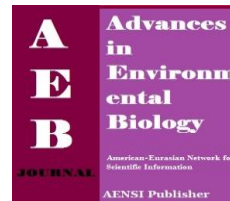




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Study of Improvement and Enhancement Strategies of Human Resource Management Level in Khuzestan Rural Cooperatives

¹Manochehr Rahiminejad, ²Tahmasb Maghsoudi and ³Sirous Salmanzadeh Totonchi

¹⁻²⁻³Department of Agricultural Management, Shoushtar Branch, Islamic Azad University, Shoushtar, Iran.

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ABSTRACT

The aim of the research was the study of improvement and enhancement strategies of human resource management level in Khuzestan rural cooperatives. Based on research purpose, in is one of applied researches that has qualitative data, and belongs to descriptive and correlation class of researches. Population includes 101 managing directors from Khuzestan rural cooperatives, selected by senses. Main study tool was questionnaire. This study's validity was determined by an expert panel and its reliability was resulted to be 0.87 using Cronbach's alpha coefficient. The findings showed that there are two effective variables on manpower management in cooperatives including. Manpower fitness and current cooperative capital. 53.9 percent of manpower management changes in cooperatives were determined by these two variables. Recognizing and classifying manpower management strategies in rural cooperatives, explorative factorial analysis was used. The results show that three factors are responsible for 63.30 variance of manpower management strategies in Khuzestan rural cooperatives. The three factors are: information exchange and yield management, organizational commitment and flexibility.

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INTRODUCTION

Cooperative different managing identification, character, characteristics and policies. These differences are created by synchronized membership and job accompanied by commitment. Cooperatives include and results of citizen human networks that give re identification to community, organization and citizen [10]. Meanwhile, human resource management in cooperative is one of the component of success in cooperatives.

Most of current models of human resource management are especially designed for public and private firms or organizations and it can be claimed that comprehensive model of human resource management specific for cooperatives is not presented in our country. Available models of human resource management have distance from human resource management in cooperative sector because of following reasons:

Ownership has different concepts in various cooperatives;

There is self- sacrifice principle in cooperatives;

Cooperative organizations' strategy is different;

Organizational culture is different in cooperatives;

Founding rules, work permanence and disintegration in cooperatives are different from those of in public and private organizations [2]. Accordingly, human resource management and yield management in cooperatives, based on above- mentioned factors and different evaluation system, demand another strategies. Statistics and information from Khuzestan rural cooperatives show that there is 101 cooperatives in the province with 216283 members. Investigation of tasks and performance manners of human resource management, especially in rural cooperatives, from the problem scope. Recognition process of planning, organization direction and supervision of human resources are investigated in tasks scope of human resource attraction, employment, maintained and improvement.

Human resource management has emphasis on cultural discussion in many years help independence encouragement and giving decision – making power, development and organization individual leaving to answer to customer needs. Politic development of human resource management policies is important to make a learning culture. Such a culture will encourage all employers to continue learning in factor of developing standards in agreement with goods and services quality to customer needs and desires [8].

Corresponding Author: Tahmasb Maghsoudi: Department of Agricultural Management, Shoushtar Branch, Islamic Azad University, Shoushtar, Iran.

Human resource management of cooperatives should present a clear standard of professional behavior. As labor force has often powerless situation in job market, there is probability that personal benefits lead to individual performance improvement, personnel shouldn't release unprotected, in other words, "being good individual in cooperatives is a purpose not a device" [3].

Group identification in cooperatives is for attracting higher main powers, and group customs become popular fast. From the point of view of another researcher, cooperatives will be more successful if cooperative groups have professional management and workers don't have non principle interference in management [1].

The main point in employing scope is to determine who cannot be employed. What are the least characteristic limitation to delete a specific candidate? The basic characteristics of a job should be determined in this stage. That is, characteristics of job foundation that without then, a specific candidate cannot done given job satisfactorily. Development and improvement of human resources have strategic role within an organization from two aspects. Firstly, human resource functions act as a lever to help do tasks and implement organizational purposes and secondly, teaching will be the main policy to communicate and complete strategic changes in an organization. The emphasis of human resource maintenances is always on an observable and quantitative criterion about personnel performance. The criteria are based on agreeable and accessible purposes. Being sure of supervision of evaluated personal on evaluation process and evaluator has enough commitment to the process and protect it, has critical role in human resource management to success in maintenance scope [3].

The model of human resource development and human resources optimized performance is shown in diagram 1.

According to this model, human resource development and improvement is a paid way to cooperative development. This model pay attention to just the human resource development and improvement. It seems that we can present more comprehensive model regarding other available models in cooperatives. Emphasis on culture, strategy and environmental conditions are merits of the model. Form this point of view, organizational intellectual capitals include managers, personals, customs, stockholders and members [9].

