Identifying the Barriers to Human Resource Functional Strategies Development

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ABSTRACT: The Purpose of this Study is to Identify Barriers to Human Resource (HR) Functional Strategies Development in Tractor Company Through Surveying Subjectivities and Opinions of Participants. Q- Methodology Has Been Applied as a Mixed Method in This Study. the Participants of this Participants of this Study Consisted of 31 (n= 31) Managers and Experts of Tractor Company.the Concourse of This Study Was Obtained From Various Sources, and After Appraisal and Summerization of the Concourse, 170 Short Statements Were Selected as Q-Phrases. After a Survey of Experts, 47 Q- Phrases Were Chosen. After Q-Sorting, the information Was analyzed Using Factor Analysis. Distribution Analysis Showed That 12 Distinct Subjective Perspectives About the Barriers to HR Functional Strategies Development in Tractor Company Can Be Identified Among Participants Which Explained./77/3 Percent of Total Variance. These 12 Patterns of Attitude Were Sequently Called as: ((Hopeful Experts, Realists, Despairs, Frustrated Experts, Risk Aversives Environmentalists, Status QUO advocates, Complex Lookers, Traditionalists, Low Motivated, Political Analysis, and finally alignment Advocates. The Importance and Prioritazation of barriers Were Identified Based on Patterns of Attitudes Finally,Some Strategies Were Identified and Proposed For Overcoming Barriers in Order to Implement HR Strategic management Effectively, in Particular, HR Functional Strategies Development of Tractor Company.
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KEYWORD: HR Strategic Management, HR Functional Strategies, Q Methodology.

INTRODUCTION:

Nowadays, Most Experts Agree That this is HR and Ability of the HR managers in managing the Employees that marks the Advantage of one Organization Over Others [9,31]. More than Half of Organizations in Developed Countries Have Achieved New Capabilities in Strategic Management of Their Human resources By Applying the Results of HR Strategic Development. Therefore, in Modern Age, Managers are Expected to Design, Develop and Execute Sophisticated Strategies, and Protect and Guard Their Intellectual Capital in the From of Intangible Assets Including HR Capabilities and Competences by Following the Concepts of Strategic and System-Oriented Thinking in Order to Achieve Organizational Success.With at Least Four Decades of The Emergence of HR Strategic Management in the US, Not Only is This Concept Yet Fully Implemented in IRAN, But Also According to Some Scholars and Researchers, Personnel Management is Still Ruling in Many Public and Private Companies [13,27,32]. There Fore, in This Study We Seek to Answer the Question That Why With So Much Emphasis on The Importance of HR and Strategic Approach to it in Academic Circles, IRANIAN Companies Have Not Yet Moved to the (Effective) implementation of HR Strategic Management, or Their Efforts Have Often Been Incomplete and With the Failure.

2_ Basics and Theoretical Framework of the Study

HR Management is Considered a Territory of the Phenomena of This Century. A Brief Look at the Evolution of HR Management Shows That HR Function and Domain _Which is Currently Based on Strategic View_ Has Become a Strategic Partner. Perhaps The Field of HR Strategic Management Has Emerged in Response to This Fact:To Ensure a Sustainable Competitive Advantage, Human Resources Should Be Managed Strategically.Strategic Management Deals With Development(Planning or Selection), Execution, and Evaluation (or Controlling) the Strategy. Accordingly, HR Strategic Management Can be Considered As the Development, Execution, and Evaluation of the HR Strategies.HR Strategies are Divided Into Two Basic types: Overarching or Organizational Strategies, and Specific HR Strategies Overarching Strategies Indicate General Purposes and Intentions of the Organization in That How Individuals Should Be Managed. In This Study, We Will Identify and Categorize the Barriers To HR Functional Strategies Development in Tractor Company.

*The Study Background

Kane Et All (1999)Divide the Barriers Into Three Categories: Non_ Commitment of Senior Managers to HR Management, HR Managers` Lack of Knowledge and Skills, Lack of Written and Authentive Knowledge Which Shows long _Term Effects of HR Management Plans on the Organization

