

Ranking and Formulating Human Resource Strategies Based on Strategic Reference Points Using AHP Method in Tehran Shahid Tondgouyan Oil Refining Company, Iran

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ABSTRACT

This research tries to identify indices and factors that affect human resource system and human resource strategies formulation in Tehran Shahid Tondgouyan Oil Refining Company. Formulation of human resource strategies (human resource strategy) results in integration of human resource subsystems and their coordination with other systems within the organization and organizational strategy and it also develops human resource strategic management culture in company, especially from organization's decision-makers. Human resource strategy is a plan that concentrates on a long-term horizon and identifies the followings: first: what people are needed for directing the organization towards strategic goals and second: in what format should human resource plans be determined in order to reach the utmost productivity of human resource management system through increasing efficiency and effectiveness. The present research is an applied one based on its goal and it is a survey research based on its methodology. In this research, we used model of strategic reference points to identify indices and factors affecting human resource system in Tehran Shahid Tondgouyan Oil Refining Company, then we measured them in the research population and using AHP technique, we rated and prioritized indices. Finally, human resource strategies were formulated for Tehran Shahid Tondgouyan Oil Refining Company in three groups of jobs by means of new integrated approach which was introduced in 2000 by Bamberger & Meshoulam. Results showed that considering the integrative approach model, the most effective strategy for main and service and support jobs, is committed strategy and the most effective strategy for service jobs is secondary strategy.

KEYWORDS: strategy-strategic management-human resource strategic management-human resource strategies (human resource strategy)-strategic reference points.

1. INTRODUCTION

In view of the strategic position of human resources for petroleum industry, an important part of strategic planning in this industry is human resource management. Among the main subjects that must be considered in strategic planning and human resource management are principles and values that reign in Iran especially in energy sector and nowadays the means of steady development is not embedded human resource and industrial abilities but it can be found in the knowledge and experience of human resource as the most important capital and factor achieving organizational goals. Undoubtedly, if an organization utilizes human resource strategic viewpoints in an appropriate manner and uses this valuable capital in its economic, social and cultural development, success will be possible for such an organization so that any other advanced facilities will not direct it towards steady development (Tarfī, Abbas, 2008). In this research, human resource strategies criteria which are based on strategic reference points were determined after studying different books and papers and then, AHP technique was used to compare all factor pairs and analyze the output.

Statement of the problem

Today, development in countries involves widespread planning in order to apply resources and especially human resources and manage them correctly and use them optimally to create the utmost added value in national level. On the other hand, growth of petroleum industry in Islamic Republic of Iran has led to numerous knowledge, skills, experiences and innovations in the field of human resource management and proper use of the will direct petroleum industry towards excellence. Furthermore, competition in global arena with regional

and international competitors and also promotion of petroleum place in Iran involve serious attention to human capitals. In the recent years, the most important issue in most organizations has been the designing, formulating and implementing strategies that guarantee their success and conservation in the complex environmental conditions. In business, human resource is known as the fundamental capital beside technological, financial and ... resources and in fact it is the basic pillar in each organization in satisfying strategies and achieving goals.

Some organizations regard human resource as an operational cost and not as an important investment, therefore such organizations do not pay attention to human resource strategic planning; they also consider human resource planning as an short-term executive subject and not as a motivating force for strategic plans in which all human resource plans are adjusted. It is obvious that if appropriate strategies are formulated for human resources, then designing identification, absorption, promotion, maintenance and welfare systems will be enabled with the utmost productivity or if such systems are already present, an expert basis will be present for reforming each of them (More'ei, Mohammad Hadi, 2002). Tehran Shahid Tondgouyan Oil Refining Company is currently using petroleum comprehensive system for planning human resources. In the mentioned system, all individual information and items like assignments and promotions, evaluation results, educational courses, personal capabilities and ... are registered. Considering the 44th principle of Iranian Constitution and that Tehran Shahid Tondgouyan Oil Refining Company is ranked among companies ruled by this principle and requirement for its privatization and also need for formulating a comprehensive strategy and human resource unit for this company, it put the plan of formulating human resource strategies at the top of its agenda for a five year period from 2012 to 2017. Therefore, because the researcher had known this company for several years, therefore the researcher decided to design the current research to investigate human resource strategies of this company which is nowadays considered as one of the most important resources for competitive advantage of organizations.

Research questions

Research's main question

What are the most effective human resource strategies of Tehran Shahid Tondgouyan Oil Refining Company?

Subsidiary questions of research

1. What are the components that influence on strategies of manpower supply in Tehran Shahid Tondgouyan Oil Refining Company?
2. What are the components that influence on performance evaluation strategies and rewards in Tehran Shahid Tondgouyan Oil Refining Company?
3. What are the components that influence on strategies of relationship with employees in Tehran Shahid Tondgouyan Oil Refining Company?

