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Study the relationship between organizational change and strategic planning of human resources

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Abstract

Today, Due to the acceleration and the growing trend changes, attention to change in organizations is important and necessary. Organizations to achieve optimum performance and a high efficiency must consider important factors. One of the most important factors is strategic human resource planning that can be directly related to the main spine of Organization means human. On the other hand, audit court requires a comprehensive program of human-centered to strengthen its internal parts of organization that the strategic planning of human resources is an important part of the job. so this study knows necessary investigate of the relationship between Organizational change and strategic planning of human resources. For doing this study, with studying literature of research and, patterns and models of development and strategic planning of human resources, eight structural and environmental factors of Human resources, technology, cost, organizational learning, excellent management and leadership of organization, organizational culture were identified as factors affecting organizational Transformation. As well as to evaluate the effectiveness or lack of effectiveness of Factors identified in the strategic planning of human resources, we distributed and collected 60 questionnaires among employees in Sistan and Baluchistan. Review and analysis of questionnaires collected show that Factors: technological, organizational learning, excellent management and leadership of organization and human resources are effective on strategic planning of human resources in audit Court And other factors referenced isn't effective on strategic planning of human resources at the audit Court.

Keywords: organizational change, strategic planning, human resources, audits Court

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Introduction:

Along with daytime advances and dynamic management science, Organizations should implemented informed developments and helpful innovations. The intensity and the efficiency effect of organizational change and developments is size that provides The need for new and evolved methods to deal and coordination and Adaptation with it .today , Dynamic and efficient managers should Frontispiece their affairs the effectiveness and apply knowledge of organizational change and development In addition to tasks such as planning, organizing and monitoring . Today, in broad and general level, organizations are faced with change and development while some of them aren't ready for compatibility and harmony with these changes and developments. So management organizations, as well as to the changing environment are adaptable and flexible But also have the ability to diagnose problems and implement of organizational development and change programs and organizational ,Because the organizations are not static and are continuously in conflict with external and internal factors . Change insights contacts and new laws and technology changes are the factors for the organization adaptation with environmental changes. Organizational change is one of the most important factors of productivity in organizations and society of human resources. Because today, human resources are the most valuable factor of production and the most important asset of any organization And the main source of generating competitive advantage and creating the basic capabilities of any organization So one of the most major organizational planning, is human resource planning. An important factor for the existence of human resource planning, is Planning for achieving Skill and educational needs and the improvement of human resources.

The most effective way to achieve competitive advantage in the current situation is making more efficient employees of organizations through improving and upgrading them. And what is important in the development of human resources is that Improving human resources can be made only with technical and Professional training But also multiple ways was paid to staff development And this importance will not be possible except with strategic management in the field of human resource management . Given that human resources is strategic resources for enterprises ,it is important and integral component of Strategic planning issues and the most organizational planning and human resources have Strategic nature . Of the main factors that lead to new approaches in the strategic planning of human resources is Process of change and, social and economic and technological changes in Indoor and outdoor environment of organizations that they have always faced. If organizations are going along with these changes, they must have a comprehensive and strategic approach And consider the various requirements. At present area, the most fundamental competitive source of organizations is, efficient human resources or the knowledge workers. At the same time, many organizations are lack the necessary expertise and skills that can effectively provide human resources strategic plans. Change is one of the phenomena of creation and inherent existence. Changes of the past century, especially recently revealed that Acceleration of This change is accelerating day by day greater. So, the world of the early twentieth century is not comparable with today's world. Throughout history, humans has always faced with changed in the practice, and holding ceremonies and feasts, how to cover, shape and structure of the tool and how to use them When he rides on the flying carpet and now on intercontinental jets. When he the thinking about wheel of his jigger And today, I think Gary is flying (Rahimnia et al., 2011: 10) Yet how is it that we often wish that Change will not come unto us And we had to leave And always prefer stability and peace of mind? These two approaches (Change and Stability) face managers with two main challenges that should provide a

