of the study can be explained so as the conditions for implementing the staffing index in GORDP of Khuzestan Province is favorable, considering the observed mean of the population (2.94).

Testing Secondary Hypothesis 3

Table 10: descriptive conditions for implementing the selection index of HR staffing and adjustment system

Indexes of HR staffing and adjustment system	Sample quantity	mean	SD	Mean error level	Lower	Upper
Selection	276	3.3768	0.87682	0.05278	1.00	5.00

Table 11: Significance test mean difference for selection index of HR staffing and adjustment system

The result of One-Sample test with the test value =3						
Indexes of HR staffing and adjustment system	T	Degree of Freedom (DF)	Sig. (2-tailed)	Mean Difference	95% confidence level of difference	
					Lower	Upper
selection	7.140	275	0.000	0.37681	0.2729	0.4807

The results of the secondary hypothesis 3 at the confidence level of 95% shows that if the significance level as 0.000 that is less than error level as $\alpha = 0.05$ means that the observations are sufficient to confirm Hypothesis H_0 . However, considering the positive lower and upper limit, it means that the conditions for implementing the selection index in GORDP of Khuzestan Province are favorable (higher than or equal to 3). However, given the observed mean of population (3.38), it may be stated that the selection index in GORDP of Khuzestan Province is favorable.

Testing Secondary Hypothesis 4

Table 12: descriptive conditions for implementing the socialization index of HR staffing and adjustment system

Indexes of HR staffing and adjustment system	Sample quantity	mean	SD	Mean error level	Lower	Upper
Socialization	276	2.1594	0.86442	0.05203	1.00	4.50

Table 13: Significance test mean difference for socialization index of HR staffing and adjustment system

The result of One-Sample test with the test value =3						
Indexes of HR staffing and adjustment system	T	Degree of Freedom (DF)	Sig. (2-tailed)	Mean Difference	95% confidence level of difference	
					Lower	Upper
Socialization	-16.155	275	0.000	-0.84058	-0.9430	-0.7381

The results of the secondary hypothesis 3 at the confidence level of 95% shows the significance level as 0.000 that is less than error level as $\alpha = 0.05$ means that the observations are not sufficient to confirm Hypothesis H_0 indicating that the conditions for implementing socialization index in GORDP of Khuzestan Province is not favorable (higher than or equal to 3). However, as t-statistics value of -16.155 that is less than critical value of -1.645 and is in the critical area of the test and in other words, the test statistics lies in H_1 area, though t-value is negative, the general result of the study can be explained so as the conditions for implementing socialization in GORDP of Khuzestan Province is unfavorable, considering the observed mean of the population (2.16).

Friedman Test

To examine the goodness of fit for variables ranking from the respondents' standpoint, Friedman test is used: Goodness of fit for the significance of the indexes of HR staffing and adjustment system

Table 14: Goodness of fit test for the indexes of HR staffing and adjustment

Sample Size	Chi-square statistical value	Degree of Freedom	Significance Level (Sig)
276	275.999	3	0.000

Table 15: The ranking mean of indexes of HR staffing and adjustment system

HR planning	Staffing	Selection Process	Socialization Process
2.48	2.54	3.38	1.60

Considering the significance of rankings difference according to table (8) and the data shown in table (9) shows that socialization process (with ranking mean of 1.60) takes on higher importance than selection index (with ranking mean of 3.38). However, the importance of other indexes cannot be judged.

CONCLUSION AND SUGGESTIONS

The main hypothesis expresses that the Conditions for implementing HR staffing and adjustment system in GORDP of Khuzestan Province is favorable. According to the results achieved by the means difference test (t-test) at the confidence level of 95%, the observed mean of population (2.90) for this hypothesis was not confirmed. The results obtained through Friedman test indicates that from the respondents' viewpoint, the indexes of HR staffing and adjustment system do not assume equal significance and socialization process (with ranking mean of 1.60) takes on

higher significance. Investigating the mean of indexes of HR staffing and adjustment system in GORDP of Khuzestan Province, the following results were achieved:

- The mean of HR planning is 2.86;
- The staffing mean is 2.94;
- The mean of selection process is 3.38;
- The mean of socialization is 2.16;

They suggest that indexes of HR staffing and adjustment system are favorable at a level lower than the favorable mean (mean =3) and the socialization index lies at the lowest level. However, the selection index with the mean of 3.37 had a favorable performance.

Based on the investigations performed, there is no plan to familiarize and justify the employees at the beginning with the policies, rules and principles governing the organization, introduction of the duties and to the heads and colleagues. Since the respondents' comment on the item asking whether the managers of the organization are prospective to HR issues or not, has a mean of 2.14, no compiled and continuous plan was implemented to attract and employ new workforce and to use the available HR correctly so that if some available employees leave the organization without planning, routing operation is interrupted and the staffing process will mostly lead to the waste of time and cost for replacement of the workforce. The results of the previous studies are indicative of a gap between the current conditions of HR staffing and adjustment system in GORDP of Khuzestan Province and the favorable conditions. Considering the comments of the employees, the results achieved through testing the secondary hypothesis 1 is true about this issue. The results of this study is consistent with the results of the investing at ion conducted by Abbaspour (2002) in which no document was found suggesting that the university enjoys strategic orientation in its plans, decisions and measures related to HR management. Therefore, it can be argued that such hypothesis is supported by a strong theory.

Considering the results achieved by this investigation, in order to reduce the gap between the current conditions and favorable conditions of HR strategic management of staffing and adjustment system as the most valuable strategic capital in GORDP and, with respect to the weakness existing in the indexes of planning and socialization, it is suggested to develop a comprehensive project in the form of a research project, having a long-term perspective on the workforce and to familiarize the newcomers with the organizational principles, duties and the colleagues, in order to match the current conditions with favorable conditions for HR staffing and adjustment system. Establishing the expertise scopes of HR planning and employment affairs management, wasted of time and cost for replacement of new employees are prevented.

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