Research theoretical framework

In spite of the fact that human resource strategy and human resource strategic management have been considered a lot within the past few years, researchers have not been able to exactly differentiate between the two concepts. According to strategy literature (Miles and Snow, 1978, Mintberg, 1978), we consider human resource strategy as a conclusion (i.e. the results of an organization's existence) or we have such a view of this concept: a pattern of decisions that need policies and procedures belonging to human resource system (Bamberger & Meshoulam, 1996). Wright and McMahan (1992) see human resource strategic management the result of application of human resource and planned activities that help an organization with achieving its goals. Some of the authors (Truss & Gratton, 1994; Alrich, 1997), defined human resource strategic management as follows: a process for relating human resource methods with organizational strategy. From Alrich point of view, this process involves identifying necessary human resource abilities for implementing organizational strategy and accepting these procedures and policies in order to exploit these abilities. From Alrich point of view human resource strategy is a kind of result: an instruction for human resource system in which mission, prospect and priorities of human resource function unit are determined (Bamberger & Meshoulam, 1996). therefore, if human resource strategic management is a process by which an organization tries to establish a relationship between human, social and intelligence capital of members and organizational strategic needs, then human resource strategy which is a part of the organization will become roadmaps that organizational leaders use it to keep this relationship; and human resource strategy is a road or way which has been travelled (A'arabi and Parsa'eeian, 2002). Bamberger and Figenbam (1996) looked at this subject from strategic reference point's perspective in order to become able to explain human resource strategy formulation process. Researchers define human resource strategic reference points as follows: important goals and patterns that are used by decision-makers for evaluating ways and options and therefore they will be able to make strategic decisions make the beneficiary groups aware of organizational proprieties. The authors believe that human resource strategy is based on goals and reference points which are considered by system decision-makers (A'arabi and Parsa'eeian, 2002). In this research, integrative approach which is based upon strategic reference points was used to human resource strategies formulation in Tehran Shahid Tondgouyan Oil Refining Company. Bamberger and Meshoulam (2000) combined the models which are based on employees control with the models which are based on labor market

and introduced a two-dimensional model as an integrated model. According to this model, decision-making model for selecting human resource strategy has two main questions as strategic reference points. Strategic reference points link political power inclinations within organization with a scientific approach in human resource strategy and act as a mediator. This model is dependent on two main variables:

1. Attention to efficiency control or work process (SRP1)
2. Attention to and emphasis on internal labor market or external labor market(SRP2)

After combining these two variables, 4 main strategies are introduced which are named: parentalistic strategy, commitment strategy, secondary strategy and free-agent strategy

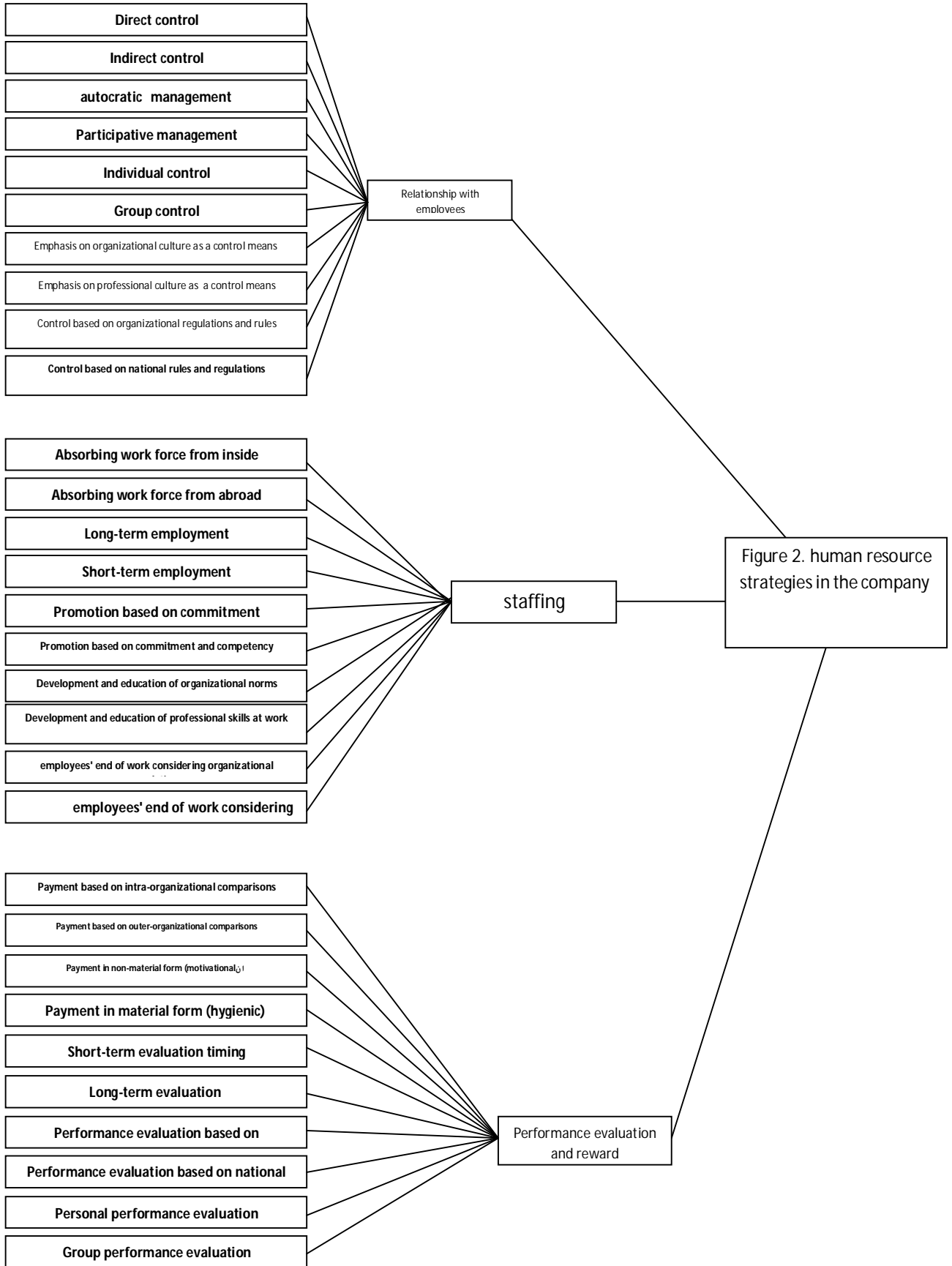
In the following figure, integrative approach for human resource strategy formulation in Tehran Shahid Tondgouyan Oil Refining Company which was introduced by Bamberger and Meshoulam, has been shown.

