

## Designing a Strategic Human Resource Management Model in the Ministry of Science with Emphasis on Strategic Thinking

Mahboobeh Bahrampour<sup>1</sup>; Zahra Shokooh<sup>2\*</sup>; Masoud Pourkiani<sup>3</sup>; Mohammad Jalal Kamali<sup>4</sup>

<sup>1</sup>PhD Student, Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

<sup>1</sup>bahrampour1056@gmail.com

<sup>2\*</sup>Assistant Professor, Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

<sup>2\*</sup>shokoh.azaduniversity@gmail.com

<sup>3</sup>Assistant Professor, Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

<sup>3</sup>pourkiani@iauk.ac.ir

<sup>4</sup>Assistant Professor, Department of Public Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

<sup>4</sup>Mjalalkamali@yahoo.co.uk

### Abstract

*The present study aimed to design a strategic human resource management model in the Ministry of Science with emphasis on strategic thinking. The statistical population of the present study consisted of two groups, the first group included experts familiar with the subject under study and the second group included faculty members at universities in the southeast region of the country (Kerman, Sistan and Baluchestan, Hormozgan). Stratified sampling method in line with the volume of classes was also performed. At last, a total of 340 questionnaires were completed and collected. Kaiser-Meyer-Olkin (KMO) criteria were used to ensure the validity of the data and to examine the accuracy of the sampling before the factor analysis. Based on the findings, the value of KMO on strategic thinking, strategic human resources management were 0.903 and 0.913, respectively, which is an acceptable value. Data were analyzed using SPSS software version 23 and AMOS version 23. In the present study, a significance level was considered 0.05. Statistical methods such as one-sample t-test, confirmatory factor analysis and structural equations were used to investigate the research questions. Results from the structural equation model demonstrated that there was a significant relationship between strategic thinking and strategic human resource management.*

**Key-words:** Strategic Thinking, Strategic Human Resource Management.

## 1. Introduction

It is quite clear that the world has encountered in the 21st century with an immense competition, development of emerging markets, uncertain environmental factors, prevalence of superior technologies and expansion of businesses, making the organization's survival difficult in this complex and dynamic environment. Under these circumstances, simple reliance on traditional thinking has no result but failure and strategic thinking is said to lead to the creation of strategic insight in the direction of success and survival of the organization (Bayazi Tehranband et al., 2019). Managers with strategic thinking have a better understanding of a strategic plan and enjoy a more effective performance (Haghighat Monfared and Shabani, 2015). Organizations should use managers with strategic thinking ability to promote performance and to design creative strategies (Poursadegh and Yazdani, 2011). An inclusive strategic thinking creates makes managers and employees of the organization to have a better understanding of the organization, leads to more communication and interaction between employees and managers and results in more employee productivity (Ben, 2001). Strategic thinking ability can help managers understand, identify, predict and control future events and influence future change, instead of being affected by those changes (Zabihinia and Imam Gholizadeh, 2015). Howard maintains strategic thinking is a kind of forward-looking process, considering only those who have forward-looking abilities to be able to think strategically (Howard, 1989). Strategic thinking is the process of finding alternative solutions to compete to create value for customers (Abraham, 2005). Strategic thinking helps managers to develop an appropriate strategy for survival and success (Maamai et al., 2013).

For Lidka (1998), strategic thinking is known as an individual activity which has penetrated within individuals. Strategic thinking is a continuous process aimed to remove ambiguity and to give meaning to complex environmental developments. This process involves an analysis of the situation as well as a creative combination of analysis results in the form of a successful strategic plan (Meshbaki et al., 2008). Lidka proposed 5 main elements for strategic thinking: 1- systemic attitude 2- focus on goal 3- intelligent opportunism 4- central hypothesis 5- thinking in time (Khaksar et al., 2013). Alomari (2019) demonstrated a positive and significant relationship between strategic thinking and strategic human resource management. Managers makes use of strategic thinking for the best decisions (Alumari, 2019). Under the current situation, competitive advantage, value creation and guaranteeing of long-term growth are increasingly dependent on the role of human capital in organizations, i.e., a set of knowledge, attitudes, behaviors, competencies and experiences of employees. Human resource management considers human beings as a vital and privileged element

for survival, development, competition and organizational superiority. For this, organizations must recruit, develop, motivate and maintain such capital, which is referred to as human resource strategy (Yousefi and Mozhd Kanloo, 2015). Human resources, especially in specialized professions, are considered as the driving force of organizational strategic plans as the management requires such a strategic approach (Bahrami et al., 2012). Human resources are considered a strategic factor of any organization (Mirsapasi, 1999).

