Presenting an Effective Human Resources Adjustment Model in Islamic Azad University Iran (Case Study: Mazandaran Province)

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Abstract:
The present study aims at presenting a model for adjusting the employees and faculty members (a case study in the Islamic Azad University of Mazandaran), effectiveness indices, and applicable methods in human resource adjustment. This study is descriptive and utilizes survey. This study utilized interview with the university experts and a questionnaire in order to collect the data. In the first stage of the research, employing the experts' opinion and theoretical research foundations, five effectiveness indices, 31 relevant components, and 11 methods of work force adjustment were selected based on the initial selection model and questionnaires were designed. The sample consisted of 35 theorists and experts from two groups of faculty members and employees in different branches of Mazandaran Azad University. All items of the research questionnaire, designed based on valid scientific questionnaires, were analyzed using PLS-SEM software to determine their significance. The statistical population in the final stage of the research included 1778 employees and 1606 faculty member sat all Azad University branches in Mazandaran in 2017. In this phase, SPSS 20 software was used. The final model of research consists of 5 indices, 13 relevant components, and 3 methods of human resource adjustment in each category.

Keywords:*Azad University, Employee Adjustment, Effectiveness Index, Verifiable Factor Analysis.*

I. INTRODUCTION

Human resources and natural resources are the key factors of success in development programs (Uhbiyati, 2015). The most important competitive advantage in the 21st century is not technology and processes, but human resources (Kluemper, 2016). It is a fact that world organizations consider human resources important (Jo and Park, 2016).

Organizations are increasingly working with unexpected, complex, and ongoing changes in the business environment. Due to these dynamic competitive conditions, they aim at managing their business processes dynamically to maintain their performance. To compete, organizations must respond quickly and in a scientific manner to the changing environment (2017 Triaa & Gzara).

Various changes in the world have caused many today effective factors not to be effective tomorrow (Ng and Parry, 2016). Human resources are important tools for evolution and the maintenance of the organization and achieving the goals and

ambitions of the today competitive world (Gibbs, 2015).

Technology advancement, change in work forces, competitive pressures, and globalization are some factors that force organizations and their members to engage in managing planned changes such as human resource adjustment (Kotter, 1996, Burnes, 2005).

Generally, human resources adjustment means preventing part of human resources in an organization or replacing them with the aim of reducing costs, changing the method of working, privatizing, increasing the productivity, or eliminating additional parts of an organization (ArbabShirani, 1997).

II. RESEARCH METHODOLOGY

The present study is descriptive and employed a survey and a questionnaire. In this research, the initial conceptual framework was designed based on theoretical basis of research and interview with experts, and then, using qualitative and quantitative approach, and the statistical analysis of PLS-SEM and SPSS-20 software, the initial conceptual framework and its dimensions and indices were analyzed and after making the necessary changes, the conceptual model of the research was finalized. Based on the theoretical foundations and researches conducted in the above-mentioned table, and the interviews with university professors and experts, five factors of the effectiveness of human resources adjustment in the university including agility, human resource empowerment, consequences of work force adjustment, applicability, and legal and juridical consequences were selected for developing the questionnaire. For each index mentioned, components were also considered based on their related theories.

Based on the theoretical foundations and the relationship between these components, the following figure is presented as the initial research model, which summarizes the relationship between different methods of power adjustment and effective indices, and finally, the final research model will be developed by making the necessary changes:
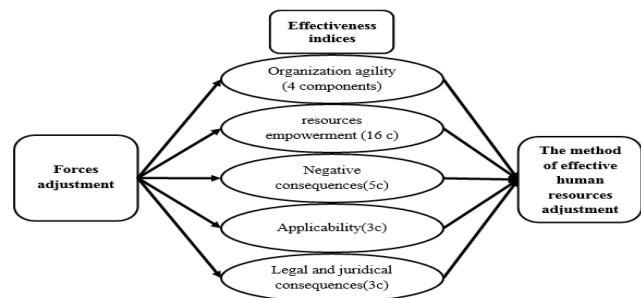

Figure (1) -The Initial conceptual model of research

In this research, field method, questionnaires, and interview were utilized for data collection. The interview was employed to determine the effectiveness indices of human resources adjustment in the university and develop questionnaire of the first phase of the study. The initial questionnaire consists of two separate questionnaires, one to determine the most important ways of adjustment which consisted questions related to 11 methods with 11 questions.

III. RESEARCH FINDINGS

The diagrams show the standard equation and t- test (employee and professors) of structural sub-equations (employees).
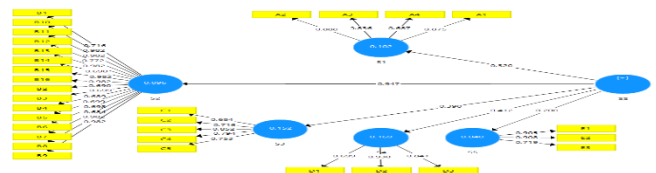

Diagram 1: The measurement model for the standard estimation of path coefficients(Professors)
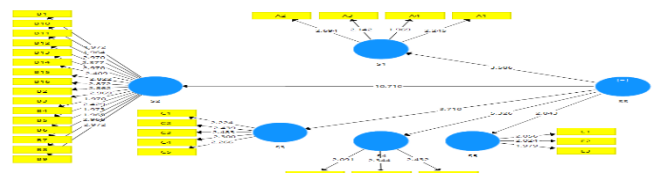

Diagram 2: Measuring model for the path coefficient significance (professors)

Diagram 3: Estimating model for standard estimation of path coefficients (Employees)
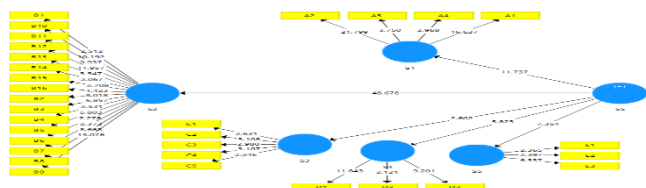

Diagram 4: Measurement model for the path coefficient significance (employees)

In the above diagrams, the factor loads of all indices are more than 0.6, and since the standard coefficients of the existing (t) statistic for all indices are outside the interval [2, 2], then all factor loads are 95% significant.