Internal	Labor Market	External	
HRS4 Commitment Strategy		HRS3 Free – Agent Strategy	Efficiency
			Control
HRS2 Parentalistic Strategy		HRS1 Secondary Strategy	Process

Figure 1. Integrative approach of strategy formulation (Bamberger and Meshoulam, 2000)

Human resource strategy in Tehran Shahid Tondgouyan Oil Refining Company

Figure 2, indicates the methodology of formulating human resource strategy in Tehran Shahid Tondgouyan Oil Refining Company. In this method, main indices and subsidiary indices of Tehran Shahid Tondgouyan Oil Refining Company human resources were determined after studying papers and theses and also asking professors, managers and strategic experts of the company, which have been listed in the following:



RESEARCH METHODOLOGY

The present research is an applied research from goals point of which analyzes and explains some factors. In this research, field and library methods have been used to gather data.

Questionnaire was used as data gathering tool for investigating factors and variables that are effective in formulating strategies of Tehran Shahid Tondgouyan Oil Refining Company. In the present research, AHP technique was used to analyze data and rank the criteria. Excel and Expert Choice were also software which were used for assigning weights to data and analyze data. Ranking and formulation of human resource strategy based on strategic reference points using AHP method in Tehran Shahid Tondgouyan Oil Refining Company is the subject of this research. Statistical population of this research included all experts, specialists and strategic managers of Tehran Shahid Tondgouyan Oil Refining Company which were 25.

Table 1. Statistical society

row	experts	number
1	Strategic managers	15
2	Strategic experts and specialists	10

And statistical sample of the research was 25 people because the population is small.

RESEARCH RESULTS

In this part, after designing matrix of paired comparisons and determining statistical population which included experts, specialists and strategic managers of Tehran Shahid Tondgouyan Oil Refining Company, data was gathered and completed by AHP and analyzed by Excel and Expert choice software.

Table 2. General indices of human resources and sub-indices of human resource sub-systems

General indices of human resources	Sub-indices of human resource sub-systems
Relationship with employees	Direct control, Indirect control, Individual control, Group control, Emphasis on organizational culture as a control means , Emphasis on professional culture as a control means, Control based on organizational regulations and rules, Control based on national rules and regulations, autocratic management, Participative management
staffing	Absorbing work force from inside, Absorbing work force from abroad, Long-term employment, short-term employment, Promotion based on commitment, Promotion based on commitment and competency, Development and education of organizational norms, Development and education of professional skills at work, employees' end of work considering national regulations, employees' end of work considering organizational regulations
Performance evaluation and reward	Payment based on intra-organizational comparisons, Payment based on outer-organizational comparisons, Payment in non-material form (motivational, Payment in material form (hygienic), Short-term evaluation timing, Long-term evaluation timing, Performance evaluation based on organizational regulations, Performance evaluation based on national regulations, Personal performance evaluation, Group performance evaluation

Comparisons of paired indices

In the following tables, paired-comparisons of indices have been provided for main, service, staff and support jobs and also for each three subsystems of staffing, performance evaluation and reward and relationship with employees in Tehran Shahid Tondgouyan Oil Refining Company. Indices paired comparisons in the main jobs Tehran Shahid Tondgouyan Oil Refining Company

Table 3. Table of analysis of general dimensions for main jobs

dimension	staffing	Performance evaluation and reward	Relationships with employees
staffing	1	1/576	1/281
Performance evaluation and reward	0/635	1	0/813
Relationships with employees	0/781	1/23	1

Table 4. Table of staffing analysis for main jobs

index	Long-term employment	Absorbing work force from inside	Development and education of professional skills at work	Promotion based on expertise and competency	employees' end of work considering organizational regulations	employees' end of work considering national regulations	Promotion based on commitment	Development and education of organizational norms	Absorbing work force from abroad	short-term employment
Long-term employment	1	1/071	1/154	1/25	1/364	1/5	1/667	1/875	2/143	2/333
Absorbing work force from inside	0/934	1	1/077	1/167	1/273	1/4	1/556	1/75	2	1/333

Development and education of professional skills at work	0/867	0/929	1	1/083	1/182	1/3	1/444	1/625	1/857	2
Promotion based on expertise and competency	0/8	0/875	0/923	1	1/091	1/2	1/333	1/5	1/714	2
employees' end of work considering organizational regulations	0/733	0/786	0/846	0/917	1	1/1	1/222	1/375	1/571	1/833
employees' end of work considering national regulations	0/667	0/714	0/769	0/833	0/909	1	1/111	1/25	1/429	1/667
Promotion based on commitment	0/6	0/643	0/693	0/75	0/818	0/9	1	1/125	1/286	1/5
Development and education of organizational norms	0/533	0/571	0/615	0/667	0/727	0/8	0/889	1	1/143	1/333
Absorbing work force from abroad	0/467	0/5	0/533	0/583	0/637	0/7	0/778	0/875	1	1/167
short-term employment	0/429	0/75	0/5	0/5	0/546	0/6	0/667	0/75	0/857	1

