

# The Impact of Human Resource Planning on Strategic Goals of Companies

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**Abstract:** Today's world, especially the world of companies, is undergoing significant and continuous changes and transformations. All dimensions of companies, from internal to external environments, from human to non-human factors, are rapidly transitioning from one state to another. In today's competitive world, one of the important tools for creating transformation, ensuring the survival of a company, and achieving desired goals and missions is the human element. This research aims to examine the impact of human resource planning on the strategic goals of the company (case study: Exon Group). The research population includes all employees of Exon Group in Tehran, totalling 360 individuals. Structural equation modelling was used to test the hypotheses, and the software used in this study includes SPSS version 22 and Smart PLS version 2. The research findings indicate that human resource planning has a significant impact on the strategic goals of the company.

**Keywords:** human resource planning; strategic goals of the company

## 1 INTRODUCTION

Human resources are considered the key to achieving the company's goals in every organization and provide new ideas for innovation and prosperity in production. Human resources enhance the performance of the company and play a fundamental role in creating continuous competitive advantage and increasing productivity. In a time when human resources are valued and considered the most strategic resource of companies, and when other company resources and even advanced technologies are deemed incapable without the presence of knowledgeable human resources, companies face numerous challenges in attracting and retaining competent employees with various skills and expertise [1].

Human resource management in project-based organizations is a relatively unfamiliar subject that can serve as the foundation for organizational success and competitive advantage. Axon Group, as a contractor in the field of construction and technical and mechanical installations, is not exempt from this rule and requires the implementation of a human resource management approach that supports this unique structure. Human resource management in this company is approached as a multifaceted perspective [2].

It encompasses the set of processes required for the effective utilization of the personnel involved in project execution, including supervisors, workers, executives, experts, and labourers. Given the increased competition in the job market, rising costs of human resources, and the dynamics and complexity of changes, the lack of proper efficiency in human resources can lead to significant costs and project failures [3].

Therefore, investigating this issue is essential. In light of the aforementioned points, the objective of this research is to examine the impact of human resource planning on the strategic objectives of the company (case study: Axon Group)

## 2 THEORETICAL FOUNDATIONS AND A REVIEW OF BACKGROUND LITERATURE

Literature and research background: In the competition of the 21<sup>st</sup> century, where traditional competitive mechanisms are less effective, companies are constantly searching for newer resources of competitive advantage, and one of the most crucial resources is human resource management. In agile organizations, human resources are the primary source of productivity. Today, human resource units within organizations have gained special importance. These units play the most strategic roles within the organization. Strategic human resource management refers to all activities that effectively influence individuals' behaviour in designing and implementing the organization's strategic needs [4, 5].

In the field of the subject of this article, various research has been conducted, including the following: Javanmardi and Hamkaran (2019) investigated "Explaining the ISM method for determining strategic objectives and increasing the performance of strategic management for organizations to achieve agility." The results showed that managers can accurately determine their strategic objectives and define the path and method of achieving them using this information. Hopefully, the results of this study will prove beneficial. Mohammadi (2018) examined "The relationship between employees' individual goals and the achievement of strategic objectives in Isfahan Iron Melting Company." The results of descriptive and inferential data analysis based on the Pearson correlation coefficient and regression showed a relationship between employees' individual goals and the achievement of strategic objectives in the organization [6].

The researchers and colleagues (2017) examined the "Human Resource Planning Process." Their findings indicated that considering the role and importance of human resources in organizational development and success, human resource planning can play an effective role in achieving efficient and desirable human resource utilized [7].

