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**THE ROLE OF STRATEGIC PLANNING IN THE PERFORMANCE EVALUATION
OF HUMAN RESOURCE**

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ABSTRACT

The aim of this study was to assess the role of strategic planning in human resource strategic. Planning applications take at least four components, strengths, weaknesses, opportunities and threats are. The method of this research is descriptive method. The population consisted of 5482 individuals, managers, technicians and supervisors, that by using Cochran formula, 384 of them were selected as samples. To test the hypotheses of normality test variables, Pearson and Friedman used. The results show that: the three components of strengths, weaknesses, opportunities and threats, and there is a significant positive relationship with employee performance. The relationship between the component weaknesses and performance weren't found. The Friedman test showed that the greatest impact of threats and vulnerabilities affecting the following minimum components of strategic planning.

**Keywords: Strategic Planning, Performance Evaluation, Strengths, Weaknesses,
Opportunities and Threats**

INTRODUCTION

The strategic planning process is to define the organization to achieve its mission. Usually the result of a strategic planning document (a strategic plan) is a high-level strategy and the

elements that affect it, the elaboration of a complete description of the organizational environment and goals [1].

McCune [1] argues, is a strategic planning process for restructuring and organizational transformation. He looks at the long-term planning and forecasting purposes is based on the assumption of organizational stability, while the strategic planning role in the organization studied [1]. Strategic planning allows an organization's activities and services adapt to meet the changing environment [2]. Strategic planning allows an organization's activities and services adapt to meet the changing environment [2]. Strategic planning allows an organization's activities and services adapt to meet the changing environment [2]. The most effective way to achieve a competitive advantage in the current situation, more efficient organization by improving and optimizing and evaluating the performance of employees. Regarding human resources, strategic resource for organizations, is an important and integral part of strategic planning issues and the majority of human resource planning, organizational and strategic nature. Strategic planning in different ways and in different models presented in this study refer to one of the most common. The SWOT model is known, and the study's strengths, weaknesses,

opportunities and threats. In this model, the type of study performed, an internal investigation, which includes the organization's internal strengths and weaknesses and allow accurate assessment of the organization's resources and limitations in the management of providers. Then, to assess the external environment presents opportunities and threats [3]. Kroeger [4] in his paper entitled " Firm performance as a function of entrepreneurial orientation and strategic planning practices ," asserts that Flexibility means the ability to change the organization 's strategic planning Strategic planning is when emerging threats and opportunities And because of the competitive forces , organizations in order to have a successful performance requires flexibility in their strategic plans [5]. Wiklund and Shepherd [6] in his study titled "Entrepreneurial orientation and small business performance" showed that the intensity of the relationship between strategic planning and performance in different environments, depending on the external environment, the relationship between strategy and performance Modifies [6].

Knowledge of the strengths, weaknesses, opportunities and threats to the management of this very useful information that can be evaluated by an appropriate and reasonable to

the human resources function itself. Organizations to achieve optimum performance and high efficiency are important factors to consider. Strategic planning is one of the important factors that could have a direct relationship with human resources. With proper planning and proper selection and training of personnel can be achieved immediate goals. Regarding the points raised above, to assess the strengths, weaknesses, opportunities and threats and evaluating the impact of these factors on human resource performance look.

MATERIAL AND METHOD

The study sample consisted of managers, experts and heads of administrative of medical science in West Azerbaijan. The number of cases is 384. Data and information required in the form of library and field research is provided. In this study, a questionnaire was used for data collection. According to the research questions, research objectives, the level of respondents standard questionnaire to evaluate "strategic planning" using four different strengths, weaknesses, threats and opportunities, as independent variables and the questionnaire made to measure "employee performance evaluation" as the dependent variable, is used. In this study, two methods was used for analyzing

data from "descriptive" and hit the "presumptive".

RESULTS AND DISCUSSION

RESULTS

Testing results are presented in the **Table 1**. The effect on the performance evaluation of human resource organizational strengths, Pearson correlation analysis was used. Correlation coefficient 0.76, with 382 degrees of freedom is positive and significant at the 99% confidence level. Therefore, the null hypothesis can be rejected. This means that the strengths of the organization's human resources performance evaluation are effective.