Table 5. Table of analysis of relationship with employees dimension for main jobs

index	Participative management	Indirect control	Emphasis on professional culture as a control means	Control based on organizational regulations and rules	Group control	Individual control	Control based on national rules and regulations	Emphasis on organizational culture as a control means	Direct control	autocratic management
Participative management	1	1/071	1/154	1/25	1/364	1/556	1/875	2/143	2/5	3
Indirect control	0/934	1	1/077	1/167	1/273	1/4	1/75	2	2/333	2/8
Emphasis on professional culture as a control means	0/867	0/929	1	1/083	1/182	1/3	1/625	1/857	2/167	2/6
Control based on organizational regulations and rules	0/8	0/857	0/923	1	1/091	1/2	1/5	1/714	2	2/4
Group control	0/733	0/786	0/846	0/917	1	1/111	1/375	1/429	1/833	2/2
Individual control	0/634	0/714	0/769	0/833	0/9	1	1/25	1/286	1/667	2
Control based on national rules and regulations	0/533	0/571	0/615	0/667	0/727	0/8	1	1/143	1/333	1/6
Emphasis on organizational culture as a control means	0/467	0/5	0/539	0/583	0/7	0/778	0/875	1	1/167	1/4
Direct control	0/4	0/429	0/461	0/5	0/564	0/778	0/75	0/857	1	1/2
autocratic management	0/333	0/357	0/385	0/417	0/455	0/5	0/625	0/714	0/833	1

Table 6. Table of analysis of performance evaluation and reward dimension for main jobs

index	Payment in material form (hygienic)	Payment based on intra-organizational comparisons	Payment in non-material form (motivational)	Group performance evaluation	Payment based on inter-organizational comparisons	Performance evaluation based on organizational regulations	Long-term evaluation timing	Performance evaluation based on national regulations	Personal performance evaluation	Short-term evaluation timing
Payment in material form (hygienic)	1	1/059	1/133	1/333	1/364	1/667	1/778	2	2/5	3
Payment based on intra-organizational comparisons	0/944	1	1/067	1/167	1/273	1/444	1/556	1/857	2/167	2/8
Payment in non-material form (motivational)	0/883	0/937	1	1/083	1/182	1/333	1/444	1/714	1/833	2/6
Group performance evaluation	0/75	0/857	0/923	1	1/091	1/222	1/333	1/571	1/833	2/2

Payment based on outer-organizational comparisons	0/733	0/786	0/846	0/917	1	1/222	1/375	1/571	1/833	2/2
Performance evaluation based on organizational regulations	0/6	0/693	0/75	0/818	0/818	1	1/125	1/286	1/5	1/8
Long-term evaluation timing	0/562	0/643	0/693	0/75	0/727	0/889	1	1/143	1/333	1/6
Performance evaluation based on national regulations	0/5	0/539	0/583	0/637	0/637	0/778	0/875	1	1/167	1/4
Personal performance evaluation	0/4	0/461	0/546	0/546	0/546	0/667	0/75	0/857	1	1/2
Short-term evaluation timing	0/333	0/357	0/385	0/455	0/455	0/556	0/625	0/714	0/833	1

Indices paired comparisons in support jobs and staff jobs

Table 7. table of general dimensions analysis for staff and support jobs

Dimension name	staffing	Performance evaluation and reward	Relationship with employees
staffing	1	1/284	1/253
Performance evaluation and reward	0/779	1	0/779
Relationship with employees	0/798	1/283	1

Table 8. table of analysis of staffing dimension for staff and support jobs

index	Long-term employment	Absorbing work force from inside	Development and education of professional skills at work	Promotion based on expertise and competency	employees' end of work considering organizational regulations	employees' end of work considering national regulations	Promotion based on commitment	Development and education of organizational norms	Absorbing work force from abroad	short-term employment
Long-term employment	1	1/059	1/154	1/286	1/417	1/6	1/889	2/286	2/667	3/2
Absorbing work force from inside	0/944	1	1/077	1/214	1/333	1/6	1/239	2/143	2/5	3
Development and education of professional skills at work	0/8967	0/929	1	1/083	1/3	1/3	1/625	1/857	2/167	2/6
Promotion based on expertise and competency	0/778	0/824	0/923	1	1/167	1/3	1/444	1/714	2/194	2/4
employees' end of work considering organizational regulations	0/706	0/75	0/769	0/857	1	1/1	1/333	1/571	1/833	2/2
employees' end of work considering national regulations	0/625	0/625	0/769	0/625	0/909	1	1/111	1/429	1/667	2
Promotion based on commitment	0/529	0/807	0/615	0/693	0/75	0/9	1	1/143	1/333	1/6
Development and education of organizational norms	0/473	0/467	0/539	0/583	0/637	0/7	0/875	1	1/167	1/4
Absorbing work force from abroad	0/375	0/4	0/461	0/456	0/546	0/6	0/75	0/857	1	1/84
short-term employment	0/313	0/333	0/385	0/417	0/455	0/5	0/625	0/714	0/543	1