Performance. Bear and Eisenhart(2000) Name Six Factors as((Six Silent Killers)) Against HR Strategies: Top _Down or Laissez_ Fair senior Management Style, Unknown Strategy and Conflicting Priorities, Ineffective Senior Managers, Weak Horizontal Communication, Poor Coordination of Functions, and Inadequate Skills of Leaders For Change and Development. Mello (2001) Believes That Barriers Such as Short_ term Trends in the Organization, Lack of Strategic Thinking Among HR Managers, Lack of Cooperation Among Line Managers, Increased Focus on Quantification of results, and Inability of HR Experts are Main Barriers. Armstrong (2001) Believes That Failure in Understanding Strategic Needs of the Company, Inadequate Evaluation of the Environment and Cultural Factors effective on the Content of HR Strategies, Inability to Encourage Senior Managers, and inability to Engage the Employees are Among Barriers. Too Much Prevailing of Short_ Term Thinking, and Lack of a ((Big Picture)) of Many HR Plans in the Organization are Two Main Factors Which Grandly and Brown Refer to as Barriers to HR Strategies. MCNIGHT (2005) Names Four Main Causes: Disharmonies in the Level of Top Management, Absence of Work Units,Inadequate Coordination Between Tasks and Absence of an Evaluation System. Jane (2005) Believes That Changes in the Staff expectations of Work, development_ Oriented Leadership, Job Satisfaction, performance Feedback, and Delegating Responsibilities are Some Issues Raised in HR Strategic Management. ABENG EHSAN (2009) Considers Barriers Such as Passive HR Management, Lack of Support From Senior Managers, little Knowledge of HR Experts, Line Managers` Lack of Belief in Human Resources, HR inability to Play Its Role as a Strategic Partner, Lack of Horizontal and Vertical Coordination s In HR Functions of Line Managers, and Line Managers Disharmonies in Managing the Individuals as Main Barriers. HARON ET al (2010) Believe that Issues Like Organizational Structure, Culture, HR Strategy, HR Competences, and HR Outsourcing are among Leading Issues in HR Strategies. Armstrong (2010) Believes That Undefined Business, Incommensurability of HR Functions, Lack of Understanding Between Top Managers and HR Managers, and Little Capacity and Ability of HR Experts are Other Causes. Finally, Durai(2010) Believes That Lack of Long _ Term Trends, Lack of Strategic Logic and Reasoning, Inadequate Support of Top (Senior) Managers, Resistance of Labor Unions, Fear of Failure, Inflexibility of HR Functions, and Lack of Measurement Techniques are Main Barriers to HR Strategies.

3_ The Study Methodology

This Paper is Applied in Terms of Purpose, it is Heuristic By Nature, and it is Descriptive_ Survey in Terms of the Data Collection Method, and Due to the Use of Q_ Methodology, it is the Type of Mixed (Qualitative_ Quantitative) research. Q_ Methodology is a Method By Which subjectivity is Surveyed. In This Method, Subjective Viewpoints Have Been used to Construct The Methodology of Different Perspectives. In Fact, Q_ Methodology is a Technique That Enables the Researcher to Firstly Identify and Categorize Individual Perceptions and Opinions, and Secondly to Classify Groups Based on Their Perceptions. The Main Purpose of This Technique is to Reveal Different Patterns of Thinking. in Other Works, The technique Does Not Deal With Counting Individuals With Different Thoughts. Q_ Methodlogy Both Has data Collection Method (Arrangement) and Data Analysis Method (Q Factor Analysis). William Stiphenson in (1930 s) Invented Q_ methodology in Response to the Following Question: ((What Makes Individuals Unique?)) He Believed That Q_ Methodology Deals With Identifying the Subjectivities and the Individual Correlation, Rather Than Attributes, Has the Main Role in it. Therefore, in This Study We Seek to Answer the Following Questions:
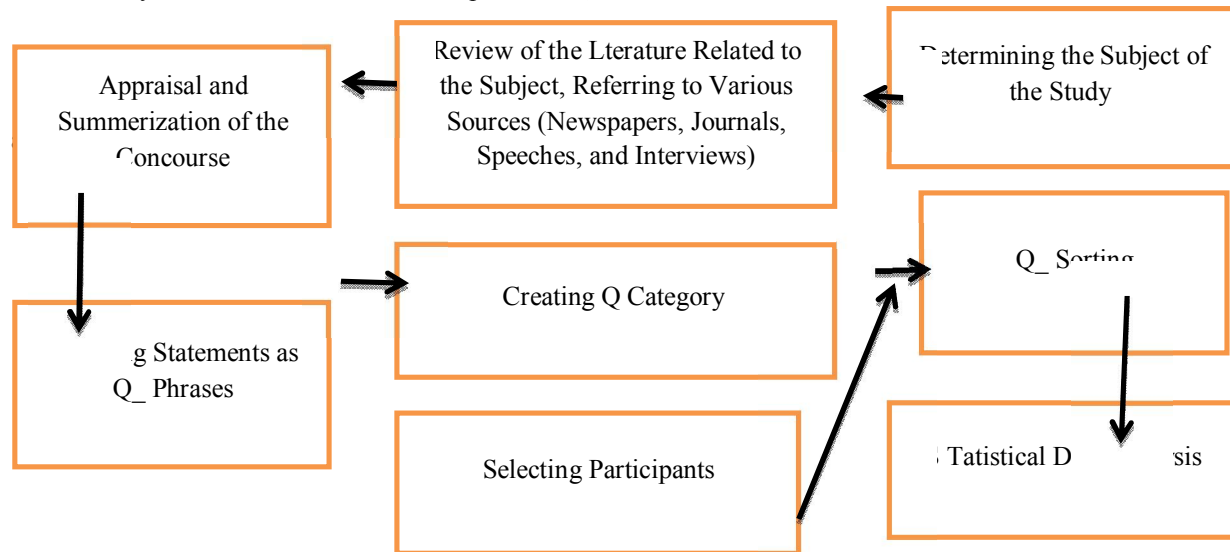
1_ Based on participants` Subjectivities and Opinions, What Barriers and Problem is Tractor Company facing in the Area of HR Functional Strategies Development ? 2_ What is the Importance and prioritization of These Factors Based on Q_ Methodology ? 3_ What are the Participants` Patterns of Attitude About the Subject of the Study? 4_ What Solutions Can Be Suggested to Tractor Company in Order to Develop Effective Strategies?