In fact, the successful conduct of each task in the organization, including planning, execution and monitoring over an organization's macro strategies, implementation of development programs and advancing of organizational goals will not be achieved without management and serious attention to human resources. Proficient and efficient human resources are the main factor of success in the process of economic development, with other resources becoming a competitive advantage if the human resources are used properly and timely (Asghari, 2007). Human resources are considered a strategic factor of any organization (Mirsapasi, 1999). Thus, the absence of a strategic and long-term attitude to human resource management in the study organization leaves negative effects on proper planning on input, retention and exit processes of employees in the organization, thereby reducing productivity, effectiveness, and unsuccessful organizational missions (Janloo, 2017). Also, failure to pay attention to this issue will cause much irreparable damage to the organization (Bashir Banaem, 2011). Strategic human resource management seeks to coordinate between the various activities of the organization, creating appropriate opportunities and preventing potential threats (Abtahi and Mousavi, 2009). Strategic human resources management enhances human resource management and focuses on the competency of human resource management to fulfill strategic organizational goals (Heidari and Shahamat, 2017). Therefore, this study aimed to design a strategic human resource management model in the Ministry of Science with an emphasis on strategic thinking; in this regard, we want to answer the following questions:

First, what is the strategic human resource management model characterized with in the Ministry of Science with an emphasis on strategic thinking? Secondly, to what extent is it valid?

## **2. A Review of the Research Background**

In their research on Jeffrey Fefer's Seven Factors (Careful recruitment, effective employee communication, training and human resource development, service compensation, management development, equal job opportunities and flexible work plans), Hong and Chang (2005) stated that these factors are critical for the organization's success. Heatrop (1999), Sanchez et al. (2015),

Rostamzadeh et al. (2016) applied the four factors (selection, participation, performance appraisal, service compensation and training). Nego et al. (2008) also used the four factors of selection and employment, training, performance appraisal under the title of strategic human resource management. Various studies indicate that strategic measures by the human resource management is one of the most significant factors affecting the efficiency and effectiveness of organizations. Undoubtedly, the survival of life of organizations has a direct relation with creativity, innovation, effectiveness and performance of employees and any proper measures in this regard can lead to increasing the status of the organization (Fallahi Maman, 2016). Damanpour and Margiorit posited that organizations can make employees think creatively and innovate using certain measures by the human resource management such as (recruitment, training, participation, performance appraisal and reward) (Damanpour and Margiorit, 1991).

Zabihi and Yaghoubi (2014) believe that strategic thinking directs different levels of management in setting goals, identifies waves of change, predict and tolerate new opportunities and threats, and strengthens management logic in appraising the need for capital and manpower and hence enables managers to make decisions. B. Young et al. (2013) in their study entitled "Records and Strategic Thinking Results", investigated the factors affecting strategic thinking at the organizational level in different areas of management, including marketing strategy, strategic management and human resource management, indicating that the result of market and technological turmoil is the promotion of strategic thinking at the organizational level and that there is a positive relationship between strategic thinking and marketing performance. In a study, Sharifi et al. (2014) confirmed that there was a positive and significant relationship between strategic thinking and the efficiency of the staff at the Ilam State University. Also, when strategic thinking dimensions (systemic attitude, strategic determination, advancement based on scientific approach, intelligent opportunism, thinking in time) are measured individually and without regard for each other as with relation to the employee's performance, the results illustrated that there is a direct, positive and significant relationship between all five dimensions of strategic thinking and employee performance. Nazemi et al. (2010) in a study entitled Strategic Thinking and Performance demonstrated that there was a direct relationship between strategic thinking and performance (efficiency) in the companies under study. In another study, the strategic and universal functions of human resources were considered as recruitment, selection, service compensation, employee participation, and training (Absar et al., 2010). In another study, performance appraisal and service reward were added to these functions, and in yet another study, provision of human resource, training, performance appraisal, service reward,

and employee participation were regarded as parts of the strategic human resource management functions (Chen and Hong, 2009).

