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The role of career anchors in human resource strategy (Case study: Students of Management Faculty of Yadegar-e-Imam Khomeini (RAH) Shahre Rey Branch, Islamic Azad University)

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Abstract: Maintenance of efficient, highly specialized, and valuable forces in the present age is one of the most important concerns of organizations, especially organizations with advanced technologies. The importance of human resources planning and management in these organizations has greatly increased, and in the various areas of human resource management, the approach to occupational anchor planning has been very much considered. The purpose of this study was to investigate the role of the job path anchors in human resource strategy among the target community. Participants were selected randomly from among 3500 students at the Faculty of Management of Yadegar-e-Imam Khomeini (RAH) Shahre Rey Branch, Islamic Azad University in Tehran Province, Iran. The sample size was 346 by the Cochran method and the questionnaire was collected by electronic means. At the time of the study, 346 questionnaires were completed and the analysis was performed based on 346 questionnaires. To collect data, standard job anchor questionnaires, and Human Resources Strategic HR Questionnaire was used. The study population included 346 people, of whom 203 were male and 143 were female. The age of the people below the age of 20 was 38, from 20 to 25 years old, 94, between the ages of 26 and 30, 60, people aged 31 to 35, and 76 people over the age of 35 years. The reliability of the work anchors was 91% and the human resources strategy questionnaire was 80%. Investigations have shown that, on the anchors of the career path, the factors of creativity - entrepreneurship, autonomy-independence, pure challenges and public management with a committed strategy and public management, creativity-entrepreneurship, security-stability in the strategy of contracting businesses and creativity - entrepreneurship, Pure challenges, security with secondary jobs, and creativity-entrepreneurship, public management, pure challenges in parenting jobs. According to the results of this study, it seems that the emphasis on reducing organizational structures, empowerment, and participatory decision making can determine the necessary grounds for determining the type of human resources strategy in an organization.

Keywords: job path anchors, HR strategies, management, human resources, strategy

INTRODUCTION

In today's world, the power, economic power, and prosperity of any country depend on the optimal use of its

facilities, industries, and especially its human resources. Qualified and skilled human resources are the endless value and capital contributions to the growth and development of

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organizations and countries, and the greatest asset of a country is its growth factor. If labor, capital, and land were the main factors of production in the past, today technological change, manpower, and increased productivity is considered to be the drivers of growth [1]. In today's world, organizations are in constant competition. The intensity of competition increases every year and all organizations are constantly in need of improved organizational performance for their survival and growth. Therefore, through an efficient and effective human resources management system, individuals can be considered as strategic assets [2]. The term human resource strategy as a process is a specific set of human resource requirements developed by an organization to achieve its goals. Price, in defining a definition of the human resources strategy, stated that the human resources strategy encompasses all activities related to managing people in the organization in the form of coherent plans to achieve the strategic goals of the organization. Some writers have stated in the concept of strategy as a consequence that "human resource strategy is a model of decisions related to human resource system policies and actions" [3]. Creating a job in a world with diminished job security, changing technology, and increased personal responsibility for the training of certain skills, employment, and lifelong learning are key to meeting the challenges of today's world. Researchers have found that the complexity of the burgeoning context today has a significant impact on people's work attitudes and experiences in their working lives [4]. The concept of a career path, as a link between the organizations and the individuals they work for, is explored from both an internal and an external point of view. Slow and defined as organizational indicators of a career path, while the internal career path is the tendency for employees to move to or from the job anchor. It consists of three main categories: 1. Talents and abilities Self-perception; 2. Core values; 3. Evolved feelings about the motivations and needs that drive the career path [5].

Edgar Shine Model Career Anchors, with 8 Anchors:

1. Technical-Functional Competence: In this anchor, one is primarily motivated by automated content and tends to be employed in technical and specialized positions and jobs.
2. Managing Competency: This personal anchor is motivated by the opportunity to study complex conceptual issues under uncertain circumstances and incomplete information and tend to managerial positions and jobs in large organizations.
3. Security - Stability: In this personal anchor, it is promoted to a reputable organization through job security and long-

term attachment.

4. Creativity - Entrepreneurship: In this anchor, one is motivated by the need to build or create projects that belong to him/her.
5. Autonomy - Independence: In this anchor, a person is essentially seeking job opportunities that enjoy maximum freedom in terms of organizational boundaries and are thus stimulated.
6. Serving and Sacrifice and Sacrifice: In this anchor, one is motivated to serve and pursue a sacred cause and to meet the needs of others.
7. Pure Challenges: In this anchor, the individual is challenged to overcome major obstacles, solve difficult problems, or win over competitors.
8. Lifestyle: People with this anchor tend to balance their career paths with their families [6].