*the q Study Stages: the q Study Stages are Performed in Different Forms. One Classification of this Process is Shown in Diagram (1). Next, we Describe Each one of the Stages.

        After Selecting the Subject, the Researcher Should Collect the Content of the Study`s Concourse. Next, S(He) Summarizes and Evaluates the Concourse. Then, an Appropriate Number of the Concourse Phrases Should be Selected as q_ sample. In This Case, mackeon and Thomas (1988. Pp. 26_27) Have Suggested 30 to 100 Statements as Q_ Phrases. Kerlinger (1986) Believes That in Order For Findings to Be Statistically Valid, the Proper Number is 60- 90 phrases. Brown(1986) Believes That Q_ Studies are tyoically Consisted of 40_60 Phrases, and Donner(2001) While believing that there is no Certain Criterion For the Number of Phrases, he Notes 20_ 60 Phrases. After Selecting Q_ Phrases, Those Supposed to be Identified in Terms of Their Subjectivities are Selected. In Other Words, Among Those Participating in the Concourse, Some are Selected as P sample

(Person_ Sample) to Participate in Q_ Study ; That is Sorting. Selection of Participants is Highly Important, and it Largely Depends on the Subject of the Study. in Previous, Different Numbers of Participants have Been Suggested. For Example, MCKEON and Thomas Belive That 50-100 Participants are Enough. Brower (1999) Bilives That the Number of Participants Should be Less Than the Number of Q-Phrases Which are Supposed to Be Sorted. In General, We Can Say That the Number of Participants in Q-

Study Will Be Limited and Usually Less Than Loo People. After Selecting the Participants, Q- Phrases_ Each of Which are Written on Cards Called Q-Categories_ are Provided to the Participants in Order to Be Sorted, and They Sort the Cards By Using Q-Diagram. After the Cards are Returned, the Information is Collected and Finally the Analysis is Performed. All These Stages Will Be Discussed in the Next Section.

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│ Summerization   │     │ Lterature Related   │     │ Subject of the  │
│ of the          │     │ to the Subject,     │     │ Study           │
│ Concourse       │     │ Referring to        │     │                 │
│                 │     │ Various Sources     │     │                 │
│                 │     │ (Newspapers,        │     │                 │
│                 │     │ Journals, Speeches, │     │                 │
│                 │     │ and Interviews)     │     │                 │
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the Study`s Operational Methods

After Selecting the Subject, in Order to Collect the Concourse, We hored Theoretical Studies and Interviews. To Extract Q- Phrases. Data Collected From Eight Half- Structured Interviews Were Investigated and a Total of 85 Separate Phrases Were Identified as Barriers. In Order to Summerize and Evaluate the Concourse and Finally to Select Q-Phrases, 85 Phrases Extracted From Interview Data Analysis Were Mixed With Phrases Obtained From the Study`s The Oretical Basics Survey, and Considering Their Common Possessions and Similarities, a Total of 170 Certain Statements (Phrases) Were Selected. Then These Propositions

Were Provided to Four Experts in the Area of Management and Two Managers of Tractor Company to Firstly Investigate the Phrases in Terms of Clarity or Communicativeness,and Secondly to Notify What they Considered the Most Important Factors. After Receiving Coments of These Experts, 68 Phrases Were Selected as Primary Propositions (Statements). Propositions or Phrases Obtained in the Second Stage Were Reprovided to (6) Experts and Specialists, and They Were Asked to Select 47 Statements as Q-Phrases. After receiving their Comments and Considering the Similarities and Eliminating same and repetitive Statements, 47 Statements Were Selected as final Q- Phrases (Table 1).