Table 9. Table of analysis of relationships with employees dimension for staff and support jobs

index	Participative management	Indirect control	Emphasis on professional culture as a control means	Control based on organizational regulations and rules	Group control	Individual control	Control based on national rules and regulations	Emphasis on organizational culture as a control means	Direct control	autocratic management
Participative management	1	1/05	1/636	1/176	1/357	2/571	3	2/125	4/25	5/667
Indirect control	0/952	1	1/545	1/118	1/286	2/286	2/833	2	4	5/333
Emphasis on professional culture as a control means	0/611	0/647	1	0/786	0/846	1/571	1/833	1/25	2/75	3/667
Control based on organizational regulations and rules	0/85	0/894	1/273	1	1/143	2	2/333	1/75	3/5	4/667
Group control	0/737	0/778	1/182	0/875	1	1/857	2/167	1/5	3	4/333
Individual control	0/389	0/437	0/637	0/5	0/539	1	1/167	0/875	1/75	2/333
Control based on national rules and regulations	0/333	0/353	1/546	0/429	0/461	0/857	1	0/75	1/5	2
Emphasis on organizational culture as a control means	0/471	0/5	0/8	0/571	0/667	1/143	1/333	1	2	2/667
Direct control	0/235	0/25	0/364	0/286	0/333	0/571	0/667	0/5	1	1/333
autocratic management	0/176	0/188	0/273	0/214	0/231	0/429	0/5	0/375	0/75	1

Table 10. Table of analyzing performance evaluation and reward for staff and support jobs

index	Payment in material form (hygienic)	Payment based on intra-organizational comparisons	Payment in non-material form (motivational)	Group performance evaluation	Payment based on outer-organizational comparisons	Performance evaluation based on organizational regulations	Long-term evaluation timing	Performance evaluation based on national regulations	Personal performance evaluation	Short-term evaluation timing
Payment in material form (hygienic)	1	1/095	2/25	2/833	1/933	1/313	1/583	3/4	3/6	4/5
Payment based on intra-organizational comparisons	0/913	1	2	2/5	1/75	1/188	1/417	3	3/2	4
Payment in non-material form (motivational)	0/444	0/5	1	1/167	0/889	0/615	0/727	1/6	1/6	2
Group performance evaluation	0/353	0/4	0/857	1	0/75	0/5	0/6	1/2	1/4	1/75
Payment based on outer-organizational comparisons	0/517	0/575	1/125	1/333	1	0/625	0/75	1/6	1/8	2/25
Performance evaluation based on organizational regulations	0/762	0/842	1/625	2	1/6	1	1/167	2/4	2/6	3/5
Long-term evaluation timing	0/632	0/706	1/375	1/667	1/333	0/857	1	2/2	2/4	3
Performance evaluation based on national regulations	0/294	0/333	0/625	0/833	0/625	0/417	0/455	1	1/2	1/5
Personal performance evaluation	0/278	0/313	0/625	0/714	0/556	0/385	0/417	0/833	1	1/25
Short-term evaluation timing	0/222	0/25	0/5	0/571	0/444	0/286	0/333	0/667	0/8	1

Indices paired comparisons in service jobs for Tehran Shahid Tondgouyan Oil Refining Company

Table 11. Table of general dimensions analysis for service jobs

index	staffing	Performance evaluation and reward	Relationship with employees
staffing	1	0/786	0/585
Performance evaluation and reward	1/273	1	0/781
Relationship with employees	1/708	1/281	1

Table 12. table of analyzing staffing dimension for service jobs

index	Long-term employment	Absorbing work force from inside	Development and education of professional skills at work	Promotion based on expertise and competency	employees' end of work considering organizational regulations	employees' end of work considering national regulations	Promotion based on commitment	Development and education of organizational norms	Absorbing work force from abroad	short-term employment
Long-term employment	1	1/2	0/625	0/714	0/833	0/455	0/5	0/556	0/417	0/417
Absorbing work force from inside	0/833	1	0/556	0/625	0/714	0/417	0/455	0/5	0/385	0/417
Development and education of professional skills at work	1/6	1/8	1	1/143		0/727	0/8	0/889	0/667	0/727
Promotion based on expertise and competency	1/4	1/6	0/875	1	1/167	0/637	0/7	0/778	0/583	0/637
employees' end of work considering organizational regulations	1/2	1/4	0/75	0/875	1	0/546	0/6	0/667	0/5	0/546
employees' end of work considering national regulations	2/2	2/4	1/375	1/571	1/833	1	1/1	1/222	0/917	1
Promotion based on commitment	2	2/2	1/25	1/429	1/667	0/909	1	1/111	0/833	0/833
Development and education of organizational norms	1/8	2	1/125	1/286	1/5	0/818	0/9	1	0/75	0/818
Absorbing work force from abroad	2/4	2/6	1/5	1/714	2	1/091	1/2	1/333	1	1/077
short-term employment	2/4	2/4	1/375	1/571	1/833	1	1/2	1/222	0/929	1

Table 13. Table of analyzing relationship with employees dimension for service jobs

index	Participative management	Indirect control	Emphasis on professional culture as a control means	Control based on organizational regulations and rules	Group control	Individual control	Control based on national rules and regulations	Emphasis on organizational culture as a control means	Direct control	autocratic management
Participative management	1	2/5	1/5	1/286	2	0/818	0/9	0/9	0/75	1
Indirect control	0/4	1	0/667	0/5	0/8	0/308	0/364	0/333	0/286	0/4
Emphasis on professional culture as a control means	0/667	1/5	1	0/857	1/2	0/5	0/6	0/546	0/461	0/667
Control based on organizational regulations and rules	0/778	2	1/167	1	1/4	0/583	0/7	0/637	0/533	0/778
Group control	0/5	1/25	0/833	0/714	1	0/417	0/5	0/455	0/385	0/556
Individual control	1/222	3/25	2	1/714	2/4	1	1/182	0/929	1/083	1/333
Control based on national rules and regulations	1/111	2/75	1/667	1/429	2	0/846	1	0/917	0/786	1/111
Emphasis on organizational culture as a control means	1/111	3	1/833	1/571	2/2	1/077	1/091	1	0/857	1/222
Direct control	1/333	3/5	2/167	1/875	2/6	0/923	1/273	1/167	1	1/444
autocratic management	1	2/5	1/5	1/286	1/8	0/75	0/9	0/818	0/693	1