Human Resources Strategy

In the early years of 1980, strategic human resource management was the focus of a large number of influential management consultants and researchers in practicing management practices. These authors found that effective human resource management can guarantee quality and be effective in terms of competitive advantage. Not surprisingly, in the mid-1980s, many HR researchers favored the view that more HR units should play a greater role. The first models of human resource strategy formulation were introduced in the middle of this decade. These models, with a strong emphasis on human resource strategy adherence to organizational strategy, presented a rational and logical approach to unifying strategic issues for managing the overall human resources of organizations [7]. But the first models that could offer different strategies for different organizational conditions were single-dimensional models based on the labor market type or control type factor in 1987. These models did not necessarily coincide with the strategy of the organization, thus preventing the possible errors in the process of formulating the organization's strategy into a strategy of human resources. Combined, by introducing the "one-piece model", they proposed the use of strategic reference points (SRPs) to formulate HR strategies (8). The importance of this model is that, in addition to the logic of attraction, for the reason that it is compatible with the fundamentals of management philosophy, it can be formulated and implemented without the need for organization strategy, while maintaining its alignment with the organization's strategy. On the other hand, the HR strategy formulation using this model does not rely on the examination and modeling of the status quo. Using two main

dimensions of control (efficiency or process control) and labor market (concerning internal or external market), they have formulated four HR strategies [9].

Secondary strategy

This strategy is suitable for simple, duplicate, and standardized jobs that have a sufficient supply of labor outside the company and there is no need to nurture and retain them. In other words, they can be easily disconnected if they are not needed or unsatisfied with each other and can hire serious employees with the least training and cost if needed.

Paternal strategy

This strategy is also applicable to simple, repetitive, and standardized jobs, with the exception that corporate management tends to retain and enhance existing employees and align them with corporate culture. Therefore, vacancies can be filled by upgrading existing staff.

Contracting Strategy

This strategy is suitable for those complex and specialized jobs that require constant and formal hiring of relevant experts for the company, as the company needs these jobs in short and temporary terms. Therefore, these experts are usually highly compensated, solely for consulting or part of an invitation plan, and then return to the job market after the project is completed to provide similar services. Of course, some organizations (especially virtual organizations) also eliminate the constant need for their expert staff by using these experts' temporary or unnecessary services because the management of these organizations has been able to take full control of the organization's specific knowledge. Also, apply evaluation and promotion tools [10].

Committed strategy

This strategy is also applied to complex and specialized jobs, except that the experts in these jobs are constantly in need of the company and because they in many cases master the complex production network and specific knowledge required by the company. They are not easy to replace. Therefore, it is necessary to have an effective approach to the labor market within the organization, that is, to develop and train company experts and to strengthen their commitment and loyalty to the organization in such a way that these experts are exposed to higher market rights and benefits in the face of a secure and dynamic career future. Ignore work outside the organization. In the strategic reference point's theory, a three-dimensional matrix is used to determine the reference points that includes the internal conditions of the organization, the external conditions of the

organization, and time [11].

METHOD

The purpose of this study is cross-sectional applied in terms of purpose and type of research method and the research population is comprised of management students of Islamic Azad University, Yadegar Imam Branch - Shahre Ray. To ensure that the sample selected represents the real community, the sample was selected using correct sampling methods. Random sampling was also used to select the sample members. Morgan table was used to determine sample size in the present study. Since the target population in this study was 4 people, the sample size in this study was 9 people. Data were collected using the standard Anchor Job Inventory and HR strategy questionnaire as measured in previous studies. Surveying is one of the most common methods in quantitative social science research. Since quantitative research is not possible to study the behavior of all individuals in the community, the study is conducted through sampling. In this regard, a sample is selected and the result is generalized to the whole community [12]. After completing the questionnaire and collecting and removing the defective questionnaires, the data were analyzed with SPSS 23 software.

DISCUSSION

This section presents all the analyzes based on the assumptions of the present study. The analysis of the results will greatly help the scientific and purposeful discussion of the research topic.