### **3. Theoretical Framework**

#### **3.1. Strategic Human Resources Management**

It is a method to decide about the objectives behind the organization's plans as they are related to such issues as: employment, recruiting staffs, training, employee performance management rewards, etc. (Samei, 2009). Strategic human resource management: Inclusive foresightedness, innovation and organized transformation in meeting human resources in the organization, developing and improving it, providing an acceptable quality of work life for it and finally utilizing this strategic resource in an effective way (Mirsapasi, 2000). Strategic human resource management is the process of development and implementation of human resource strategies to connect human resource policies to the strategic objectives of the organization. In fact, strategic human resource management is an approach to decision-making about the objectives and plans of the organization in the form of policies, plans and operations related to employment relations, recruitment, training, improvement and efficiency management. Its main objective is to create strategic competency through recruitment of proficient, committed and motivated staffs to achieve sustainable competitive advantage (Moradi and Heshmati, 2014). Strategic human resource management as a new field of managerial performance should clearly concentrate on theoretical logic and perceiving how human resource actions can lead to greater organizational performance (Ranjbar and Pour Kiani, 2013). Strategic human resource management provides a perspective through which one can deal with important issues or success factors related to individuals, as well as make strategic decisions which are found to have a major impact on an organization's behavior and success in the long run (Armstrong, 2012). Strategic human resource management is an approach to decide on the goals and plans of the organization in form of policies, programs and operations related to employment relations, recruitment, training, improvement and performance appraisal. In recent years, strategic human resource management has been largely applied in developed countries, so that according to researched, over half of organizations in these countries have applied the results from the development of human resource strategies for their successes (Moradi and Heshmati, 2014). The need for strategic human resource management suggests that goals should be chosen in line with the overall strategy of the organization. These objectives show the future development of the organization. The major concerns of the

organization consistent with the organizational structure include the adaptation of human resources to future needs, quality of services and products, being closely related to human resource issues (Nasiri, 2015).

### **3.2. Strategic Thinking**

In today's world, where competitive advantage-making factors are consistent with developments, only a sustainable competitive advantage can create a necessary understanding or insight into the continuous recognition of these factors, thus making the existence of strategic thinking critical for today's organizations. One of the problems encountering organizations is the absence of strategic thinking among top managers. An absence of strategic thinking by senior managers at firms and organizations deprives them of using new opportunities (Soltani, 2018). An absence of strategic thinking reveals itself as a major shortcoming in the performance of organizations and this thinking has a great impact on the success of organizations (Asadpour et al., 2018). In reality, lack of strategic organized thinking leads to the ineffectiveness of an organization (Stacey, 2010). Thinking about the future and creating multiple futures should contain insights that challenge our worldview and mental construct, otherwise we will remain in the same old mental construct and face undesirable consequences (Lashkar-Boloki, 2013). Inclusive strategic thinking makes managers and employees better understand the organization, and creates more communication and interaction between employees and managers, thus resulting in greater employee productivity. On the other hand, if an organization is in a situation such that most of its directors enjoy strategic thinking at different levels and have a strategic perspective on innovation and creativity in the organization, then they will always challenge the status quo of the organization and seek a new situation (Yaghoubi and Et al., 2017). Strategic thinking is important for the orientation and sustainability of organizations (Dionzio, 2017). Strategy researchers have stated that strategic thinking is a significant process to strengthen competitive advantage (Marshad, 2019). Today, strategic thinking is seen as a very important and valuable component in macro-management in organizations and business environments (Ghorbani and Ghasemzadeh, 2016). Lidka (1998) believes that in fact, strategic thinking is a foundation to create new strategies aimed at developing competition rules and formulating a completely different perspective based on the current situation (Bagheria Mashhadi and Salari, 2016). Lidka (1998) argues that although strategic thinking is initiated by individuals, they should use an organizational context that endorses strategic thinking and discourse in the organizational environment, which is regarded as a basis for creating new strategies