Table 14. table of analyzing performance evaluation and reward dimension for service jobs

index	Payment in material form (hygienic)	Payment based on intra-organizational comparisons	Payment in non-material form (motivational)	Group performance evaluation	Payment based on outer-organizational comparisons	Performance evaluation based on organizational regulations	Long-term evaluation timing	Performance evaluation based on national regulations	Personal performance evaluation	Short-term evaluation timing
Payment in material form (hygienic)	1	1/176	2/667	3/2	1/105	2	2/286	1/6	1/417	1/385
Payment based on intra-organizational comparisons	0/85	1	2/333	2/8	0/944	1/75	2	1/4	1/25	1/154
Payment in non-material form (motivational)	0/375	0/429	1	1/2	0/4	0/75	0/857	0/6	0/546	0/5
Group performance evaluation	0/313	0/357	0/833	1	0/357	0/625	0/714	0/5	0/455	0/417
Payment based on outer-organizational comparisons	0/905	1/059	2/5	2/8	1	1/75	2/143	1/5	1/333	1/231
Performance evaluation based on organizational regulations	0/5	0/571	1/333	1/6	0/571	1	1/143	0/8	0/727	0/667
Long-term evaluation timing	0/437	0/5	1/167	1/4	0/467	0/875	1	0/7	0/637	0/583
Performance evaluation based on national regulations	0/625	0/714	1/667	2	0/667	1/25	1/429	1	0/909	0/833
Personal performance evaluation	0/706	0/8	1/833	2/2	0/75	1/375	1/571	1/1	1	0/923
Short-term evaluation timing	0/722	0/867	2	2/4	0/812	1/5	1/714	1/2	1/083	1

Comparisons of indices weights

In the following tables, indices weights in general state and also in each dimension is provided for each of the main, staff, service and support jobs.

Table 15. Indices weights in the main indices

Dimension title	index	Index weight in dimension	Index weight in total
staffing (0/414)	Long-term employment	0/142	0/059
	Absorbing work force from inside	0/133	0/055
	Development and education of professional skills at work	0/123	0/051
	Promotion based on expertise and competency	0/114	0/047
	employees' end of work considering organizational regulations	0/105	0/043
	employees' end of work considering national regulations	0/095	0/039
	Promotion based on commitment	0/086	0/036
	Development and education of organizational norms	0/076	0/032
	Absorbing work force from abroad	0/067	0/028
	short-term employment	0/058	0/024
Relationships with employees (0/323)	Participative management	0/149	0/039
	Indirect control	0/139	0/036
	Emphasis on professional culture as a control means	0/129	0/034
	Control based on organizational regulations and rules	0/119	0/031
	Group control	0/108	0/028
	Individual control	0/098	0/026
	Control based on national rules and regulations	0/079	0/021
	Emphasis on organizational culture as a control means	0/071	0/019
	Direct control	0/059	0/016
	autocratic management	0/05	0/013
Performance evaluation (0/263) and reward	Payment in material form (hygienic)	0/15	0/048
	Payment based on intra-organizational comparisons	0/136	0/044
	Payment in non-material form (motivational)	0/128	0/041
	Group performance evaluation	0/115	0/037
	Payment based on outer-organizational comparisons	0/111	0/036
	Performance evaluation based on organizational regulations	0/093	0/03
	Long-term evaluation timing	0/084	0/027
	Performance evaluation based on national regulations	0/073	0/023
	Personal performance evaluation	0/061	0/02
	Short-term evaluation timing	0/051	0/016

Table 16. indices weights in service jobs

dimension	index	Index weight in dimension	Index weight in total
staffing (0/252)	Long-term employment	0/06	0/015
	Absorbing work force from inside	0/053	0/013
	Development and education of professional skills at work	0/096	0/024
	Promotion based on expertise and competency	0/084	0/021
	employees' end of work considering organizational regulations	0/072	0/018
	employees' end of work considering national regulations	0/131	0/033
	Promotion based on commitment	0/119	0/03
	Development and education of organizational norms	0/108	0/027
	Absorbing work force from abroad	0/143	0/036
	short-term employment	0/134	0/034
Performance evaluation and reward (0/325)	Participative management	0/109	0/036
	Indirect control	0/043	0/014
	Emphasis on professional culture as a control means	0/069	0/023
	Control based on organizational regulations and rules	0/082	0/027
	Group control	0/057	0/019
	Individual control	0/139	0/045
	Control based on national rules and regulations	0/117	0/038
	Emphasis on organizational culture as a control means	0/127	0/041
	Direct control	0/15	0/049
	autocratic management	0/105	0/034
Relationship with employees (0/423)	Payment in material form (hygienic)	0/155	0/066
	Payment based on intra-organizational comparisons	0/134	0/057
	Payment in non-material form (motivational)	0/058	0/024
	Group performance evaluation	0/048	0/021
	Payment based on outer-organizational comparisons	0/141	0/06
	Performance evaluation based on organizational regulations	0/078	0/033
	Long-term evaluation timing	0/067	0/029
	Performance evaluation based on national regulations	0/096	0/041
	Personal performance evaluation	0/107	0/045
	Short-term evaluation timing	0/115	0/049