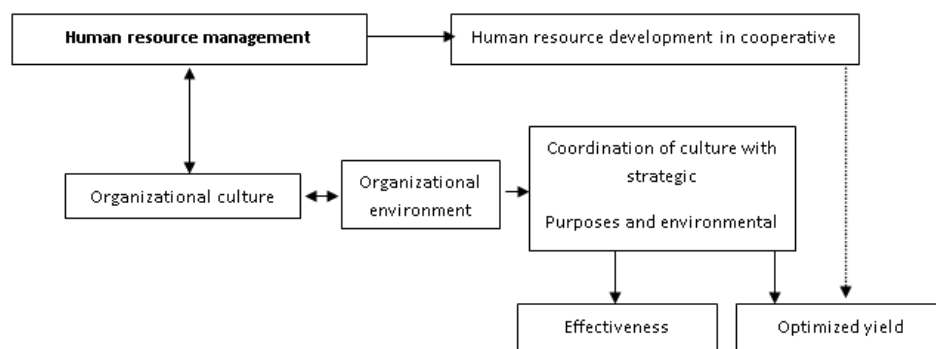


Diagram 1: model of human resource development in cooperative [5]

According to Skandia Approach (director), human resource management in cooperatives is a process producing intellectual capital, and more important, is a method to direct and measure intellectual capital [7].

When cooperatives start fulfilling a human resource management strategy or simply speaking, improve their own personnel performance quality, there are some negative factors that should be recognized and take up a position against them. This is a reasoning to introduce a human resource strategy in cooperatives [3].

MATERIALS AND METHODS

This study is an applied research, has quantitative data and is combination of past researches. This is one of the periodic researches in time, is deep-based research, is a descriptive and correlatives research because of using questionnaire. Research population include 101 Khuzestan rural cooperatives managing directors in a census. The number of rural cooperatives in each township is shown in table (1).

Table 1: Rural Cooperative Frequency Distribution by Township

Township	Frequency	Percent	Township	Frequency
Masjed soleiman	7	6.9	Shushtar	9
Iezeh	11	70.8	Shush	10
Mahshar	1	7	Andimeshk	6
Gotvand	3	2.9	Dezful	10
Ramhormoz	11	10.6	Abadan	3
Behbahan	8	7.8	Khoramshar	3
Omidieh	1	7	Baghmalek	8
Total	101	99	Ahvaz	10

Questionnaire was the main device to collect data. Specialists panels were determined the research device validity- current research used component accommodation validity which is a test to assay accommodation of individual responses with all measurement device elements. The famous test to validate component accommodation is Cronbach Alfa coefficient with 0.87 percent which shows the suitable reliability of research devices. Human resource management in Khuzestan rural cooperatives is a dependent variable, which is studied in four parts: attraction, employment, improvement and maintained of manpower. Independent variables are, individual and professional factors, strategies of human resource management enhancement and fitness in Khuzestan rural cooperatives.

Results:

Manger individual characteristics: results showed that the highest frequency was in age order 36-47 and the lowest and 13.7% women, 11.8% single, 87.3% married, among then 18.6% with diploma degree, 52.9% BM and 13.7% MA. 25.5% respondents were experienced for 7-12 years. Findings showed that among 101 studied cooperative, 4.9% were service ones, 42.2% were multipurpose and 48% placed in all-case group.

Effective factors on manpower management in cooperatives:

Step by step regression analysis is used to study Step by step regression analysis is used to study effective factors on manpower management in rural cooperatives. Results in table (2) show that two effective variables on manpower management in cooperatives are fitness and current cooperative capital. These two variables determine about 53.9% manpower management changes in cooperatives. Manpower fitness variable determine about 52% variance of manpower management in cooperatives. Current capital variable analyze in second step that determine about 1.9\$ manpower management changes.

The most effective variable in cooperative manpower management is fitness with $\beta = 0.708$ and in second priority with $\beta = 0.147$ (table 2). Regression equation can be written as follow regarding regression coefficient:

$$y = 86.72 + 0.805 x_1 + 0.025 x_2$$

Table 2: study of effective factors on manpower management in cooperatives.

Step	Variable	R	R^2	R^2_{Adj}
1	Manpower fitness	0.721	0.520	0.515
2	Current capital	0.734	0.539	0.530

Table 3: amount of variable effects on manpower management in cooperatives

Independent variable	B	Beta	t	Sig
Constant coefficient	86.72	-	8.76	0.0
Manpower fitness	0.805	0.708	10.272	0.00
Current capital	0.025	0.147	2.048	0.043

management strategies in cooperative: identifying and classifying manpower management strategies in rural cooperatives, explorative factorial analysis is used to determine significant variables. At first, KMD coefficient and Bartellet Test used to determine and distinguish fitted data for factorial analysis.