Dabaron and Venderila (2019) investigated the "Evaluation of the Impact of Human Resource Planning Programs on Strategic Objectives of Companies: Organizational Outlook". The results showed that human

resource planning, including workforce planning and succession planning, yielded better results in achieving strategic objectives of the company. Succession planning, employee programs, and talent management strategies enhanced the efficiency of the company. Job analysis and design had no significant impact on achieving strategic objectives of the organization. [8, 9]

Akhar and colleagues (2017) examined "Knowledge Management and Human Resource Planning Systems: Complementary or Contradictory?" The results showed that human resource planning had no positive effect on operational performance but had a precedence over knowledge management. Additionally, the results demonstrated that knowledge management had a positive impact on operational performance, acting as a mediator between the relationships of human resource planning and operational performance. Finally, path analysis revealed a positive relationship between operational performance and financial performance. [10]

Pedro Rovio (2017) explored "Organizational Resource Planning and the Value of Customer Relationship Management". The results indicated that human resource planning systems were a valuable asset for business value, but it was found that the impact of customer relationship management systems on business value was not significant. The integration of systems as an intermediary between human resource planning and customer relationship management was not prominently visible, but it had a positive and noticeable impact on business value. [11]

### 3 RESEARCH METHODOLOGY

The present research aims to investigate the "Impact of Human Resource Planning on Strategic Objectives of the Company (Case Study: Axon Group)". Therefore, the research methodology employed is practical.

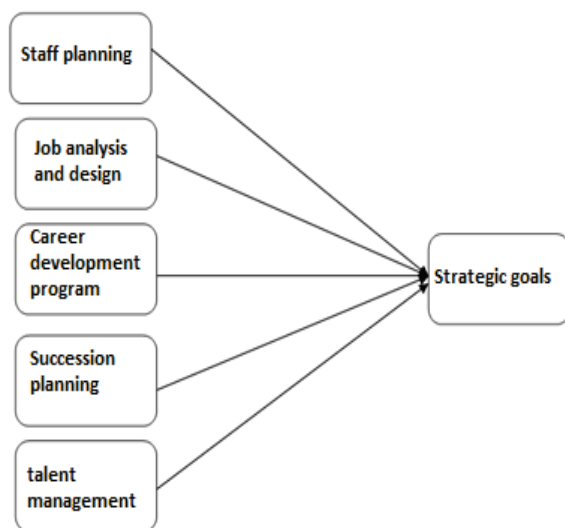


Figure 1 Conceptual Model of the Research

The main objective of this research is to examine the impact of human resource planning on the strategic

objectives of the company. Based on this objective, the following hypotheses have been considered:

- Human resource planning has a significant impact on the strategic objectives of the company.
- Workforce planning has a significant impact on the strategic objectives of the company.
- Job analysis and design have a significant impact on the strategic objectives of the company.
- Career development programs have a significant impact on the strategic objectives of the company.
- Succession planning has a significant impact on the strategic objectives of the company.
- Talent management has a significant impact on the strategic objectives of the company.

These hypotheses will be tested using appropriate data analysis techniques and statistical tools. The research methodology will involve collecting relevant data, conducting interviews or surveys, and analysing the gathered information to draw meaningful conclusions.

### 4 RESULTS AND ANALYSIS

This article utilizes descriptive and inferential statistical analysis to analyse questionnaire data. Descriptive statistics include frequency tables, means, standard deviations, and variances. For inferential statistics, a structural equation modelling (SEM) approach is used to test hypotheses. The software used for data analysis includes SPSS version 22 and SmartPLS version 2 [12].

In order to employ parametric statistical techniques, the distribution of variables should be normal, which is tested using the Kolmogorov-Smirnov test. Based on Tab. 1, which relates to the Kolmogorov-Smirnov test, it can be observed that the obtained significance level for each variable is higher than 0.05. As a result, the null hypothesis is accepted. Therefore, the research variables in the examined sample have a normal distribution. Hence, parametric methods can be used to investigate the research hypotheses.

H0: Research variables have a normal distribution.

H1: Research variables do not have a normal distribution.

Table 1 Kolmogorov-Smirnov test

Variables	Quantity	Significance Level
Strategic Objectives	186	0.645
Employee Planning	186	0.000
Analysis and Design	186	0.317
Job Development Program	186	0.148
Succession Planning	186	0.209
Talent Management	186	0.264

By using this approach, it is possible to determine the significance of the relationship between research variables. In this case, meaningful numbers will be those that fall outside the range (1.96 and -1.96). This means that if a value in the t-test falls between 1.96 and -1.96, it will be considered insignificant [13].