and establishing competition rules. It is a different perspective from the current situation. The role of strategic thinking is considered to be an attempt to innovate and envisage a new and very different future for the organization, which may lead to redefining the main environmental strategies where the company is operating (Salamzadeh et al., 2018).

According to the aforementioned principles, the following questions are raised to answer the main question of the research:

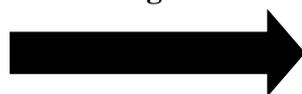
1. What is the strategic thinking situation in the Ministry of Science?
  - 1.1. What is the strategic thinking situation in the Ministry of Science?
  - 1.2. What is the situation of focus on goal in the Ministry of Science?
  - 1.3. What is the situation of intelligent opportunism in the Ministry of Science?
  - 1.4. What is the situation of time thinking in the Ministry of Science?
  - 1.5. What is the situation of central hypothesis in the Ministry of Science?
2. What is the status of strategic human resource management in the Ministry of Science?
  - 2.1. What is the situation of exact employment situation in the Ministry of Science?
  - 2.2. What is the situation of effective staff communication in the Ministry of Science?
  - 2.3. What is the status of training and development of human resources in the Ministry of Science?
  - 2.4. What is the situation of service compensation in the Ministry of Science?
  - 2.5. What is the situation of management development in the Ministry of Science?
  - 2.6. What is the situation of equal job opportunities in the Ministry of Science?
  - 2.7. What is the situation of flexible working plans in the Ministry of Science?
  - 2.8. What is the situation of human resources participation in the Ministry of Science?
  - 2.9. What is the situation of performance appraisal in the Ministry of Science?

Figure 1 - Analytical Model

**Strategic Human Resources Management**

**Previous variable**

Strategic thinking  
 Systems perspective  
 Focus on the goal  
 Intelligent opportunism  
 Thinking in time  
 Central Hypothesis



**Criterion variable**

Strategic Human Resources Management  
 Careful employment  
 Effective employee communication  
 Training and development of human resources  
 Service compensation  
 Management development  
 Equal job opportunities  
 Flexible work plans  
 Participation  
 performance appraisal

## 4. Research Method

In the present study, a descriptive research method, i.e., a correlational analysis was used according to the nature of the subject and its questions; This study was applied and developmental in terms of objectives. Expert opinions were used to design data collection tools, to develop the primary research model, and to specify the indicators of the final research model. In this study, two questionnaires were used to gather the data. The first questionnaire aimed at measuring the factors related to strategic thinking as it contained 29 questions, while the second questionnaire aimed at measuring the strategic human resources management consisting of 31 questions.

To ensure the content validity of the questionnaires, expert opinions in this area were taken benefit of. As well, the construct validity of the questionnaires was investigated using the confirmatory factor analysis. The validity of the questionnaire (strategic thinking) was calculated to be 87.9. The validity of the questionnaire (strategic human resource management) was found to be 90.6%. Cronbach's alpha method was used to calculate the reliability of internal consistency. Cronbach's alpha values were found to be higher than 0.7. The internal reliability of all dimensions was also confirmed. The value of these statistics indicated that the questionnaires had greater rate of reliability. In this study, in order to analyze the data, SPSS, AMOS, hypothesis testing, descriptive statistics and inferential statistics were used, and software was applied to analyze the data.

In most researches, there is a need for formulas by which to determine the minimum sample volume as there are financial, human and time limitations (Khaki, 2004). Given that the structural equation approach and confirmatory factor analysis were used, the sample size was considered to be between 5 and 10 times the number of questions in the questionnaire (Westlan, 2010). This number varies from 215 to 430 depending on the value stated. Considering the probabilities related to the non-usability of a number of filled-in questionnaires, a sum of 380 questionnaires were distributed at different time periods in the day, and finally 340 questionnaires were used as a basis for statistical analysis. Sampling was done via stratified method and according to the volume of the classes.