Based on the **Table 2** results, the level of significance is 0.302 and there is no significant relationship between employee performance evaluations with weaknesses within the organization. The second hypothesis is rejected.

The results from the **Table 3** show the correlation coefficient is 0.74. That is a positive relationship between the organization and the opportunities out there for performance evaluation of human resource. The level of significance is 0.001 and varied opportunities outside the 99% confidence level are significant. Thus the third research hypothesis will be accepted.

According to the results in **Table 4**, the Pearson correlation coefficient is 0.001 and significant level 0.82 indicate that the positive relationship between external threats and

evaluating the performance of the employees there. As a result, the fourth research hypothesis will be accepted.

Table 1: Correlations between strengths within the organization and assessment of human resource performance

Variables	Assessment of human resource performance	Sig	df
Strengths within the organization	0.76**	0.001	382

*p≤0.05, **p≤0.01

Table 2: Correlations between employee performance evaluations with weaknesses within the organization

Variables	Employee performance evaluations	Sig	df
Weaknesses within the organization	0.44	0.302	382

*p≤0.05, **p≤0.01

Table 3: Correlations between opportunities outside the organization and assessment of human resource performance

Variables	Opportunities outside the organization	Sig	df
Assessment of human resource performance	0.74**	0.001	382

*p≤0.05, **p≤0.01

Table 4: Correlations between external threats and evaluating the performance of the employees

Variables	External threats	Sig	df
Evaluating the performance of the employees	0.82**	0.001	382

*p≤0.05, **p≤0.01

DISCUSSION

According to the results, most of the sample members were aged 31-40 years. The most of sample with 72 % of men have formed. The highest frequency of 38.80 and the highest level of education experts with many years of working in the group aged 30-21 years with a 53.92 percent. The first hypothesis examines the effect on the performance evaluation of human resource organizational strengths (**Table 1**). The results showed a positive

correlation relationship between the strengths of the organization and employees' performance is evaluated. The strength of an organization, a successful application of a competency or exploitation is a key factor to improve competitiveness of the organization. Through this analysis and data which can help managers to complete a competitive opportunities (distinctive competencies) investment and so reduce barriers and threats to reduce their effects. Identifying strengths

and competencies, enables the company to meet and encounter the forces of environmental strategy choices.

The second hypothesis deals with relationship between employee performance evaluations with weaknesses within the organization (**Table 2**). The test results showed no significant relationship between these two variables. The weaknesses of the organization are weak compactness Friedman rank test. Weaknesses of a successful application of a tactic or non- utilization are a key factor that reduces the competitiveness of enterprises. To enhance the likelihood of success in the organization must be aware of the strengths and weaknesses of the company have fewer problems we face. Management makes these weaknesses in the work that we do as much as possible away from our weaknesses. One way to identify the strengths and improve is evaluation of the performance of the company. This assessment may include personnel are aware of the weaknesses or negative personal habits personnel. Based on the research of scholars such as Kroeger [4], justifies sessions for managers to recognize the importance, scope, objectives and approaches to strategic planning , having the proper hardware facilities and infrastructure , delegate freedom of decision of the employee , the appropriate organizational structure and

dynamic design , attention to the development of educational activities and weaknesses can be reduced [5].

The third hypothesis, positive and significant relationship between opportunities outside the organization and assessment of human resource performance show (**Table 3**). So take advantage of opportunities in the external environment of an organization can take advantage of its strategy to increase profits and would henceforth. Weaknesses into strengths and weaknesses are lessening the severity. Four hypotheses significant positive relationship between external threats and evaluation of staff performance shows (**Table 4**). On the other hand, external threats Friedman rank has priority over the other indices. According to Wiklund and Shepherd (2005) organizations gain a scarce and valuable resource to rely environment , external environment may cause problems or opportunities for organizations with so have companies that are considered when planning the evaluation and basic knowledge about the environment they have at that they have better the [6].

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