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reasonable balance between them. One of the most striking characteristics of the present age is Profound and persistent changes in thinking, ideology, social values, methods of work and many other phenomena of life. Knowledge management witnessed also based on this principle, the developments. Management whether be in the private or public sector, has Responsibility for the proper use of factors of production in the three goals of the organization, staff and administration. Because changing is one of the greatest characteristics of organizations and institutions in today's competitive field. Technology changes or any other changes also require changes to its management (RAHIMIAN and Ghaderi , 2013: 4). Today, recognition and object of organizations is known with their human resources And the importance of human resources is base and axis of top managers work of organizations .this that How important is the human resources, requires Strategic planning of human resources means that No program can be benefited from human resources In achieving the short and long-term goals of organizations .so , we can emphasize human resources through Compatibility And use it as an endless and sustainable funding for the organization dynamics ,is Strategic planning of human resources. Various organizations from the routine And planning in terms of human resources intentionally or unintentionally must move in the strategic planning of human resources and achieving this importance isn't suddenly possible And should be prepared fields and its prerequisites And this is because attention to the requirements of the strategic planning of human resources is More important, from your planning (Soltani, 2000: 166). The Supreme Audit Court was Sole units of Legislative oversight that has the mission to protect and preserve public funds. Addressing the legal bases of the institute and awareness of the functions and powers and within its competence within the framework of the legal system of the Islamic community is essential. The most important legal basis of forming an organization and understanding is its functions and powers as well as the role of importance that the community for it to be considered is Constitution. Iran's constitution in Article 54 and 55 From the fourth quarter as economic and financial affairs has awarded to Supreme Audit Court a special reputation (Paknahad , 2005: 50). Therefore, this study aimed to investigate the relationship between organizational change and strategic planning of human resources (Case study: audit Court) done in the administrative system of Iran. And we are finding answer to this question that is there the relationship between organizational development and strategic planning of human resources in the organization? Rapid changes in the organizations environment associated with the social change Leading to major changes in lifestyle, needs and the person's base of values , Necessitated that Organizational structure and processes be flexible and to some extent replaced traditional patterns. These organizations as a result of changes in their surrounding environment, In order to maintain the organization need is to create a fundamental change in the structure and their goals. The only effective way to create change in the organization is culture change and how the performance of managers through the change of the organization's values and beliefs system. Therefore, organizational change is crucial and very basic (Sabory, 2011: 160).

Since the basic issue in any organization is dealing with the rapid developments within and outside the organization, thus creating activities, abilities and skills should be done with regard to human resources. On the other hand audit Court as major public organizations, requires proper planning in regard provision of appropriate strategies for their manpower for improvement of planning within the organization and increase its efficiency(SM Javadein, 1993: 46). But how to explain the origin of human resource planning issues without a comprehensive definition of it cannot be very efficient (Amely 2013: 46). On the other hand , audit court requires a comprehensive program of human-centered to strengthen its internal parts of

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the organization that The strategic planning is an important part of the job , so this study knows necessary investigate of the relationship between organizational change and strategic planning of human resources (Case study: audit Court).

Factors of change and development in organizations

Organizational development

Organizational development is a planned process, involves changing the organizational culture to culture in which collective and group processes have been institutionalized. (Karimiyan et al., 2012: 31 and 32). Lypyt defines organizational improvement such: empowering the operational processes and human resources in organization for enhancing the performance quality of various organs of the enterprise system (Mazlom, 2011: 15).

Technology (IT) factor

Technology term like many other terms has several definitions. It must be said in regard technology that it is a process consists of knowledge, skills, various techniques, Making and Production of the product or providing service. According to this definition technology will be divided into two classes that the first is developed with relying on advances in the natural sciences Methods and tools for data collection that it is names as hard technology. The latter, is called soft technologies that it is developed through a combination of advances in the natural sciences and humanities The computer software programs are an example of soft technology (Armstrong, 2001).