Table (1): Q- phrases

Code	Q_ Phrases
1	Tractor company Has no Clear Perspective and Future in the Area of HR Management.
2	HR Management in Tractor Company is Not ready to accept Strategic issues.
3	There is No External Obligation For Developing HR Strategies in the Company.
4	Managers and Experts in Tractor Company Don`t Have Skills, Knowledge, and Strategic Attitudes.
5	Data Collection needed For Developing HR Strategies in Tractor Company is Faced With Difficulties.
6	Inefficiency of HR Strategies Development in Tractor Company is Due to Inadequte Skill of change and development leadership.
7	Individual Responsibility in Relation to HR Strategies Development in Tractor Company is Not Clear.
8	Legal Constraints of HR Management in IRAN prevent From HR Strategies Development in Tractor Company.
9	Technocrats and Their Industrial Approach Make HR Strategies development Difficult
10	Privitization Debate Has Damaged the Management of Tractor Company
11	Due to the Poor Competition in IRAN `s Car Manufacturing Industry, Having HR Strategies is Not a Competitive Advantage.
12	Too much Changes in Tractor Company Structure Prevents Prevent from HR Strategy Development.

13	Iran is in an Industrial Transition and organizations are Still Compared on the Basis of Total Production.
14	HR Managers and Experts are Not Engaged in Top management Decision
15	The position of Car manufacturing industry in IRANIAN Economy is not Quite Cler
16	Cumbersome Administrative Processes (Bureaucratic Processes) Prevent From HR Strategies Development in Tractor Company.
17	Dependence of HR Strategies on the Opinions of Tractor Company Managers Prevents From HR Strategies Development.
18	Lack of Coordination, and the Existence of Conflict Between Tractor Company Managers Do Not Provide a Space of Agreement For developing the Strategies.
19	Previous Failure Experience in Implementing Programs and Strategies Has Made Their Redevelopment uncertain.
20	Tractor Company is Still in the Stage of Transition From HR Traditional Management to Strategic Management.
21	Top Managers` Failure to Pay Attention to the Comments of HR Experts Has Made Them Non_ Motivated in Developing Strategies
22	High Rate of Changes in the Car Manufacturing industry Prevents From HR Strategic Development.
23	Managerial Culture in Iran Does Not Consider HR as the Main asset of the Organization
24	Lack of Clear Strategies and Programs of Other Tractor Company Units Prevents From HR Strategic Development.
25	Tractor Company managers Do Not Support HR Long _term programs and Do not Take Its Responsibility
26	HR Strategy in Tractor Company is Less Important Than Other Strategies
27	The Effects of Sanctions on Tractor Company Put HR Issues in Secondary Priority
28	HR management in Iran is the Personnel Management Which Has Taken a Strong Local Color
29	Political Appointments and State Managers in Tractor Company Impossible to Develop HR Strategies
30	Big Size of Tractor Company Prevents From developing Coherent HR Strategies For the Whole Company
31	Increasing the number of Sales is More Important to the Company Than Dealing With the Issue of Strategy Development.
32	HR Functions are Not Properly Coordinated.
33	Traditional and Old Staff in Tractor Company Resist Against HR Strategy Development
34	Current Success of Tractor Company (Satisfied By the Current Situation) Makes the Need For Developing HR Strategies Insignificant
35	The Nature of the Environment and Work Force market in Iran are Sophisticated and Unpredictable.
36	There is Not a Clear Relationship Between HR Programs and Monetary Outputs
37	Difficulty in Changing Business Goals Into HR Goals Prevents From HR Strategy Development.
38	Tractor Company Does Not Take Human Resources as Value able and Strategic resources.
39	High Rate of Managers` Displacements in Tractor Company Prevent From HR Strategies Development.
40	HR Strategies Development Has a Complex and Ambiguous Nature
41	High Workload of Tractor Company Managers and Daily Issues Leave No Time To Deal With HR Issues.
42	It is Hardly Possible to Associate HR Functions With Other Programs in Tractor Company.
43	Its Useless to Develop Strategies, Even if They are Developed, They Would not be Applicable.
44	The application of Civil Service Law in Tractor Company Has Made the Status of HR Management Ambiguous.
45	Tractor Company Managers Do Not Share Common Perceptions and Opinions Towards HR Strategies.
46	Data Collection From Iran`s Work Force Market (Identifying Opportunities and Threats of human Resources) is Very Difficult.
47	HR Issues Have Not Been Taken Into Account in Developing the Prospect and Strategy of Tractor Company.