The demographic variables of this study are as follows: The total number of participants was 346 persons, 203 men, and 143 women. The age group of people under the age of 20 is 38, 20 to 25, 94, between 26 and 30 are 60, people between 31 and 35 are 76, and people over 35 are 76. In terms of marital status, 192 were married and 154 were single; 118 were married, 36 were married, and 85 were single and 107 were single. The level of education in the associates is 50, 142 bachelors, and 154 masters. In terms of job status, 84 students were self-employed, 106 were employed in private companies, 109 were employed in public offices and 47 were employed in semi-public offices. Of these, 53 were freelance male, 78 were male, 78 were male, and 25 were semi-public, with a total population of 203.

Hypothesis 1: What are the career path anchors in committed business executives and what are their priorities?

To respond to this hypothesis, the relationship between the two factors of job anchors and commitment factors of the

HR strategy questionnaire was measured. Regression analysis can be used to determine the correlation between occupational anchor factors and the occupational commitment factor. Regression is a method for estimating and modeling the relationship of several independent variables to one dependent variable.

According to Table 1 and statistical significance at the level of 0.8, the regression model is significant. On the other hand,

model estimation data show that independent variables account for approximately 5% of the total variance of the response variable. In other words, the 5 factor of job anchors is the ability to predict the factor of the committed jobs. Based on this, it is possible to determine appropriate modeling to determine the simultaneous relationship between occupational anchor factors and the occupational factor.

Table 1: Regression model and model evaluation indices

Estimation error		The adjusted coefficient of determination		The coefficient of determination		Model evaluation
5.103		0.268		0.285		
P	F statistics	The average sum of square	Degrees of freedom	The sum of the regression squares		
0.000	16.822	438.076	8	3504.610	regression	Significance of the model
		26.041	337	8775.834	Error	
			345	12280.474	Total	

According to the results of Table 2, variables A1, A4, A6, and A8 are not significant. In other words, in assessing the simultaneous relevance of job anchor factors, only the five key factors of public management, autonomy-autonomy,

creativity-entrepreneurship, and sheer challenges are effective on the commitment factor. In other words, measuring and scoring these 5 factors can determine the type of person's job.

Table 2: Model coefficients and their significance

Model coefficients	Coefficients	Regression coefficient	Governor error	Standardized coefficient	T statistics	P
	Constant coefficient	9.224	1.921	-	4.801	0.000
	Technical-Applied Orientation (A1)	-0.087	0.112	-0.052	-0.773	0.440
	Public Management Tendency (A2)	0.452	0.092	0.299	4.892	0.000
	Autonomy - Independence (A3)	0.358	0.125	0.215	2.863	0.004
	Security-stability orientation (A4)	-0.001	0.083	-0.001	-0.013	0.989
	Creativity-Entrepreneurship (A5)	-0.258	0.085	-0.175	-3.012	0.003
	Serving and Sacrifice and Sacrifice (A6)	0.041	0.125	0.024	0.328	0.743
	Pure Challenges (A7)	0.451	0.097	0.300	4.636	0.000
	Lifestyle (A8)	-0.198	0.122	-0.117	-1.617	0.107

So the mathematical model would be as follows:

$$\text{Committed Jobs} = *A7 \ 0.451 + *A5 \ 0.258 - *A3 \ 0.358 + *A2 \ 0.452 + 9.224$$

This mathematical model implies that for each unit score

increase in the A2, A3, A5, and A7 factors the commitment factor score will increase by 10.227 points.

Hypothesis 2: What are the career anchors of contractors and what are their priorities?

To answer this hypothesis, as in the first hypothesis, one can determine the relationship between job anchor factors and contractor job factors using a statistical regression method.

According to Table 3 and statistical significance at the level of 0.9, the regression model is significant. On the other hand,

model estimation data show that independent variables account for approximately 5% of the total variance of the response variable. In other words, the 5 factor of job anchors is the ability to predict the factor of contracting jobs. Based on this, it is possible to determine appropriate modeling to determine the concurrent relationship between occupational anchor factors and contractor occupation factors.

Table 3: Regression model and model evaluation indices

Estimation error		The adjusted coefficient of determination		The coefficient of determination		Model evaluation
3.732		0.127		0.147		
P	F statistics	The average sum of square	Degrees of freedom	The sum of the regression squares		
0.000	7.271	101.275	8	810.203	regression	Significance of the model
		13.928	337	4393.799	Error	
			345	5504.003	Total	

According to the results of Table 4, variables A1, A3, A6, A7, and A8 are not significant. In other words, in evaluating the simultaneous relevance of job anchor factors, only the five key factors of public management, security-stability, and

creativity-entrepreneurship are effective contractors. In other words, measuring and scoring these 5 factors can determine the type of person's job.