Human resource factor

Individual is one of the most important factors in organizational -wide changes. Excellence in this area is for organizations that they are willing to take risks and refer decision-making to the possible lowest organizational level. Perhaps the most complex and most difficult changes, is change in human. Because it related to many factors including the interests of employees, their future and their assumptions and perceptions are considered. This type of changes refers to attitudes, skills, expectations, abilities and style of employee behavior. Human resources are the most important asset of any organization. And distinctive competence of any organization is hidden in the skills and abilities of its employees. Because these skills and abilities to give organizations a competitive advantage. Organizations must constantly monitor their own structures so as to find The most effective way for motivating and organizing human resources And use of acquired skills. (Abrahaminejad , 2013, 80).

Structural factor

Organizational structure is Official Network and related with areas of Duties and authorities level of individuals that it controls How to regulate their activities and use of Necessary resources to achieve organizational goals. When a group of individuals establishes organizations for collective activities and achieve the desired goals, Organizational structure, will mark enhance the effectiveness through control activities? The main objective of the organizational structure is controlling way that individuals

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coordinate their activities to achieve the organization's goals and will motivate them to achieve these goals. (Ebrahim Nejad, 2013, 85).

Cultural factor

Organizational culture is a set of shared values and norms that it controls Encounters of the organization members together and with resources, customers and other individuals outside the organization. Cultural factor formed by individuals within an organization, the organization's ethical principles, and amount of wage is paid to employees and the type of structure is used by the organization (Ebrahim Nejad, 2013, 87).

Environmental factor

In any case, the changes that are created today, in a organizations environment, it requires Efficient organizations that they made development in their performance and process In order to cope or adapt to the changes (Rezaeian, 2009, 170). Organizational environments face many changes, (Hunger and Thomas, 2002) Effective management of changes is required as An important advantage for the organization (Kamp bell, 2010).

The role of top management of organization in the process of development

The amount of the important and often shocking changes that have been occurred over the past two decades in the environment, Shows tremendous growth by any objective measure. As a result, every day more organizations to adapt to these changes fall under pressure to reduce costs, improve the quality of products and services, Consider new opportunities for growth and increase efficiency. In this way (when trying to change) senior management of organization wins a yet double and importance and big role. On one hand, his support for changing made the progress and On the other hand, some errors, affects the results of Organizational change initiatives. For achieving the commitment we believe that Top managers of organization should try to understand the necessary Incentives for change and this understanding has the vital role in the successful implementation of strategic initiatives (Brisson, 2011).

Cost factors

programs that look for focus on eliminating unnecessary activities and Or is ways to reduce the costs of this sample .in these changes , activities and operations that Less were considered, In periods of economic boom of Business , In hard times, due to low the costs are revised (David, 2004).

Learning factor

proposed Another way in field of changing refers to that organization Staff shouldn’t be Familiar and satisfied into the procedures, methods and current systems of affairs management in the organizations so that People are constantly trying to change and improve the affairs . Create routes and leverages by mangers in order to familiarize the staff with the needs of customers, competitors, markets, regulations, etc., can be caused to attract the participation of employees so as to be involved in the organization issues and determine that they are in what circumstances and conditions. Organizational learning stems by linking low levels of organization and encourage their employees to rehabilitation and self-confidence. Such a move would strengthen the sense of commitment and shared responsibility, organizational insight

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and the necessary actions and decisions against the environment outside of the Organization and finally, it creates the use of appropriate positions. (Yari et al., 2013).

Strategic planning of human resources

Human resources of organization are Potentially The only source of competitive advantage of organizations From the perspective of strategic management of human resources as create value for the organization that it is Rare, inimitable and irreplaceable (Zarei Matin, 1992, 70) Schuler in the definition of strategic human resource management, know it consist of all activities that influence on the behavior of people, motivating them to design and implement strategic needs of the company. (Arabs, 2006, 60). Actually, Strategic management of human resources is method that it decides on the objectives and plans of the organization, and the relationships between human resource management and strategic management in the company and also to the overarching and macro issues of organization. (Mazloum, 2011, 98).

According to belief of Robbins and Dvchynzou , human resource planning is process that through it , organization determines that it needs how many staff, with what expertise and skills for what professions and in what time for achieving your goals (Seadat , 2000, p. 57).

Hypothesis of study

Main hypothesis: There is a significant relationship between organizational development and strategic planning of human resources.