The results obtained from the application of inferential methods in the form of structural equation models are presented [14, 15].

Employee Planning has a significant impact on strategic objectives. Based on the research model with significant

numbers, it can be observed that the t-statistic between the variable Employee Planning and strategic objectives is equal to 2.480. Since this value falls outside the range [1.96 and -1.96], this hypothesis is confirmed [16].

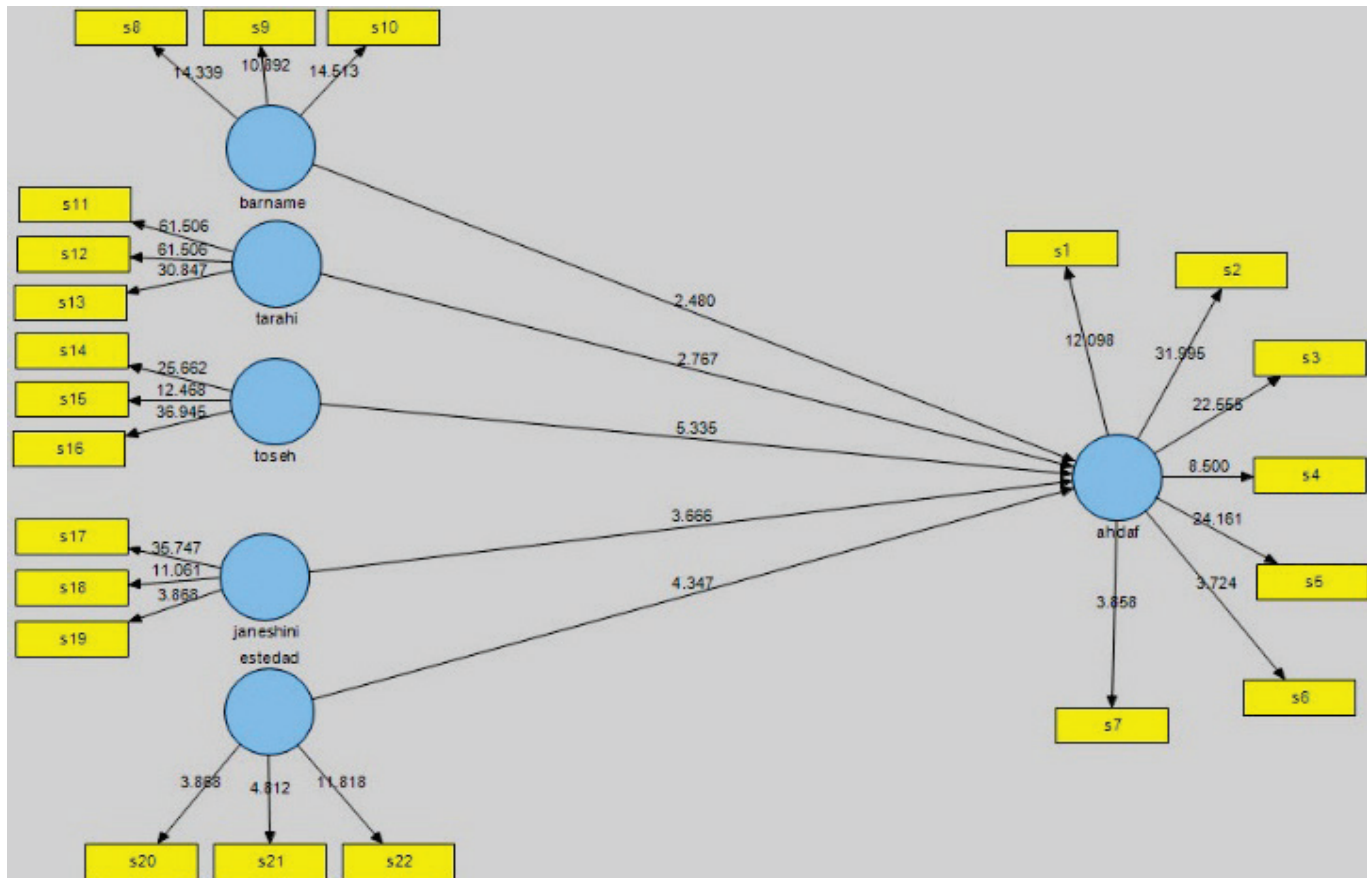


Figure 2 Research Model Test (Significant Numbers)

