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STUDY OF RELATIONSHIP BETWEEN BEHAVIORAL ATTRIBUTES OF STRATEGISTS AND DEVELOPMENT OF HUMAN RESOURCES

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ABSTRACT

This research aims to study of relationship between strategist behavior and development of human resources based on Davis and Luthans interactional and dynamic model. This research was done in 8th district of Gas transferring company. 140 responders answered the 10 minutes questionnaire. SEM was used to Data analysis. The result showed that there are meaningful relationship between strategist behavior (self-controlling, self-adaption, foreseeing, productivity, and risk ability) and human resource development.

Keywords: *Strategist, Behavioral Attributes, Human Resource, Dynamic Model*

INTRODUCTION

These days, chosen human resources strategies and integration between this strategies and organizational strategies is a big challenge for managers (Shahjahan, 2004). Selecting, implementing, and evaluating steps need manager's endeavor. Considering attitude and behavioral attributes of organization internal or external strategist influence development and learning of the most important resource of organization-human resources. Also it needs involving of human resources as a resource that has great potential-thinking ability, creativity, idea generating and innovation. Aligning of strategies and approach of human resource with organization strategy is very important to interact with environment for a dynamic organization. There are three ways to align human resources strategies with organization stagiest:

- 1- Increasing business flexibility in confrontation against environment changes.
- 2- Providing customer need in better way.
- 3- Implementing effective strategy for financial function.
- 4- Collaborating of Human resources in process of strategy selecting and policy making.

Davis and Luthans consider social learning model as continuous and bilateral interaction between strategist and human resource in dynamic setting (Luthans, 2011).

Strategist is someone who able to make diction for organization by using fundamentals, principals and strategic tools. Someone who able to thinking for long term, foreseeing future event and trend, analysis of the possible scenarios by probable action and reaction of other organization and environment evens (Fred, 1999).

Strategist are recruited as a managements or consultants in organization- they collect and analysis information, pursue of competitive trend, design foreseeing model and evaluate threat –strength of organization .Strategist have own especial attitude, values, moral principles, risk tolerance, feeling of social responsibility, and leadership style. Strategist is and they are him-self motivation for implementing them. Strategists are responsible about strategic decisions, strategic planning, implementing of strategies. Also they have to create future instead of foreseeing it.

Professor Montgomery believes that strategist should give meaning to business, be agent of business. Strategists link environment and business. This link build based on clarity and realism also it must be done in sensitive way. Occasionally, faces to uncertain situation make new insights emerge. These insights provide new solutions in designing and defining goals and help to recognition of company potential. Most of individuals who experience such situations, believe that these situation are meaningful opportunities in his/her life and business (Montgomery, 2012).

Michelle porter believes that motivation, capability of human resources in a business and quality of applying them could be important competitive advantage (Armstrong, 2006). Schuler (1992) describe

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human resource strategic management as effective activities on individual behavior for motivating them. Writh and Mac Mahan (1992) also define human resource strategic management as a planned allocation pattern of human resource and doing activities for helping organization to reach its goals.

Strategic management of human resources is a way to making decision about goals and plans of organization that consist of; employing, recruitment, training, reward and functional management of personnel. Indeed strategic management of human resource joins human resource management with strategic management of organization (Armstrong, 2006) and it helps human resources to adapt itself with organization changes. Montgomery (2012) believed that individuals who desire to act strategic level should be ready to straggle with this challenge.

Consider to the role of strategist behavioral attributes, the researchers decided to study of relationship between behavioral attributes of strategists and development of human resources. So, researcher surveyed the influence of strategist behavioral attributes' dimensions development of human

MATERIALS AND METHODS

Methodology

This research aims to study of relationship between behavioral attributes of strategists and development of human resources. This study is a survey- descriptive one. 140 personnel of 8th district of Gas transferring company answered questionnaire. This questionnaire has 38 five choice question according to Likert spectrum (completely agree, agree, no Idea, oppose, completely oppose) that accordingly were assigned 1, 2, 3,4and 5. There are 5 question for demographic analysis. Generally this questionnaire has 5 questions about demographic traits include; age, education, marital status, position in organization and experience. Totally this research evaluate by 43 questions.