Is $KMO < 0.50$, data are not suitable, if $0.50 < KMO < 0.70$, there are suitable correlations and if $KMO > 0.70$, number of factorials should be determined. Results show that data are suitable to analysis of manpower management strategies in rural cooperatives using KMO and Bartellet Test.

($KMO = 0.903$, Bartellet test = 997.133, $df = 136$, $sig = 0.000$)

At the next stage, classification command of data was given using main component analysis approach and their results are shown in tables (4), (5). Result show that three factors determine 63.30% variance of manpower management strategies in Khuzestan rural cooperatives. The first factor, called the strategy of information exchange and performance management, with specific amount 4.69, determine 27.59% variance of manpower management strategies in rural cooperatives. This emphasizes that actual devices of manpower information system, personnel access to their own information, personnel free consultation with each other, the security of expressing ideas for personnel and evaluation system based on their performance are the most important effective factors on manpower management in rural cooperatives. The weakness of communication system in cooperative and lack of yield evaluation system are clearly observable. Thus creating effective communication system and also performance evaluation system in rural cooperatives are necessary and essential.

Second factor, called organizational commitment, determines about 20.54% variance of manpower management strategies in Khuzestan rural cooperatives. Organizational commitment is studied fain three aspects: normal, affective, loyalty toward an organization, loyalty based on personnel payments and benefits and

loyalty based on legal force toward organization, increase three components of organizational commitment in rural cooperative.

Finally, the third factor is flexibility that determine 15.16% variance of manpower management strategies in Khuzestan rural cooperatives. The faster emphasizes that having flexible manpower programs, structure) and systems, we can manage cooperative manpower better. One of cooperative principles is freedom of membership and freedom of getting out of it on the other hand, rapid changes is outside of organization on increase flexibility.

Table 4: extracted factors with specific amount, variance percentage and cumulative variance percentage.

Factors	Agent Value	Variance %	Cumulative%
Information exchange and yield management	4.69	27.59	27.59
Organizational commitment	3.49	20.54	48.14
Flexibility	2.57	15.16	63.30

Table 5: factor variables and obtained coefficient by rotation matrix

Factor	Effect	Coefficient
Information exchange and yield management	Actual devices of manpower information system	0.746
	Personnel access to their own information	0.631
	Personnel free consultation with each other	0.667
	Personnel expressing ideas security	0.551
	Evaluation system based on performance	0.509
Organizational Commitment	Personnel affective loyalty toward organization	0.501
	Loyalty based on personnel payments and benefits	0.554
	Loyalty based on legal force	0.614
Flexibility	Manpower flexible programs	0.718
	Human resource flexible and dynamic structure	0.535

Conclusion and Suggestions:

Results showed that fitness is the most effective factor in attraction process. Allee [1] believes that the key matter in attraction is recognition that the most important point in employing is to determine who cannot be employed, that is, identification of indices of labor force fitness in cooperative. Vikins [12] believes that teaching is more general and basic concept that increases individual culture and intellectuality as equal as his. her Knowledge and fitness.

Putnam showed that successful execution of human resource management strategies such as teaching, group work, communication and knowledge sharing, involvement in decision – making and labor- force health relations have positive effect on firm economic yield including job development, capital rising, increase of sale rate and more profits. Echioski *et al* showed that manpower working together has more effect on organization exploitation compared to individual effects, and among them, knowledge sharing is an effective component. Matti considered knowledge management as an organization based on knowledge culture, strategy, systems and information technology infrastructure. Shahabodin *et al* emphasizes that one of the most valuable organizational resources is knowledge and the manner of its yield evaluation at various levels is very different. Kazem Emadzadeh *et al* concluded that some of knowledge resource including organizational structure, knowledge application relate directly to organizational performance while this is not true about technology and knowledge exchange.

It can be presented following suggestions based on available results to improve human resource management:

- Encourage to group working (human resource maintenance);
- Assessment of group-working results (human resource maintenance);
- Reinforcement of quality (human resource improvement) ;
- Structure and organization organic design (human resource employment);
- Strengthen institution of cooperative values that enhance ethics (human resource improvement);
- Creating and reinforcing information bank for cooperative personnel (human resource management);
- Increase flexibility and social logistics for cooperative employment opportunities (human resource attraction);
- Creating dynamic and flexible structure (employment);
- Sharing beliefs and reinforcement cooperative clearness (improvement);
- Increase personnel affective commitment to cooperative (improvement);
- Job richness by increasing job authorities (employment);
- Forming participatory working groups (employment).

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