Subsidiary Hypotheses

1. There is relationship between the IT in organization and strategic planning in human resources
2. There is relationship between the Human resources in the organization and strategic planning in human resources
3. There is relationship between the Organizational Structure and strategic planning in human resources
4. There is relationship between the Organizational culture and strategic planning in human resources
5. There is relationship between the Organizational environment and strategic planning in human resources
6. There is relationship between the Management and leadership of Organization and strategic planning in human resources
7. There is relationship between the Organization cost and strategic planning in human resources
8. There is relationship between the Organization learning and strategic planning in human resources

Research methodology

The research method in this study is descriptive-survey. The data collection is done by distributing questionnaires and documentary studies. information required of The empirical section of this study is collected through Referred to the Court of Audit and the distribution of questionnaires And the information of theoretical foundations is done through referred to the library and databases and A

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made questionnaire by researcher is used for gathering information. The statistical society of present study included all employees of audit court of of Sistan and Baluchistan to 60 people that all employees were selected as statistical sample due to the limited number of employees using of Census method.

Given that the research method is descriptive with survey approach , for collecting information of theoretical foundations , Researcher The note takes information in appropriate place for , researching with Referring to the documents at the Information Library and also uses from Articles, needed books and the global information network (Internet).inventory is used for collecting free information. Measuring tool is questionnaire in this study which is set using standard questionnaires. Two types of questionnaires were used for collecting data and information and for analysis:

A. Questionnaire of factors affecting organizational change which was designed by Vakilpour (2012), It should be noted that this questionnaire has been used for a Master's thesis, and this questionnaire is included (items 1 to 43).

B) Strategic planning Inventory of human resources and organizational effectiveness which is designed by Nasrallahi (2009), that also, this questionnaire has been used for a Master's thesis, and this questionnaire is included (items 43 to 51).

Five points Likret scale was used for designing the questionnaire, which is considered as one of the most common Comparative measurements.

Reliability and validity of inventories Cronbach's alpha coefficient of management and leadership of organization and organizational culture and human resources of organization and organization's environment and IT organization and organization structure and strategic planning for human resources were obtained respectively, 0.795 and 0.736 and 0.744 and 0.910 and 0.839 and 0.813 and 0.776. These numbers indicate that used the questionnaire has dependability and In other words, Necessary Reliability.

Validation Determination (validity) of Inventory:

The concept of validation answers this question that the measuring instrument measures to what extent, intended attribute. Without knowledge of the validity of the measuring instrument cannot be sure of the accuracy of achieved data from that. There are several methods for determining inventory validity that one of these methods is content validity.

The Analysis of Data

The main hypothesis: there is relationship between organizational change and strategic planning of human resources.

Table 1. Pearson correlation test of organizational development and strategic planning of human resources

The name of variables	**Correlation coefficient**	**A significant number(sig)**	**Significant relationship**
Organizational development	0.552	0.000	There is
strategic planning of			

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human resources			

Due to the outflow Spss, Pearson correlation coefficient for these two variables is 0.466, the amount of viewed significant number (sig) is equal 0.000 that is less than The standard significance level (α - 5%) .So hypothesis H0 is not confirmed at Confidence level 95%. This means that there is a significant relationship between these two variables. Given that the correlation coefficient between these two variables has positive sign, so it can be said that Direction of organizational development Changes and strategic planning for human resources are Together positive and same direction.

First sub-hypothesis: there is relationship between the IT in organization and strategic planning for human resources.

Table 2. Pearson correlation test of technology in the organization and strategic planning of human resources

The name of variables	**Correlation coefficient**	**A significant number(sig)**	**Significant relationship**
technology in the organization	0.318	0.013	There is
strategic planning of human resources			

Due to the outflow Spss, Pearson correlation coefficient for these two variables is 0.318, the amount of viewed significant number (sig) is equal 0.013 that is less than The standard significance level (α - 5%) .so hypothesis H0 is not confirmed at Confidence level 95%. This means that there is a significant relationship between these two variables. Given that The correlation coefficient between these two variables has positive sign , so it can be said that Direction of technology Changes in organization and strategic planning for human resources are Together positive and same direction.