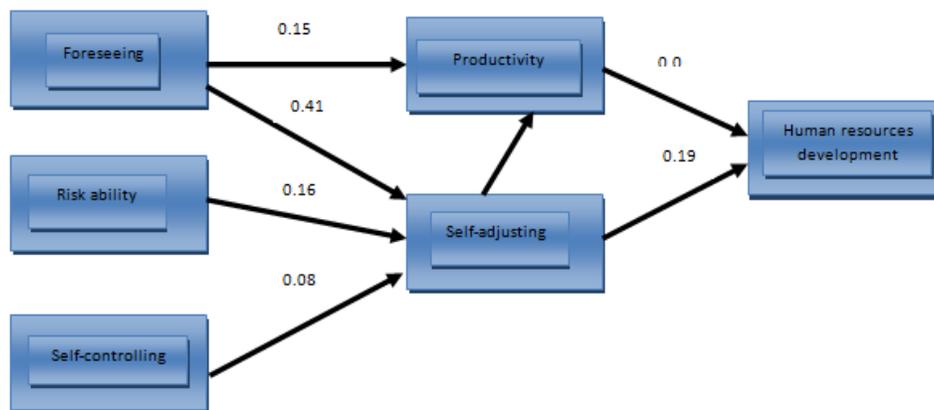
For this study, the validity, reliability and localization were done by the researchers. First, the questionnaire was reviewed by 12 experts. And the questions which concerned to subscales of behavioral attributes of strategists were proved. Then, the cronbach's alpha coefficient was estimated 0.89. Using the obtained questionnaire, data was collected in office. Data was analyzed using structural equation model (SEM).

RESULTS AND DISCUSSION

Results

Path- analysis Model Result

The examination of measurement model was shown in figure 1.



Chi-square=0.75, DF=1, P-value=0.38534, RMSEA=0.001

Figure 1: Path-analysis model of study

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Table 1, shows that significant effect of variable through coefficient greater than 0.02 and T-value more than 4.52 (significant level $P \leq 0.05$).

Table 1: Coefficient in model

Variables	Effectiveness coefficient	error	t-value	result
Foreseeing← productivity	0.15	0.023	12.32	+
Foreseeing← self-adjusting	0.41	0.017	4.25	+
Risk ability← self-adjusting	0.16	0.068	12.10	+
Self-controlling←self-adjusting	0.08	0.025	5.82	+
productivity ← human resources development	0.09	0.019	7.670	+
self-adjusting ← human resources development	0.19	0.039	10.90	+
self-adjusting ← productivity	0.18	0.012	8.40	+

Evaluating of Research Model

Validity of a model depends on its estimated parameters significance. With applying some goodness of fit criteria, the model was investigated. There are lots of structural factors that could be applied to explaining such Chi-square, adjusted goodness of fit index (AGFI); residual mean square roots (RMR) that are used in this study. Based on these results, the effects of strategist’s behavioral attribute on development of human resources are significantly confirmed.

Table 2: Goodness of fit figure for confirming structural modeling

Model Criteria	Model confirming value
Chi-square	8.3
RMR	0.30
RMSEA	0.001
GFI	0.92
AGFI	1
Df	1
Sig.	0.385

Discussion

In first hypothesis of this research, investigation of relation between strategist's self-controlling attribute and human resource development considered. Findings shows in personnel and subordinate point of view, this attribute of organization strategist is effective along side of human resource development. But it is necessary to mention this attribute indirectly through self-adjusting, effect on human resources development of organization.

In second hypothesis relation between strategist self-adjusting attribute and human resource development evaluated. Findings say that, this attribute directly with high coefficient effect on human resources development so it is important attribute for strategist.