Next, the Participants were Asked To Place Each Card on Q_ Diagram Based on Q_ Sorting Instructions, To Perform the Study, Q_ Diagram Was used With Quasi_ Normal Distribution. This Diagram Contained 47 Boxes Which Had Been Prepared By the Participants to Place 47 Phrases (From Grade (-5),Which Meant Absolute Disagreement, To Grade (+5), Which Meant complete Agreement). After Sorting the Cords By the Participants, Scores Given By Each Participant Were Recorded in a Special From Which Were Designed For this Purpose. Data From Sorting By Participants Were Included in SPSS Software In Order to Identify the Subjectivies of Participants and Answer the Questions of the Study By the Help of q Factor Analysis. Before Surveying the Results of factor Analysis, we Discuss Two Basic Issues (Validity and Reliability of the Study).

*Validity and reliability in Q_ Methodology: there are 3 Types of Validity For Q_ methodology: Content Validity, Formal Validity, and Q_ Sorting Validity. For Q_ Sorting, the Reliability Can Also Be Suggested: that is we can Ask Whether or Not a Participant Sorts a Bunch of Cards With the Same Instructions in Different Times. Correlation Coefficient Over./8 is Considered Good Reliability For Each Q_ Study. in This Study in Order to Increase the Content Vlidity, in Addition to Comparing the Phrases Obtained From the Interviews With Phrases Obtained From the Study`s Theoretical Basics and Evaluated them, The Content Validity Increased Through referring to Experts and Surveying Them. to Measure the Validity of the Study, Cronbach`s Alpha Was applied. Chronbach`s Alpha in This study is./832 For 31 Participants,Which shows high reliability of Q_ Phrases and Their Sorting Results in Q_ Diagram.

**Statistical Data Analysis and the Study Findings*
Q_ Factor is the Main Statistical Method For Analyzing For Q_ Data Matrix. The Basis of This Method is the Correlation of persons)), So Q_ Factor analysis is Used to Stress That in Factor Analysis Process, Persons(Individuals) are Classified Rather than Variables. Numbers Extracted From Q_ Factor Analysis are in Principal Component Method.

Table (2): total Matrix Defined For 12 Factors (Patterns of Attitude)

	Total Squared Extraction Loads(Factor Analysis)		Total Squared Spin Loads (Factor Analysis)	
	Cumulative Percentage	Total	Variance Percentage	Cumulative Percentage
1	18/592	13/252	10/489	10/489
2	26/935	2/713	8/753	19/242
3	34/355	1/977	6/377	25/619
4	40/912	1/976	9/375	31/994
5	46/954	1/934	6/240	38/234
6	46/954	1/914	6/173	44/407
7	57/381	1/850	5/966	50/373
8	61/955	1/837	5/927	56/299
9	66/420	1/821	5/874	62/173
10	70/275	1/804	5/820	67/993
11	77/266	1/592	5/136	73/129
12	77/266	1/282	4/137	77/266

Table(2) Shows that considering the Viewpoints of the Sample Individuals, the Software Has Identified a Total of 12 Factors (Whose Special Values are Above 1), and These 12 Values Explain and Cover About 77/266 Percent of the Variance. In the Above Table, the Highest Variance Explained Belongs to the First Factors respectively. By Investigating the Results of Matrix We Found that Participants Poo1, Po18,po24, po29,po30, and po31 Together Identified First Pattern of Attitude (First Factor). Similarly, Participants poo5,poo6,poo8,and po11 Together Identified the Second Pattern of Attitude, Participants po17,and po20 Together Identified the third Pattern of Attitude, Participants poo7,po10,and po22 Together Identified the Fourth Pattern of Attitude, Participants poo2,po13,and po23 Together Identified the Fifth Pattern of Attitude, Participants poo9,and po19 Together Identified the Sixth Pattern of Attitude, Participant po15 Alone Identified the Seventh Pattern of Attitude, Participants poo4, po12,and po8 Together Identified the Eighth Pattern of Attitude, Participants Poo3,po26, and po27 Together Identified the Nineth Pattern of Attitude, Participants po14, and po21 Together Identified the Tenth Pattern of Attitude, Participant, po25 Alone Identified the Eleventh Pattern of Attitude, and Finally, Participant po16 alone Identified the Twelfth Pattern of Attitude After identifying the Factors, We Determined Factor Scores By using Primary Data Compiled From Q_ Table, as Well as Factor Loads. In the Present Study, all Stages Have Been Done By Using SPSS Software So as to Obtain Factor Scores.