Job Analysis and Design has a significant impact on strategic objectives. Based on the research model with significant numbers, it can be observed that the t-statistic between the variable Job Analysis and Design and strategic objectives are equal to 2.767. Since this value falls outside the range [1.96 and -1.96], this hypothesis is confirmed [17].

Job Development Program has a significant impact on strategic objectives. Based on the research model with significant numbers, it can be observed that the t-statistic between the variable Job Development Program and strategic objectives is equal to 5.335. Since this value falls outside the range [1.96 and -1.96], this hypothesis is confirmed [18, 19].

Succession Planning has a significant impact on strategic objectives. Based on the research model with significant numbers, it can be observed that the t-statistic between the variable Succession Planning and strategic objectives is equal to 3.666. Since this value falls outside the range [1.96 and -1.96], this hypothesis is confirmed [20].

Talent Management has a significant impact on strategic objectives. Based on the research model with significant numbers, it can be observed that the t-statistic between the variable Talent Management and strategic objectives is equal

to 4.347. Since this value falls outside the range [1.96 and -1.96], this hypothesis is confirmed [21].

## 5 CONCLUSION

The hypothetical results of the present study are summarized below:

Hypothesis 1: Employee planning has a significant impact on the strategic goals of the company. Partial least squares analysis results showed that employee planning has a statistically significant impact on strategic goals with a path coefficient of 79.7%.

Hypothesis 2: Job analysis and design have a significant impact on the strategic goals of the company. Partial least squares analysis results showed that job analysis and design have a statistically significant impact on strategic goals with a path coefficient of 85.3%.

Hypothesis 3: Job development programs have a significant impact on the strategic goals of the company. Partial least squares analysis results showed that job development programs have a statistically significant impact on strategic goals with a path coefficient of 48.9%.

Hypothesis 4: Succession planning has a significant impact on the strategic goals of the company [22]. Partial least squares analysis results showed that succession planning has a statistically significant impact on strategic goals with a path coefficient of 74.7%.

Hypothesis 5: Talent management has a significant impact on the strategic goals of the company. Partial least squares analysis results showed that talent management has a statistically significant impact on strategic goals with a path coefficient of 42.4%. Based on the results obtained from the data analysis, the following actionable recommendations can be proposed [23]:

Having a business plan that defines the scope, advantages, resources, costs, risks, and time frame of the proposed strategies is crucial and mandatory. This will focus individuals on the benefits of the work. There should be a clear and explicit model to determine how the organization should operate behind the implementation efforts. Having a suitable business plan simplifies the work and affects the implementation of the project [24].

Recognizing individual differences (people have different characteristics, and they should not all be treated the same) [25].

Performance evaluation should focus on determining and measuring individuals' performance and the process of carrying out the work, rather than relying on personal attributes and qualities [26].

Employees and members of the organization should have clear goals, and the performance outcomes resulting from their actions towards those goals should be presented to them.

Pay attention to the importance of strategic planning in the organization, and the development of an appropriate strategy, employing organizational factors such as knowledge management and considering it in the planning process. Organizations need to understand how to utilize knowledge as a valuable and strategic resource for excellence and success [27].

Strategic human resource activities within long-term programs create the necessary platform and environment for the emergence, promotion, and encouragement of creative thinking among employees and managers.

To strengthen strategic human capital within the organization, experienced and retired individuals can be utilized as mentors, identify strategic positions within the organization, and improve this matter through continuous measurement of employees' competency levels and the use of programs.

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