Second sub-hypothesis: there is relationship between the human resources in organization and strategic planning for human resources.

Table 3. Pearson correlation test of human resources in the organization and strategic planning of human resources

The name of variables	Correlation coefficient	A significant number(sig)	Significant relationship
human resource	0.529	0.000	There is

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strategic planning of human resources			

Due to the outflow Spss, Pearson correlation coefficient for these two variables is 0.529, the amount of viewed significant number (sig) is equal 0.000 that is less than The standard significance level (α - 5%) .So hypothesis H0 is not confirmed at Confidence level 95%. This means that there is a significant relationship between these two variables. Given that The correlation coefficient between these two variables has positive sign , so it can be said that Direction of the human resources Changes in organization and strategic planning for human resources are Together positive and same direction.

Third sub-hypothesis: there is relationship between the Organization Structure and strategic planning for human resources.

Table 4. Pearson correlation test of Organizational Structure and strategic planning of human resources

The name of variables	**Correlation coefficient**	**A significant number(sig)**	**Significant relationship**
Organizational Structure	0.292	0.023	There is
strategic planning of human resources			

Due to the outflow Spss, Pearson correlation coefficient for these two variables is 0.292, the amount of viewed significant number (sig) is equal 0.023 that is less than The standard significance level (α - 5%) .So hypothesis H0 is not confirmed at Confidence level 95%. This means that there is a significant relationship between these two variables. Given that The correlation coefficient between these two variables has positive sign , so it can be said that Direction of the Organizational Structure Changes and strategic planning for human resources are Together positive and same direction.

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Fourth sub-hypothesis: there is relationship between the Organizational Culture and strategic planning for human resources.

Table 5. Pearson correlation test of Organizational culture and strategic planning of human resources

The name of variables	Correlation coefficient	A significant number(sig)	Significant relationship
Organizational culture	0.151	0.284	There is not
strategic planning of human resources			

Due to the outflow Spss, Pearson correlation coefficient for these two variables is 0.151, the amount of viewed significant number (sig) is equal 0.284 Which is larger than 0.05(sig>0.05) Thus, assuming of existence of significant correlation relationship between organizational culture and human resources strategic planning is rejected . And these two variables together have no correlation relationship at Confidence level 95%. This means that there isn't a significant relationship between these two variables.

Fifth sub-hypothesis: there is relationship between the Organization Environment and strategic planning for human resources.

Table 6. Pearson correlation test of the Organization Environment and strategic planning of human resources

The name of variables	Correlation coefficient	A significant number(sig)	Significant relationship
Organization Environment	0.287	0.026	There is
strategic planning of human resources			

Due to the outflow Spss, Pearson correlation coefficient for these two variables is 0.287, the amount of viewed significant number (sig) is equal 0.026 that is less than The standard significance level (α - 5%) .So hypothesis H0 is not confirmed at Confidence level 95%. This means that there is a significant relationship between these two variables. Given that the correlation coefficient between these two variables has positive sign, so it can be said that Direction of the organizational environment Changes and strategic planning for human resources are Together positive and same direction.

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Sixth sub-hypothesis: there is relationship between the Organization Management and leadership and strategic planning for human resources.

Table 7. Pearson correlation test of Organization Management and leadership and strategic planning of human resources.

The name of variables	Correlation coefficient	A significant number(sig)	Significant relationship
Management and leadership	0.321	0.012	There is
strategic planning of human resources			

Due to the outflow Spss, Pearson correlation coefficient for these two variables is 0.321, the amount of viewed significant number (sig) is equal 0.012 that is less than The standard significance level (α - 5%) .so hypothesis H0 is not confirmed at Confidence level 95%. This means that there is a significant relationship between these two variables. Given that The correlation coefficient between these two variables has positive sign , so it can be said that Direction of the Management and leadership changes in organization and strategic planning for human resources are Together positive and same direction.

Seventh sub-hypothesis: there is relationship between the Organization cost and strategic planning for human resources.