*Data Analysis

Findings of This Study Were obtained Through interpreting the Results of Q_ Factor Analysis and Answering the Study Questions in This Section.

Q_1:Based on Subjectivities and Opinions of Participants, What Barriers and Problems is Tractor Company Faced With in the Area of HR Functional Strategies Development?

Q_2:What is the Importance and Prioritization of these Factors Based on Q_ Methodology?

In fact, it is Possible to Answer the First Question in the Qualitative Stage of the Technique and Through Reviewing the Related Literature and Referring to Various Sources (Such as Interviews, Using Journal of Tractor Company, ETC) and Appraisal and Summarization of the Concourse and Finally, Selecting Q_ Phrases. 47 Barriers Identified in Table (1) Which Obtained From Appraisal of the Concourse By Using Expert Polls and Comparison With the Related Literature, is the Answer to the First Question. To Answer the Second Question, We Should Prioritize These 47 Barriers. To Do So, By Using the Results of Q_ Factor Analysis, the Factor Were Identified Both Based on 12 Patterns of Attitude and Based on the Opinion of a Participant Who Obtained the Highest Score in Each Pattern of Attitude (Based on the Rotated Matrix of Factors).

Table (3): Prioritization of Barriers Identified Based on Patterns of Attitude

Main Barriers According to the Most Important Participant	Main Barriers Based on Pattern of Attitude	Pattern of Attitude
Intangible, Non _Monetary, and Incommensurable HR Functions, Difficulty in Changing Business Goals To HR Goals	Political Appointments and State Managers in Tractor Company, the Current Success of the Company (Satisfied With Current Status)	1_
Lack of External Commitment For Developing HR Strategies in the Company, HR Strategies Being Less Important Than Other Strategies	Lack of external Commitment For Developing HR Strategies in the Company, Previous Failure Experience in Implementing Programs and Strategies (Fear of Failure)	2_
Paying Less Attention to HR Strategies Than Other Strategies, Lack of Attention to HR Issues in Perspectives and Strategies of Tractor Company	Difficulty in Collecting Data Required For Development HR Strategies, Considering HR Strategies Useless and Impractible	3_
Poor Competition in Iran`s Car Manufacturing Industry, HR Not Being Considered as a Competitive Advantage in the Country, Managers and Experts Not Being Engaged in Tractor Company`s	Poor Competition in Iran`s Car Manufacturing Industry, HR Not Being Considered as a Competitive Advantage in the Country, Lack of Belief in the Importance of HR in Iran`s	4_

Top Management Decisions	Managerial Culture	
Paying Less Attention to HR Strategies Than Other Strategies, Lack of Attention to HR Issues in Perspectives and Strategies of Tractor Company	Difficulty in Collecting Data From Iran`s Work Force Market, Lack of Belief in the Importance of HR in Iran`s Managerial Culture	5_
Lack of Shared Beliefs and Opinions Towards HR Strategies Among Tractor Company Managers, Indistinctive Position of Car Manufacturing Industry in Iran`s Economy	Poor Competition in Iran`s Car Manufacturing Industry, HR Not Being Considered as a Competitive Advantage in the Country, Indistinctive Position of Car Manufacturing Industry in Iran`s Economy	6_
Poor Competition in Iran`s Car Manufacturing Industry, HR Not Being Considered as a Competitive Advantage, Iran`s Industrial Transition From the Traditional Management to the Strategic Management	Strategies and Programs of Other Organizational Units of Tractor Company Not Being Clear, Current Success of the Company (Satisfied With Current Status)	7_
Strategies and Programs of Other Tractor Company Units Not Being Clear, Difficulty in Creating Alignment and Association Between HR Functions and Other Programs and Functions of the Organization	Sophisticated and unpredictable Nature of the Environment and Work Force in Iran, Non _ Clarity of the Individual responsibilities in the Are of HR Strategies development in the Company	8_
Short_ Term Look on Capital Returns (Paying Attention to the Number of Sales and Financial Pro Fitability), Non _Belief in the Importance of HR in Iran`s Managerial Culture	Centrality of Production and Sales in the Company, Lack of Belief in the Importance of HR in Iran`s Managerial Culture	9_
Paying Less Attention to HR Strategies Than Other Strategies, Lack of Attention to HR Issues in Perspectives and Strategies of Tractor Company	High Rate of Managers` Displacements in Tractor Company, Considering HR Strategies Less Important Than Other Strategies	10_
The Nature of the Environment and Work Force in Iran is Sophisticated and unpredictable	Technocrats and Their Industrial and Production_ Oriented Approach, Sophisticated and unpredictable Nature of the Environment and Work Force in Iran.	11_
Lack of Attention To HR issues in Perspectives and Strategies of Tractor Company,Non _ Engagement of HR Managers and Experts in Tractor Company`s Top Management Decisions	Lack of Attention to HR Issues in Perspectives and Strategies of Tractor Company, Difficulty in Creating Alignment and Association Between HR Functions and Other Programs and Functions of the Organization	12_