## 5. Findings

### 5.1. Description of Research Variables

The variable of strategic thinking consists of 29 five-choice questions. The observed mean for this variable is (4.03), standard deviation (0.59), lowest (1.46) and highest (5.00). To better interpret the mean, the Abbas Bazargan et al.'s scoring scale was used (Bazargan et al., 1999). According to

the experimental mean (4.03) and based on the Abbas Bazargan et al.'s scale, one can conclude that the variable of strategic thinking is at a strong level. According to the empirical means and based on the Abbas Bazargan et al. s' scale, it can be said that such components as focus on goal and intelligent opportunism are at a strong level and components of systemic thinking, central hypothesis as well as time thinking are at a good level. The variable of strategic human resource management consists of 31 five-choice questions. The observed mean for this variable is (3.44), standard deviation (0.79), lowest (1.61) and highest (4.97). According to the experimental mean (3.44) and based on the Abbas Bazargan et al.s' scale, one can conclude that the variable of strategic human resource management is more than satisfactory.

Based on the experimental mean and the Abbas Bazargan et al.s' scale, it can be stated that such component as equal job opportunities is at a good level, while service compensation at a satisfactory level with the components of accurate employment, effective staff communication, training and development of human resources, development management, flexible work plans and participation being more than satisfactory.

## **5.2. Analysis of Research Questions**

### **Question 1: What are the components of strategic thinking in the Ministry of Science, Research and Technology?**

In this research, strategic thinking components were studied through library studies (investigating written documents such as books, magazines, etc.). Concurrent with identifying the components and indicators of each of the variables, interviews with expert and relevant individuals (including professors and experts familiar with the subject of human resource management) were conducted. Expert interviews are mainly semi-structured interviews. In such interviews, the interviewer learns different facts from the interviewee during the interview.

Participants were measured through the Delphi method ranging from 5 to 20 people. Considering that the Likert scale was used to measure the appropriateness of the introduced indicators, to confirm the indicators, the value (3.00) which suggests the average level of the measurement was used and the average experts' opinions participating in the Delphi method on effective indicators were compared with the theoretical value (3.00) via t-test. If the score of the considered index is more than the theoretical value (3.00), the proposed index will stay constant in the model. The results of this test are provided in Table 1. The results show that five components were confirmed by experts.

Table 1- Mean of the Strategic Thinking the Components variable from the Perspective of Experts (n = 20)

Component	Mean	T value	P value	Result
Systemic thinking	4.30	7.93	0.001	Confirmed
Focus on the goal	4.00	5.63	0.001	Confirmed
Intelligent opportunism	3.70	2.90	0.005	Confirmed
Time thinking	3.80	3.39	0.002	Confirmed
Central hypothesis	3.80	2.43	0.013	Confirmed

**Question 2: What is the status of strategic thinking in the Ministry of Science, Research and Technology?**

According to the results in Table 2, one can say that in the studied population, the strategic thinking variable is at the desired level (p-value <0.05). In other words, based on the mean obtained for this variable, one can say strategic thinking in the study population has been measured above the average level.

Table 2 - The Status of the Strategic Thinking variable in the Population under Study

Mean	Sd	Theoretical mean = 3.00	
		value t	pp-value
4.03	0.59	31.91	0.001

**Question 2: What is the situation of systemic thinking in the Ministry of Science, Research and Technology?**

**Question 2-1: What is the situation of focus on the goal in the Ministry of Science, Research and Technology?**

**Question 2-2: What is the situation of intelligent opportunism in the Ministry of Science, Research and Technology?**

**Question 2-3: What is the situation of the central hypothesis in the Ministry of Science, Research and Technology?**

**Question 2-4: What is the situation of time thinking in the Ministry of Science, Research and Technology?**

According to the results of Table 3, one can say that in the studied population, the components of systemic thinking, goal focus, intelligent opportunism, central hypothesis and time thinking are at the desired level (p-value <0.05). In other words, according to the mean obtained for this variable, one can say that the status of these components in the study population has been measured above the average level.