Table 8. Pearson correlation test of Organization cost and strategic planning of human resources.

The name of variables	Correlation coefficient	A significant number(sig)	Significant relationship
Organization cost	- 0.025	0.849	There isn't
strategic planning of human resources			

Due to the outflow Spss, Pearson correlation coefficient for these two variables is - 0.025, the amount of viewed significant number (sig) is equal 0.849 Which is larger than 0.05(sig>0.05) Thus, assuming of existence of significant correlation relationship between organization cost and human resources strategic planning is rejected . And these two variables together have no correlation relationship at Confidence level 95%. This means that there isn't a significant relationship between these two variables.

Eighth sub-hypothesis: there is relationship between the Organization learning and strategic planning for human resources.

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Table 9. Pearson correlation test of the Organization learning and strategic planning of human resources.

The name of variables	Correlation coefficient	A significant number(sig)	Significant relationship
Organization learning	0.466	0.000	There is
strategic planning of human resources			

Due to the outflow Spss, Pearson correlation coefficient for these two variables is 0.466, the amount of viewed significant number (sig) is equal 0.000 that is less than The standard significance level (α - 5%) .So hypothesis H0 is not confirmed at Confidence level 95%. This means that there is a significant relationship between these two variables. Given that The correlation coefficient between these two variables has positive sign , so it can be said that Direction of the learning changes of organization and strategic planning for human resources are Together positive and same direction.

Discussion and conclusion

In this study, we tried to study The relationship between the factors affecting organizational development and strategic planning of human resources, results indicate on that components of organization IT and human resources of organization and Organizational structure and environment of the organization, and organization management and leadership and organization learning are effective on The organizational change and have positive and significant relationship with strategic planning for human resources . The main hypothesis was confirmed that it was about the relationship between organizational change and strategic planning of human resources. So it can be said that the organizational change is Effective in Supply and demand trends of human resources in organizations. Organization Vision is affected by change management and organizational change in the field of human resources. On the other, components such as technology and human resources and Organizational structure and Organizational environment, and organization management and leadership and organization learning have positive and significant relationship with strategic planning for human resources. In this study, secondary hypotheses 1, 2, 3, 5, 6, were confirmed and sub-hypotheses 4, 7 weren't confirmed. it Can be concluded that organization Development eclipses So as the whole organization . Thus, Manpower Challenges one of the most strategic organizational resource. These factors are like chains that If the any of the seeds in this chain were cut, Will bring great harm to human resources and organizational development. Organizations need the relationship between different components of the organization to achieve your goals and vision. On the other hand organizational change under the influence of time and environment and internal and external developments of organization is effective on Human resources situation and it also can be said that HRP is also will experience a lot changes. Predicting the future Critical look at the future is the

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main requirements of the organization's manpower planning And with environmental changes and improved institutions , technological change , it is expected that Type of structure, management practices and learning methods have changed And this in turn affects the strategic planning of human resources. In conclusion, organizational change and strategic planning of human resources are interconnected. The results are as expected according to the issue literature and the results of Mr Mehdi Vakil Pour (2012) About factors affecting the change and correlation relationship, Between any of the components correspond with organizational Transformation.

Practical suggestions:

• According to approving the main hypothesis of study And the relationship between organizational development and strategic planning of human resources , is recommended , Given that human resources, is considered as strategic resources for enterprises and according to that development in organizations is inevitable In the present age , Pay special attention to human resources of organization With training courses, acquaint Them with the necessary evolution and its advantages and promote better programs.

• According to refusing the hypothesis of a link between organizational culture and strategic planning, managers when strategic planning of human resources, In line with the evolution of the organization Should adopt a program based on the cultural principles of organization staff, Because if it is inconsistent with the culture of community, May be met with resistance from employees and plan fails.

• Given that very little research on the relationship between organizational development and strategic planning of human resources was performed and yet this issue has the very place to work, It is recommended this be done for other organizations and government agencies.

•it is suggested While the study relationship between organizational development and strategic planning of human resources, Development components using techniques are ranked in terms of influence rankings.

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