Table 17. Indices weights in staff and support jobs

dimension	index	Index weight in dimension	Index dimension in total
staffing (0/387)	Long-term employment	0/152	0/059
	Absorbing work force from inside	0/14	0/054
	Development and education of professional skills at work	0/129	0/05
	Promotion based on expertise and competency	0/12	0/046
	employees' end of work considering organizational regulations	0/105	0/041
	employees' end of work considering national regulations	0/095	0/037
	Promotion based on commitment	0/083	0/032
	Development and education of organizational norms	0/068	0/026
	Absorbing work force from abroad	0/061	0/024
	short-term employment	0/047	0/018
Performance evaluation and reward (0/333)	Participative management	0/174	0/049
	Indirect control	0/164	0/046
	Emphasis on professional culture as a control means	0/109	0/03
	Control based on organizational regulations and rules	0/143	0/04
	Group control	0/127	0/036
	Individual control	0/07	0/02
	Control based on national rules and regulations	0/06	0/017
	Emphasis on organizational culture as a control means	0/082	0/023
	Direct control	0/041	0/011
	autocratic management	0/03	0/008
Relationship with employees (0/280)	Payment in material form (hygienic)	0/185	0/062
	Payment based on intra-organizational comparisons	0/166	0/055
	Payment in non-material form (motivational)	0/083	0/028
	Group performance evaluation	0/069	0/023
	Payment based on outer-organizational comparisons	0/092	0/03
	Performance evaluation based on organizational regulations	0/092	0/046
	Long-term evaluation timing	0/119	0/04
	Performance evaluation based on national regulations	0/057	0/019
	Personal performance evaluation	0/051	0/017
	Short-term evaluation timing	0/04	0/013

SRPs comparisons of integrative approach

In the following tables, weights related to control type and integrative approach labor market in each category of the following jobs have been provided.

Table 18. SRPs table of integrative approach in main jobs

(SRP1)(main jobs) Control indices				
row	Efficiency control	point	Process control	point
1	Indirect control	0/036	direct control	0/016
2	Participative management	0/039	autocratic management	0/013
3	Group control	0/028	individual control	0/026
4	Emphasis on professional culture as control means	0/034	Emphasis on organizational culture as control means	0/019
5	Development and education of professional skills at work	0/051	Development and education of organizational norms	0/032
6	Non-material payment	0/041	Material payment	0/048
7	Long-term evaluation timing	0/027	Short-term evaluation timing	0/016
8	Group performance evaluation	0/037	individual performance evaluation	0/02
	sum	0/294	sum	0/19
	Sum of SRPs of process and efficiency control		0/484	
(SRP2)(main jobs) Indices of labor market				
row	internal labor market	point	external labor market	point
1	Control based on organizational regulations	0/031	Control based on national regulations	0/021
2	Employing from inside	0/055	Attracting work force from abroad	0/028
3	Long term employment	0/059	Short-term employment	0/024
4	Promotion based on expertise and competency	0/047	Promotion based on commitment	0/036
5	employees' end of work considering organizational regulations	0/043	employees' end of work considering national regulations	0/039
6	Payment based on intra-organizational comparison	0/044	Payment based on outside-organizational comparison	0/036
7	Performance evaluation based on organizational criteria	0/03	Performance evaluation based on national regulations and criteria	0/023
	sum	0/309	sum	0/207
	Sum of SRPs for internal and external labor market		0/516	

Considering the data related to control type indices, it is obvious that in the company's main jobs, efficiency control is intended.

Furthermore, considering the data related to market indices, it can be concluded that in the main jobs, there is a tendency towards internal labor market.

Considering the analysis of data related to main jobs of the company, the most effective strategy for human resource strategy formulation in this category of jobs is committed strategy

Table 19. table of SRPs of integrative approach in support and staff jobs

(SRP1)(support and staff jobs) Control indices				
row	Efficiency control	point	Process control	point
1	Indirect control	0/046	direct control	0/011
2	Participative management	0/049	autocratic management	0/008
3	Group control	0/036	individual control	0/02
4	Emphasis on professional culture as control means	0/03	Emphasis on organizational culture as control means	0/023
5	Development and education of professional skills at work	0/05	Development and education of organizational norms	0/023
6	Non-material payment	0/028	Material payment	0/062
7	Long-term evaluation timing	0/04	Short-term evaluation timing	0/013
8	Group performance evaluation	0/023	individual performance evaluation	0/017
	sum	0/302	sum	0/18
	Sum of SRPs of process and efficiency control		0/482	
(SRP2)(support and staff jobs) labor market indices				
row	internal labor market	point	external labor market	point
1	Control based on organizational regulations	0/04	Control based on national regulations	0/017
2	Employing from inside	0/054	Attracting work force from abroad	0/024

3	Long term employment	0/059	Short-term employment	0/018
4	Promotion based on expertise and competency	0/046	Promotion based on commitment	0/032
5	employees' end of work considering organizational regulations	0/041	employees' end of work considering national regulations	0/037
6	Payment based on intra-organizational comparison	0/055	Payment based on outside-organizational comparison	0/03
7	Performance evaluation based on organizational criteria	0/046	Performance evaluation based on national regulations and criteria	0/019
	sum	0/341	sum	0/177
	Sum of SRPs for internal and external labor market			0/518

Considering data related to control indices, it is obvious that in staff and support jobs, there is a tendency towards efficiency control.

Furthermore, considering data related to market indices, it is obvious that in staff and support jobs, there is a tendency towards internal labor market.

In view of the analyses, of data related to staff and support jobs in the company, the most effective strategy for human resource strategy formulation in this category of jobs is committed strategy.