Q_3: What are the Participants` Patterns of Attitude Towards the Subject of the Study ? to answer This Question, it Should be Said That results of This Study Led to Identifying 12 Distinctive patterns of Attitude About the Barriers to HR Functional Strategies Development. Next, we Will Interprete These Patterns.

*Interpretation of Patterns of Attitude

Hopeful: Pattitude (1): Based on Subjectivity and Opinions of Participants in This Pattern of Attitude, Political appointments and State Managers in Tractor Company as Will as the Current Success of the Company are Main Barriers to HR Strategies development.

Result: Hopeful are Aware of the Importance of Strategies development and Its Role in the Company, and They Believe That By Creating Knowledge and skills in Tractor Company managers and less Interference of the Government, We Can Develop Effective HR Strategies.

*Pattern of Attitude (2):Realists: these Individuals Believe that They Feel No External Commitment For Developing HR Strategies in Tractor Manufacturing Company. in Addition, They Believe That Inside the Company itself, HR Strategies are Considered Less Important than Other Strategies. Also,They Believe That Previous Failure Experience in Implementing HR Programs is Another Significant Factor That is Currently Preventing From Developing HR Strategies. According to them,Regulations (as Labor Law Constraints) and Too Much Engagement

of Tractor Company managers in Daily Affairs Do Not Leave Time For Them To Develop HR Strategies.

*Results: Most Basic Talk of realists is that there is No External and Internal Commitment and Importance in Tractor Company For Developing HR Strategies.

*Pattern of Attitude(3): Disairs: in this Pattern Of Attitude, individuals Strongly believe That HR Strategies Development is Useless, and Even if the Strutegies are Developed, They Would Not be Implemented

Result: main Talk of Dispairs May Be that HR Strategies Development in the Company is Useless, and They are Not Applicable.

*Pattern of Attitude (4):Frustrated Experts: They Believe That Not only Iran`s Managerial Culture Do Not Consider HR as the Most Essential Asset of the Organizations,But Also the Lack of Real Competition in Car Manufacturing Industry Has Been Added to it, Which Makes HR Strategies Development Useless.

*Result: Though Frustrated Experts are Fully Aware of the Importance of HR Strategies Development, they are Frustrated of their Cultural decline, Rejecting the Environment and Non_ engagement of them in Decisions.

*Pattern of Attitude (5): Rick Aversives: they Believe That Tractor Company Does Not Have a Clear Perspective and Future in the Area of HR, and HR Issues Have Not Been Considered in Perspectives

and Strategies of the Issues have Not Been Considered in Perspectives and Strategies of the Company.

*Result: Risk Aversives Believe That Uncertainty of HR Status in Tractor Company in the Future and Lack of Adequate Expertise to Develop HR Strategies are Main Factors Which Create Barriers.

*Pattern of Attitude (6): Environmentalists: Participants in This Pattern of Attitude believe that uncertainty of Car Manufacturing Industry position in Iran`s Economy as Will as Poor Competition in This Industry are Main Factors That prevent From Developing HR Strategies,or Make it Useless. They Believe That in Spite of These Factors, There Will be no External Commitment to move Towards Developing Human Resources (HR), and They Won`t be Considered as a Competitive Advantage. Director of the Office of HR Excellence Said: (Strategy Becomes Significant in a Competative Environment, and is Should be Considered When We Feel Necessary to Develop it. This Need is Not Felt in Tractor Company, Since Basically There is no Competition There).

Result: Environmentalists State That Human Resources are Valuable. In Spite of This, The Lack of RIAL Competition in Iran`s Car Manufacturing Industry Has Made HR Strategies Development Useless. In Other, Words, Given the Existing Facts in Iran`s Industry Environment, Traditional HR Management Can be Sufficient.