First, the Chi-Pearson test was used to determine the relationship between resource adjustment modalities and effectiveness indices derived from the first phase. The hypotheses were evaluated in this phase.

The resources adjustment methods have a significant and direct effect on the effectiveness indices of the effectiveness of human resource adjustment among faculty members and employees of Islamic Azad University of Mazandaran.

In the meantime, the frequency of effectiveness indices was determined for each method, and thus, the best practices for human resource adjustment were obtained for each group.

Regarding the frequency of the human resource adjustment methods, early retirement, redemption, and commissioning were respectively the best practices of human resources adjustment in the professors group, and early retirement, redemption, and job sharing were respectively the best practices for human resources adjustment in the employees group.

In the case of components, the highest frequency with a significant difference with other components of the indexes shown in the following table for each group.

Table (1) - The most important effectiveness components of the human resources adjustment in the professors and the employees group.

Effectiveness indices	The order of components in the professors group	The order of components in the employees group
Agility	Quality Responsiveness	Quality Responsiveness
Human resources empowerment	The organization structure Economic status Knowledge training Leadership	The organization structure Training Incentives Leadership Satisfaction and respect
Negative consequences	Neglecting the main reason of the problems The omission of key work forces	Neglecting the main reason of the problems The omission of key work forces
applicability	The speed of implementation Accepting the method	The speed of implementation Accepting the method
Legal and juridical consequences	costs Social security	costs Labor code

In this way, in this phase, of the 22 components of the previous phase, a total of 13 components is remained which is used in the final model of the research.

IV. DISCUSSION

What is presented in this paper is the design of human resources adjustment model and the evaluation of its effectiveness indices and its appropriate methods in the Islamic Azad University of Mazandaran province. Many factors are effective in the effectiveness of a work force adjustment model. In the present study, among the factors suggested in the conceptual model, the researchers have identified five factors effective on work force adjustment including agility, human resource empowerment, consequences of power adjustment, capability of performance, and legal and juridical consequences. For each mentioned index, 31 components were considered according to their related theories.

The results of the first phase of the research to identify the most important indices and related components and applicable methods include 6 methods and 21 different components from the viewpoints of professors and university employees, which was the basis of the study in the second stage to determine the best practices.

Also, the results of the research show that among the work force adjustment methods, early retirement, redemption, and commissioning; and early retirement methods, redemption, and job sharing are the best practices for human resource adjustment from the professors and employees' perspective respectively.

Considering how each of these methods is implemented, it seems that methods that create a feeling of lack of job security in the workforce have a less impact on the variables of effectiveness.

Methods for dismissal and removal of employment as some of the methods for implementing the human resource adjustment plan have the most negative effect on effective components. The reason is that the method of dismissal and removal of jobs, as compared to other methods of implementing the plan, creates the greatest feeling of job insecurity in both groups, and therefore employees and professors attempt not to be dismissed involuntarily. Of course, the employees who are subject to dismissal remain in the organization and after retirement or transfer to another post, their organizational postis eliminated, so it will have less impact on the indices than the dismissal methods.

The method of sharing job is another method considered by university employees. In this method, in cases where work is low, one work can be assigned to two persons in proportion agreed. The choice of this method shows that due to the decrease in the number of students in some university units that results in a decrease in the workload of the employees, this method reduces the costs of the university without compulsory dismissal due to the unwillingness of more employees (especially those with less experience) to leave the organization.

Regarding the moderation effectiveness indices, the evaluation shows that the "quality" component is the most important component among the 4 components of the agility index in the groups of employee and professors, and the six methods of resources adjustment in the second phase of research have the greatest impact on the quality of the university employees. This issue needs to be further evaluated while implementing the resources adjustment, because it may happen that high talented employees and key work forces be included in the list of those that organization is going to terminate their cooperation due to employing inappropriate methods of resources adjustment. This issue will lead to the shortage of high-performance employees in the future. This issue also contributes to the uncertainty of the future and the reduction of trust in the organization, and further reducing the quality of the organizational performance in the universities.

The results show that among the six components of human resources empowerment index, the "organizational structure" component is the most

important component of the effectiveness of resource adjustment in the two groups. It seems that after adjusting the resources, attempts should be made to review the structures and use the resources of the organization optimally for more effectiveness. Regarding the negative consequences of adjustment from the five components examined, the component "neglecting the main problems of the organization" is the most important component of the effectiveness of resource adjustment in the two groups. This suggests that some problems in difficult economic conditions may be related to various factors related to the organization work, such as how senior executives are selected and evaluated, the leadership style of senior and middle managers, organizational strategies and structure and key processes. Therefore, actions directly leading to a reduction in human resources do not necessarily lead to higher organizational performance in difficult economic conditions.

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