Table 20. SRPs table of integrative approach in service jobs

(SRP1)(service jobs) Control indices				
point	Process control	point	Efficiency control	row
0/049	direct control	0/014	Indirect control	1
0/034	autocratic management	0/036	Participative management	2
0/045	individual control	0/019	Group control	3
0/041	Emphasis on organizational culture as control means	0/023	Emphasis on professional culture as control means	4
0/027	Development and education of organizational norms	0/024	Development and education of professional skills at work	5
0/066	Material payment	0/024	Non-material payment	6
0/049	Short-term evaluation timing	0/029	Long-term evaluation timing	7
0/045	individual performance evaluation	0/021	Group performance evaluation	8
0/354	sum	0/19	sum	
	0/544		Sum of SRPs of process and efficiency control	
(SRP2)(service jobs) labor market indices				
point	external labor market	point	internal labor market	row
0/038	Control based on national regulations	0/027	Control based on organizational regulations	1
0/036	Attracting work force from abroad	0/013	Employing from inside	2
0/034	Short-term employment	0/015	Long term employment	3
0/03	Promotion based on commitment	0/021	Promotion based on expertise and competency	4
0/033	employees' end of work considering national regulations	0/018	employees' end of work considering organizational regulations	5
0/06	Payment based on outside-organizational comparison	0/057	Payment based on intra-organizational comparison	6
0/041	Performance evaluation based on national regulations and criteria	0/033	Performance evaluation based on organizational criteria	7
0/272	sum	0/184	sum	
	0/456		Sum of SRPs for internal and external labor market	

In view of the data related to control indices, it is obvious that in service jobs, there is a tendency towards process control.

Furthermore, in view of the data related to market indices, it can be concluded that in service jobs of the company, there is a tendency towards external labor market.

Considering the analysis of service jobs data, the most effective strategy for formulating human resource strategy in this category of jobs is secondary strategy.

In the following figure, strategic coordinates and human resource strategies of Tehran Shahid Tondgouyan Oil Refining Company in each of the four job categories, main, staff, support and service jobs have been shown.

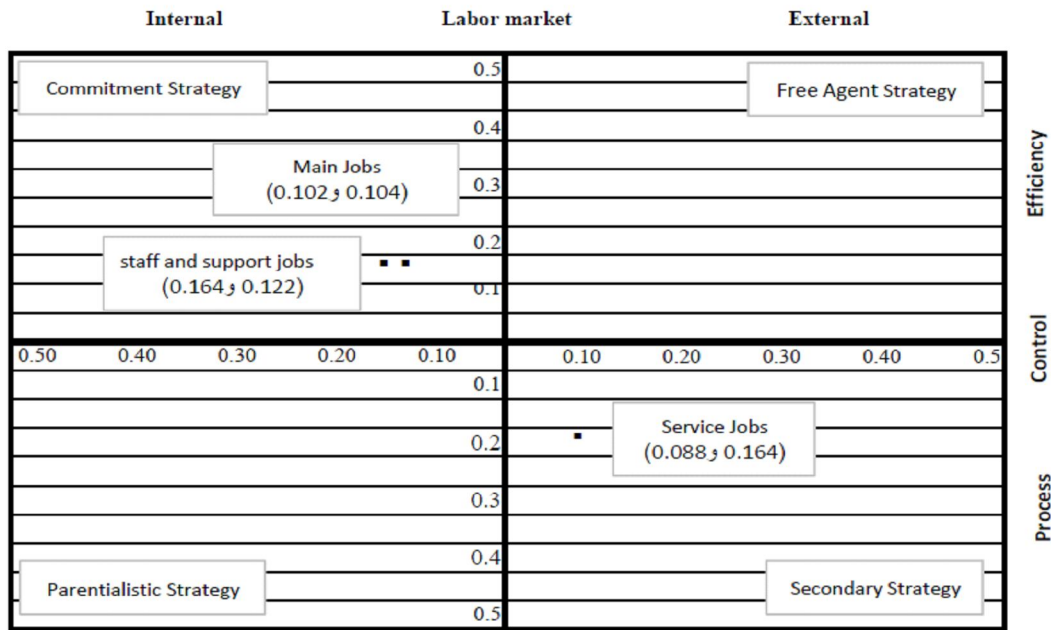


Figure 3. Human resource strategy for Tehran Shahid Tondgouyan Oil Refining Company

Conclusion

An outstanding strategy is an effective commodity or an advanced technology that can let you in a competition, but only its proper implementation can keep you in competition. Human resource strategies will only be effective when they are put into action properly and result in positive changes in the company. Formulation of these strategies is the easiest part of the process. Problems begin when we want to put those strategies into action. In order to put these strategies and also our words into action, we must:

- Explain the benefits of strategy implementation for all members of our company and try to convince employees carefully.
- Facilitate information flow within company's borders.
- Be realistic towards what we earn and we should not try earn more than we pay. A gradual and slow change is better than no change.
- Be prepared for confronting with oppositions and problems.
- Identify opponents and supporters of strategy implementation; add supporters to our group and try to convince opponents as much as possible.
- Form executive teams in different parts of our organization.
- Remember that operational managers can spoil strategy implementation plan with showing indifference towards that or obvious opposition towards the plan and of course we are dependent on them; so we must try to attract their agreement.
- Remember that for implementing a strategy, operational managers and others need continuous education, support and guidance.
- Involve employees in preparing implementation plan. The more we are able to persuade operational managers to cooperate with employees, the better result we will receive.
- Evaluate human resource strategies impact as soon as possible and deal with any problem that arises at any part of the process.

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