Table 4: Model coefficients and their significance

Model coefficients	Coefficients	Regression coefficient	Governor error	Standardized coefficient	T statistics	P
	Constant coefficient	5.508	1.405	-	3.920	0.000
	Technical-Applied Orientation (A1)	0.145	0.082	0.130	1.767	0.078
	Public Management Tendency (A2)	0.161	0.068	0.159	2.377	0.018
	Autonomy - Independence (A3)	-0.170	0.092	-0.152	-1.855	0.064
	Security-stability orientation (A4)	0.183	0.061	0.183	3.010	0.003
	Creativity-Entrepreneurship (A5)	0.175	0.063	0.178	2.804	0.005
	Serving and Sacrifice and Sacrifice (A6)	0.024	0.091	0.021	0.259	0.796
	Pure Challenges (A7)	-0.028	0.071	-0.028	-0.391	0.696
	Lifestyle (A8)	0.019	0.090	0.017	0.212	0.832

So the mathematical model would be as follows:

$$\text{Contracting Jobs} = *A5 \ 0.175 + *A4 \ 0.183 + *A2 \ 0.161 + 5.508$$

The concept of this mathematical model is that for each unit score increase in the A2, A4, and A5 factors the contractor

job factor score will increase by 6.02Y.

Hypothesis 3: What are the job anchors in secondary jobholders and what are their priorities?

To answer this hypothesis, as with the previous hypotheses,

one can determine the relationship between job anchor factors and secondary job factors by the statistical regression method.

According to Table 5 and statistical significance at the level of 0.05, the regression model is significant. On the other hand, model estimation data show that independent

variables account for approximately 23% of the total variance of the response variable. In other words, the 5 job anchor factors can predict the secondary job factor. Accordingly, it is possible to determine the appropriate modeling to determine the correlation between the job anchor factors and the secondary job factor.

Table 5: Regression model and model evaluation indices

Estimation error		The adjusted coefficient of determination		The coefficient of determination		Model evaluation
4.576		0.226		0.244		
P	F statistics	The average sum of square	Degrees of freedom	The sum of the regression squares		
0.000	13.565	284.084	8	2272.671	regression	Significance of the model
		20.943	337	7057.760	Error	
			345	9330.431	Total	

According to the results of Table 5 the variables A1, A2, A3, A6, and A8 are not significant. In other words, in assessing the concurrent relevance of job anchor factors, only the three key factors of security-stability, creativity-entrepreneurship, and sheer challenges to effective secondary jobs are effective. In other words, measuring and scoring these 3 factors can determine the type of person's job.

So the mathematical model would be as follows:

$$\text{Secondary occupations} = *A7 \ 0.336 - *A5 \ 0.237 + *A4 \ 0.384 + 6.340$$

The concept of this mathematical model is that for each unit score increase in A4, A5, and A7 the secondary job factor score will increase by 6.625 points.

Hypothesis 4: What are career path anchors in parenting and what are their priorities?

To answer this hypothesis, as with the previous hypotheses, one can determine the relationship between job anchor

factors and secondary job factors by the statistical regression method.

According to Table 6 and statistical significance at the level of 0.05, the regression model is significant. On the other hand, model estimation data show that independent variables account for approximately 23% of the total variance of the response variable.

In other words, the 8 job anchor factors can predict the parent job factor. Based on this, appropriate modeling can be determined to determine the correlation between the job anchor factors and the parent job factor.

According to the results of the table below, variables A1, A3, A4, A6, and A8 are not significant. In other words, in evaluating the simultaneous relevance of job anchor factors, only the five key factors of public management, creativity-entrepreneurship, and sheer challenges are effective on the factor of hospitable jobs.

In other words, measuring and scoring these 3 factors can determine the type of person's job.

Table 6: Regression model and model evaluation indices

Estimation error		The adjusted coefficient of determination		The coefficient of determination		Model evaluation
5.734		0.227		0.245		
P	F statistics	The average sum of square	Degrees of freedom	The sum of the regression squares		
0.000	13.680	449.745	8	3597.964	regression	Significance of the model
		32.875	337	11071.929	Error	
			345	14676.893	Total	

So the mathematical model would be as follows:

$$\text{Paternal Occupation} = *A7 \ 0.807 + *A5 \ 0.261 - A2 \ 0.281 + 7.154$$

The concept of this mathematical model is that for each unit score increase in the A2, A5, and A7 factors, the secondary job factor score will increase by 7.981 points.

