



Coordination of Human Resource Management Strategy and Organizational Structure: Case study in Mazandaran Power Distribution Company

Mohammad Hossein Asadi Gorji

*PhD student of Management, Ghaemshahr branch, Islamic Azad University, Ghaemshahr, Iran
masadi954@yahoo.com*

Corresponding Author: Mojtaba Tabari

*Associate professor, Ghaemshahr branch, Islamic Azad University, Ghaemshahr, Iran,
mo_tabari@yahoo.com*

Mohammadreza Bagherzadeh

*Assistant professor, Ghaemshahr branch, Islamic Azad University, Ghaemshahr, Iran
dr.mr.bagherzadeh@gmail.com*

Yosef Gholipour Kanani

*Assistant professor, Ghaemshahr branch, Islamic Azad University, Ghaemshahr, Iran
gholipourkanani@yahoo.com*

Abstract

Human resource strategy is a model that addresses policies and procedures related to human resources. The purpose of formulating and implementing a human resources strategy is to link human resource policies and methods with the strategic goals of the company. In such a way that the company can create internal coordination between the human resource subsystems, i.e. integration and coherence, and in addition, create an external (vertical) integration and coordination between the human resources strategy and the company strategy. According to the key role of human resources in creating competitive advantage and necessity of planning for managing these assets, this research wants to identify the strategy of human resources management and other deputies of the company based on strategic reference point approach (SRP) and determining organizational structure of company and units as one of effective factor in implementing strategy. The innovation of the present study is to identify a structure in line with human resource strategies between the existing units in Mazandaran Power Distribution Company. The present study is a survey in terms of purpose and applied in terms of orientation and has been done with a quantitative approach. The statistical population of the research was the experts of the electricity industry, especially the electricity distribution company, which includes managers, deputies and experts. A total of 70 of them responded to the research checklists. In order to collect data and information, library and field methods have been used. For this purpose, documents such as job classification plan and strategic plan of the company have been used. In this study, three checklists have been used: In the first checklist, eight questions were used to identify the variables

of differentiation and cost leadership and six questions were used to identify the variables of employment in the domestic and foreign labor market (manpower supply orientation). A total of 14 questions were designed for the first checklist. In the second checklist of human resource management strategies, it was divided into four strategies: committed specialist, loyal soldier, contractor and contractor. Six questions were asked for each of the mentioned strategies in order to identify the existing human resource systems (actions). Human resource actions were defined and described in the form of job design, recruitment, selection, performance appraisal, training, and finally service compensation. In the third checklist, the organizational structure was divided into machine bureaucracy, professional bureaucracy, bureaucracy, simple structure and independent structure. Three questions were asked for each type of structure and a total of 15 questions were asked to identify the five variables mentioned. In order to analyze the research data, inferential tests and fuzzy logic have been used. KS test is used to determine the normality of the collected data. In order to answer the hypotheses of the present study, appropriate inferential tests such as t-test have been used, the results of which are described below.

For analyzing data, we used statistical methods. Results show human resources strategy has desired state and organizational structure matches for implanting it but some units should be modified in terms of structure and strategy. According to the first hypothesis about business strategy, whenever distinction is based on innovation, reliability and comprehensive customer service and unique competitive capabilities, it will lead to a longer competitive advantage and profitability. The result of the fourth hypothesis showed that the HR strategy in the whole set is consistent with the commitment strategy. Due to the nature of a committed strategy based on hiring young employees, continuous training is considered to become experts in the field. Consistent with the result of the fifth hypothesis, the organizational structure of the whole set corresponds to the professional bureaucracy. The findings of the sixth hypothesis showed that the structure of machine bureaucracy is compatible with the strategies of loyal soldiers and the structure of professional bureaucracy is consistent with the strategies of committed and contractual experts, respectively (optimal situation). Comparing the existing organizational structure and existing strategies from the perspective of employees in the whole set with the matching of organizational structure and preferred strategies from the perspective of experts indicates that there is no significant difference between the current situation and the desired situation in this regard. Although in some units, one of the components of the human resources strategy or organizational structure needs to be modified, but due to the limitations in the data, maintaining the status quo (strategy and appropriate structure) is recommended for the entire power distribution company. Therefore, decision makers in the power distribution company can be advised to act in accordance with the needs of different units, to establish full alignment of human resource strategies and organizational structure, thus considering the maintenance of the status quo. It can be recommended that in order to resolve the conflict of some units, the vision of the organization to get closer to the goals of the conflicting units should be seriously emphasized by all units.

Keywords: Strategy, Human Resource Management Strategy, Organizational Structure, Human Resource Strategy Reference Model, Power Distribution Company.