Table 3 - Situation of the Variables of Strategic Thinking in the Study Population

Component	Mean	SD	Theoretical mean = 3.00	
			value t	P-value
Systemic thinking	3.98	0.68	26.67	0.001
Focus on the goal	4.09	0.65	30.91	0.001
Intelligent opportunism	4.21	0.78	28.52	0.001
Central hypothesis	3.89	0.76	21.68	0.001
Time thinking	3.98	0.70	25.62	0.001

**Question 3: What are the components of strategic human resource management in the Ministry of Science, Research and Technology?**

To examine the above question, a one-sample t-test was applied. As shown in Table 4, according to the obtained mean rates, the strategic human resource management components from the perspective of experts include careful recruitment, effective staff communication, training and development of human resources, service compensation, management development, equal job opportunities, flexible plans, participation and performance appraisal (p-value <0.05).

Table 4 - Mean of Components of Strategic Human Resource Management variable from the Perspective of Experts (n = 20)

Component	Mean	Value t	P-value	Result
Careful recruitment	3.70	2.15	0.022	Confirmed
Effective employee communication	3.65	2.80	0.006	Confirmed
Training and development of human resources	3.60	2.56	0.009	Confirmed
Service compensation	4.05	5.29	0.001	Confirmed
Management development	4.10	4.82	0.001	Confirmed
Equal job opportunities	4.20	6.00	0.001	Confirmed
Flexible work plans	4.20	4.86	0.001	Confirmed
participation	3.95	3.71	0.001	Confirmed
Performance evaluation	4.00	5.21	0.001	Confirmed

**Question 4: What is the situation of strategic human resource management in the Ministry of Science, Research and Technology?**

According to the results of Table 5, one can state that in the studied population, the variable of strategic human resource management is at the desired level (p-value <0.05). In other words, according to the mean obtained for this variable, one can say that the situation of strategic human resource management in the study population has been measured above the average level.

Table 5 - The Situation of Strategic Human Resource Management in the Study Population

Mean	SD	Theoretical mean = 3.00	
		value t	P-value
3.44	0.79	10.26	0.001

**Question 4-1: What is the employment situation in the Ministry of Science, Research and Technology?**

**Question 4-2: What is the situation of effective staff communication in the Ministry of Science, Research and Technology?**

**Question 4-3: What is the situation of training and development of human resources in the Ministry of Science, Research and Technology?**

**Question 4-4: What is the situation of service compensation in the Ministry of Science, Research and Technology?**

**Question 4-5: What is the situation of management development in the Ministry of Science, Research and Technology?**

**Question 4-6: What is the situation of equal job opportunities in the Ministry of Science, Research and Technology?**

**Question 4-7: What is the situation of flexible work plans in the Ministry of Science, Research and Technology?**

**Question 4-8: What is the situation of participation in the Ministry of Science, Research and Technology?**

**Question 4-9: What is the situation of performance appraisal in the Ministry of Science, Research and Technology?**

According to the results in Table 6, one can say that in the studied population, the components of employment, effective employee communication, training and development of human resources, management development, equal job opportunities, flexible work plans, participation and performance appraisal are at the desired level ( $p\text{-value} < 0.05$ ). In other words, according to the mean obtained for this variable, one can say that the situation of these components in the study population has been measured above the average level. Also, the service compensation component was evaluated at an undesirable level (below the average level) ( $p\text{-value} > 0.05$ ).