Table 7: Model coefficients and their significance

Model coefficients	Coefficients	Regression coefficient	Governor error	Standardized coefficient	T statistics	P
	Constant coefficient	7.154	2.159	-	3.314	0.001
	Technical-Applied Orientation (A1)	-0.169	0.126	-0.093	-1.342	0.181
	Public Management Tendency (A2)	0.281	0.104	0.17	2.704	0.007
	Autonomy - Independence (A3)	0.155	0.141	0.085	1.104	0.27
	Security-stability orientation (A4)	-0.024	0.093	-0.014	-0.254	0.800
	Creativity-Entrepreneurship (A5)	-0.261	0.096	-0.163	-2.718	0.007
	Serving and Sacrifice and Sacrifice (A6)	-0.135	0.14	-0.073	-0.965	0.335
	Pure Challenges (A7)	0.807	0.109	0.492	7.395	0.001
	Lifestyle (A8)	0.02	0.138	0.011	0.142	0.887

Explain the first hypothesis: Anchors of managerial competence, sheer challenges, and autonomy – independence and creativity – entrepreneurship are effective in committed jobs. Given that these jobs are complex and specialized and require specific knowledge, replacing them in these jobs is simply not possible and the specific characteristics of this group, which is autonomy and independence, the manager of the organization should have sufficient authority to act. It created these people. At the same time, people need to have adequate training in problem-solving to make the organization more effective. Management can use these people in managerial positions to advance organizational goals.

Explain the second hypothesis: In this hypothesis, job anchors include security – stability, creativity – entrepreneurship, and managerial competence. These contractors are highly specialized in the organization and have a high cost to the corporations, so hired individuals must possess the qualities of managerial competence, creativity, and entrepreneurship. In the meantime, they tend to do things that are more stable and secure. Besides, given the creativity of the staff, the organization can create the potential for individuals to emerge [13].

Hypothesis 3: Job Anchors are the most effective - security, stability, sheer challenges, and creativity - entrepreneurship.

Given that, people in the workforce are simple, repeatable, and standardized, and there are enough people in the job market, so people are looking for job stability that they need to be creative and entrepreneurial to solve the challenge. Establish their sustainability organization [14].

Hypothesis 4: Job Anchors include pure challenges, managerial competence, and creativity-entrepreneurship. These jobs are very simple, repetitive, and standard. In these jobs, people have longer-term contracts, and the organization tends to stay in the organization and benefit from it when needed. In the strategy of committed and contracted jobs, due to the specialization of these jobs and jobs in this strategy, anchors of managerial competence and creativity - entrepreneurship are common and the subject of sheer challenges in commitment and security - stability in the contractor is different. The results show that managerial competence and creativity-entrepreneurship are an important issue in these two strategies. The results show that there are three factors of managerial competence, creativity-entrepreneurship, and pure challenges between committed and paternal strategies. The distinction between these strategies in autonomy is that they are required for extraordinarily specialized work (committed strategy) [15].

The results of the present study show that there is a significant and positive relationship between the

components of public management competency, creativity-entrepreneurship, and pure challenges with HR strategies.

In the study of Amirtash et al. (2011), the comparison of job anchors and organizational commitment between physical education and non-physical education faculty members of Islamic Azad University of Iran was used by Edgar Shine Job Anchor Questionnaire. We have used [16].

Khayef Elahi et al. (2015).on the impact of anchor dimensions concerning job factors on organizational outcomes, in line with the results of the research that considers job path anchors as effective [17] is in line with the results of this study [17].

Gholamzadeh et al. (2012) used a bumper questionnaire in a study on the impact of HR strategy based on the theory of strategic bumper reference points and on the performance of managers and staff, which we also used [18].

CONCLUSION

The present study is the anchor of autonomy and independence as a common component in all four strategies, which emphasizes the importance of reducing organizational structures and participatory decision-making. It also emphasizes that it empowers employees and provides the necessary framework for staff decision-making. There is

also a plan to help employees, such as solving personal problems of employees that impede their effective performance path. Where employees have the knowledge and skills and therefore the issue of managerial competencies is important. In management and specialist careers, the choice must be very careful. Managers are advised to pay attention to the provision and promotion of workforce development and support, as well as training and development of staff, and staff promotion based on their career path and merit. In the four strategies available, anchors of technical and functional competence, self-sacrifice, and sacrifice, as well as lifestyle, are missing. These anchors focus on the topics and personal lives of individuals and draw the attention of executives to motivate their employees to create a path that leads the individual forward with idealism and self-control. This raises the challenge that managers by integrating individual and organizational goals can play a special role in promoting the individual and the organization and enhancing the organization and the individual.

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