Designing and Explanation of Human Resources Agility Model in Project-Based Organizations

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Extended Abstract

Introduction

Human resource management in project-oriented organizations is a new issue that has a pivotal role in organizational processes due to the impact on how human resources are absorbed and used. Changing the business environment in today's world persuades organizations to implement their strategies and structures in a way that meets the needs of their customers so that they can deal with these changes and take steps toward organizational agility (Ahammad et al., 2020). In fact, organizational agility is a new paradigm for engineering organizations and competitive enterprises. An agile organization is always ready to learn anything new that will increase the efficiency of taking advantage of new opportunities. The goal of an agile organization is to enrich and honor customers and employees, which basically has a set of capabilities to respond appropriately to changes that occur in the business environment (Darvishmotevali et al., 2020). Pitafi et al. (2018) in their study showed that reward systems, readiness to face problems and changes, speed and simplicity, managerial functions, spiritual and cultural factors, and mutual cooperation are among the factors affecting employee agility from the perspective of employees. One of the most coherent classifications of agile human resource capabilities has been made by Sherehiy et al. (2007). Agile human resource capabilities can be classified into six dimensions: flexibility, responsiveness, the culture of change, speed, low integrity and complexity, and mutual cooperation. The flexibility dimension also includes the use of techniques such as process standardization, visual eye control, training of various skills, comprehensive job transfer, and classification with continuous pay, to make changes in potential resources (Khoshlahn &

Ardabili, 2016). Therefore, agility is one of the important concerns of organizations and it is necessary to identify the factors affecting employee agility.

Methodology
This research is a combination of applied and fundamental research in terms of research orientations. The main stages of the research include: The first stage is the definition and identification of the main criteria and sub-criteria using various library resources and expert opinions. In the second stage, by consulting experts, information about the evaluation of the relationships between the components is obtained. In the third stage, the main and secondary components are ranked and evaluated using the Interpretive Structural Modeling (ISM) method. Then, using the interpretive ranking process, the importance of each component in relation to each other is investigated, and at the end, a comparison is made between the two methods of interpretive ranking process and interpretive structural modeling. Therefore, thirteen factors that were more in line with the statistical population and were more considered by managers and experts were selected.

Findings and results
The results of the structural modeling approach show that the four factors of encouragement and support for management, participation, empathy, and sense of need are the infrastructure for achieving human resource agility. Then, using the method of the interpretive ranking process, the ranking of each factor is determined. Also, a comparison was made between the two methods of interpretive structural modeling and the process of interpretive ranking, and the advantages and disadvantages of each were discussed.

Conclusion
According to the research findings, it can be concluded that managerial, personality and environmental factors including participation, empathy, feeling the need for agility, multidisciplinary training, management encouragement and support, relationship management, self-motivation, job enrichment, problem-solving ability, self-awareness, And self-control can lead to employee agility. Prioritization of improvement measures is very important in organizations due to budget and time constraints, so categorization and attention to factors that have a more effective role in employee agility can facilitate the achievement of results. Also, Project-oriented organizations should accelerate the process of employee agility by supporting teamwork and highlighting its effect on employee performance appraisal as well as addressing change management by creating a sense of need for organizational and employee agility. Organizations can enhance the ability of employees to become agile by strengthening the dimensions of emotional intelligence such as self-control, self-awareness, and self-motivation.

Keywords: Human Resource Agility, Project-Oriented Organizations, Partnerships, Empathy.

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