Table 6 - Investigating the Situation of Variable of Strategic Human Resource Management Components in the Study Population

Component	Mean	SD	Theoretical Mean = 3.00	
			value t	p-value
Careful recruitment	3.52	0.91	10.45	0.001
Effective employee communication	3.53	0.98	10.08	0.001
Training and development of human resources	3.54	0.88	11.23	0.001
Service compensation	2.93	1.10	-1.21	0.886
Management development	3.31	1.08	5.34	0.001
Equal job opportunities	3.65	1.11	10.83	0.001
Flexible work plans	3.54	1.04	9.60	0.001
Participation	3.33	1.09	5.59	0.001
Performance appraisal	3.62	0.81	13.99	0.001

**Question 5: Is there a relationship between strategic thinking and strategic human resource management in the Ministry of Science, Research and Technology?**

The results from structural equation modeling provided in Table 7 illustrate the positive and significant effect of strategic thinking on strategic human resource management ( $p = 0.001$ ,  $\beta = 0.270$ ). Based on the coefficient of determination ( $R^2$ ), 7% of the changes in strategic human resource management are explained by strategic thinking.

Table 7 - Examining the Relationship between Variables in the Research Question Five

Question	Path coefficient	value t	p-value
Strategic thinking → Strategic human resource management	0.270	3.829	0.001

**What are the features of the strategic human resource management model in the Ministry of Science, Research and Technology with an emphasis on strategic thinking?**

Structural equation test was used to evaluate the features of the strategic human resource management model in the Ministry of Science, Research and Technology. The findings indicated a rising relationship between strategic thinking and its components with strategic human resource management ( $p$ -value  $< 0.05$ ).

## 6. Discussion

Strategic thinking can influence the strategic thinking of managers from the perspective of foresight, including anticipating trends and events around, high dreaming power, describing the portray of the future, relevant activities, commenting on the future of the job, familiarity with the organization's future success strategies and observing unexpected and unpredictable occurrences in

the future through thinking about the future. This is because foresight and contemplating about the future can elucidate the path ahead of the person to some degree and such an event will increase the power of strategic thinking in him/her, as the person makes a decision in line with the future events and adopts strategic thinking. Therefore, strategic thinking is a continuing process that helps people in the organization to learn faster from the organizational environment and use more creativity. Thinking should be made over time and continuously, not intermittently. Managers must plan their thoughts intelligently and provide for the relevant steps so clearly that the people in the organization can be effective. On the other hand, for the organization to improve organizational performance, it is necessary that manages human resources and components strategically, pays attention to them and empower the staffs with human resources and encourage creativity, innovation and entrepreneurship in the organization so that it can catch up with rapid changes and ultimately achieve greater success. Organizations must apply a strategic view of human capital to be able to encourage employees to enjoy their maximum knowledge and competency for entrepreneurial activities. Therefore, managers can meet higher levels of entrepreneurial performance by investing in strategic human resource measures, thus, achieving their goals. The need for a strategic worldview of human resources is an inevitable issue that gains importance over time and along with increasing environmental changes. Strategic human resource management system is the most effective way to stimulate employees to do effective work for the organization.

This study aimed to design a strategic human resource management model in the Ministry of Science with an emphasis on strategic thinking. As seen, the results from Table 5 indicate that there is a positive and significant relationship between strategic thinking and strategic human resource management. Therefore, the main hypothesis was confirmed. The results of this hypothesis are in line with the findings stated by Alumari (2016), Mir Mohammadi Tajrishi (2011), Yaghoubi et al. (2017). According to the results in Table 10, it can be stated that in the population under study, the strategic thinking variable is at the desired level ( $p < 0.05$ ). In other words, according to the mean obtained for this variable, it can be suggested that the situation of strategic thinking in the population under study was measured above the average level. According to the results of Table 13, one can say that in the population under study, the variable of strategic human resource management is at the desired level ( $p < 0.05$ ). In other words, according to the mean obtained for this variable, one can say that the situation of strategic human resource management in the study population was measured above the average level. According to the results of Table 14, it can be stated that in the population under study, the components of accurate employment, effective employee communication, training and development of human resources, management development, equal job opportunities, flexible work

plans, participation and performance appraisal were at the desired level ( $p < 0.05$ ). In other words, according to the mean obtained for this variable, it can be said that the status of these components in the study population was measured above the average level. Also, the service compensation component was evaluated at an unfavorable level (below the average level) ( $P > 0.05$  value).

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