In third hypothesis of this research relation between productivity attribute of strategist and human resources development was measured. Based on findings from model it could be said this attribute directly affect on human resources development.

In forth hypothesis of this research relation between risk ability of strategist and human resources development investigated .As it is shown in the model this attribute indirectly through self-adjustment effect on human resources development. Finally in fifth hypothesis foreseeing attribute of strategist and human resources development evaluated .findings says this attribute is necessity for strategist of organization to human resources development. But it should be mentioned that, although this attribute indirectly effect on human resources but first of all this effect is significant (effectiveness coefficient is high), second; this attribute effect on both self-adjustment and productivity attributes of strategist.

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In addition to mentioned outcomes, model shows independent variables effects on each other table (12-4). In such a way that self-adjustment attributes effect on productivity attribute of strategist.

Regarding to first hypothesis and considering that self-controlling is defined as intellectual maturity that one attains by learning (experience and training) so this kind of people do not need external controlling. So it is clear that equipping strategist with this kind of attribute cause that in addition to obtaining knowledge, they will be committed to organization and they do not forget the most important asset of organization this is, human resources and tend to bring necessities for their actualization.

In studies were done by researcher like Stephen (1988), Cohen-Almager (2014) Meso (2005), self-controlling attribute described as effective factor of management .So this attribute is known as obligation to development of human resources. Based on this issue strategists should reinforce this attribute by day by day gaining knowledge and try to achieve intellectual maturity.

Findings from second hypothesis are indicator of positive and strong effect of self- adjustment attribute on human resource development. Findings from other researcher like Cohen-Almager (2014) and Meso (2005) also stress on relation between self-adjustment attribute of strategist and human resources development

Considering above mentioned issues could be said that self-adjustment attribute of strategists is one of the indexes that related to human resources .it is evident that in nowadays business with complicated and nonlinear changing ,unstable frequent situations and broad less competition this attribute is necessary. Though these traits weaken the accuracy of environment foreseeing but it is an obligation to empowering human resources and growing, survival of organization in intensively competitive setting. This also very important factor for enhancing human resource strategies, ability to follow conventions and dynamic environment behavior in harmony with them.

Findings about third hypothesis this is, relation between strategist productivity attribute and human resources shows that this factor has positive effect on human resources development .findings of this research adapt with Ernesto (2003).

Regarding to above mentioned results, productivity attribute of strategist this is, thinking and participation together to achieve efficiency and effectiveness enhance development of human resources and enhance effectiveness of management. Participation and consulting with human forces not only help people believe they are valuable but also help to create motivation accordingly this carry new idea and creativeness for organization.

Result from forth hypothesis show relation between risk ability attribute of strategists and human resource development. Recognition of opportunity in competitive field and discovering of niche market that rivals are unaware about them. In the other hand, for making on time strategic decision and exploiting from opportunity that has very short time once uncertainty in environment is very high so courage in decision making is an obligation. Indeed an individual that do not tolerate risk and seeking for stability are not able to succeed in dynamic world. As a result risk ability is a key attribute for strategist.

Finally finding about fifth hypothesis of this research shows relation between foreseeing attribute of strategist and human resources development. Foreseeing power and long-term vision for decision making and planning provide creative strategies to foreseeing necessary skills for human resources and promotion of them in suitable time.

According to findings, from employee point of view; self-controlling, self-adjustment, productivity, foreseeing and risk ability are among of necessary attributes of organization strategists. Because considering environmental attributes competitive setting; nowadays creating scientific awareness and knowledge promotion, generating balanced scientific behavior, promoting lifestyle socially and economically, creating capability and skills, updating information, creating problem solving techniques scientifically, transferring new knowledge and creative function, enriching and development of job for employee are necessary. For meeting this issues organization strategist should equip him-self with mentioned attributes so that based on that attributes a strategist can implement his mission regarding to human resources as a value able asset of organization and provide a motivating and enjoyable environment that bring for organization creativity and innovation.

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