*Pattern of Attitude (7): Status Quo (current Status) Advocates: this Pattern of Attitude Results From Distinctive Viewpoint of One of the Participants in the Study Based on This Pattern, Non_ Clarity of Strategies and Programs of Other Tractor Company Units, and Current Success of the Company Including Appropriate Sales Number and Profitability are Main Factors Causing Barriers.

In This Pattern of Attitude, the Participant Has the Subjectivity That Iran is in an Industrial Transition and HR Strategy Has Not Yet Found Its Position.

*Result: Status Quo Advocate Strongly Disagrees With the Dependence of HR Programs on Managers` Personal Opinions as a Barrier to HR Strategies Development, and They Considered Iran`s Industrial Transition and Current Success of they Company as Main Factors. Accordingly, He Believes That The Current Status(Status Quo) is Good.

*Pattern of Attitude (8): Complex Lookers: in This Pattern of Attitude, Key Barriers to HR Strategies Development are the Complex and Unpredictable Nature of Work Force in Iran and Non_ Clarity of the Individual Responsibilities in This Context.

Result: According to Complex Lookers, Human Resources are Valuable and also Managers Have Sufficient Expertise to Develop Strategies. In Spite of This, Complex and Unpredictable Nature of Iran`s Labor Market and Non_ Clarity of the Individuals Tasks in the Field of Strategies Development are Main Barriers to Their Effective Development.

*Pattern of Attitude (9): traditionalists: Subjectivities and Opinions of Representatives of This Pattern is so That When Iran`s Managerial Culture Denies the Importance of Human Resources and the Country is in an Industrial Transition, Increasing Sales Number and Developing Strategies as Production Strategy are More Important.

*Result: in traditionalists Point of View, Cultural Conditions and Industrial Transition in Iran Have Led to the Point in Which HR Management Performs Its Traditional Duties, and the Effectiveness of This Style HR Management Unnecessary.

*Pattern of Attitude: Low Motivated: in This Pattern, Uselessness of HR Strategies Development and Their Inefficiency in Implementation are Strategies Development And Their Inefficiency in Implementation are Strongly Rejected. However,Subjectivity of Individuals in This Group is so That it Considers Developing HR Strategies in Tractor Company Insignificant.

They Believe That High Rates of Managers` Displacement in Tractor Company is Another Significant Factor.

*Results: According to the Low Motivated, HR Strategies Development is Significant. However, Insignificance of This Issue Compared to Other Strategies, and HR Managers` Motivelessness are Due to High rates of Their Displacements, and Also the Old Staff in the Company are Main Barriers in the Course of HR Strategies Development.

*Pattern of Attitude (11): Analysis: According to the Opinion and Subjectivity of One Participant, the Main Environmental Factor is the Complex and Unpredictable Nature of Labor Market in Iran. in Addition,According to This Person, the Effects of Sanctions and Termination of International Agreements Have Placed HR Issues in Secondary Priorities.

*Result: According to the Political Analyst, the Technocrats, the Complex Nature of Labor Market, Impacts of Sanctions, Political Appointments, and dependence of Programs on Personal opinions of Managers are Barriers to HR Strategies development in Tractor Company.

*Pattern of Attitude (12) Alignment Advocates: This Pattern States That Tractor Company Has Not Considered HR Issues in Developing the Perspective and Strategies of Human Resources.

However, They Disagreed With the Opinion That Lack of a Clear Future For Tractor Company in the Context of Human Resources Can Be a Major Barrior to HR Strategies Development, in This Pattern Difficulty in relating HR Functions to Other Functions in the Company Has Considered as One of the Main Barriers to HR Strategies Development, Since in the Course of HR Strategies Development, Since in the Course of HR Strategies Development, Both Horizontal and Vertical Alignments Should be Established. Lack of Sufficient Knowledge and Skill and Motivelessness of HR Managers Due to Lack of Engagement in the Programs are Other Causes.

*Result: Difficulty in Creating Horizontal and Vertical Adjustments Required For developing HR Strategies _ Which Results From Not Considering HR Issues in the Perspective and Strategies of Tractor Company in a Real and Tangible From _ is a Major Barrier to HR Strategies development.

5_Conclusions and Suggestions

Based on What we Said, major Barrios Which Tractor Company is Facing Were Prioritized on The Basis of 12 Patterns of Attitude. Next, These 12 Distinctive Patterns of Attitude Were Discussed. Comparing These Results With Previous Studies Shows That a Large Number of Barriers Have Been Identified in Previous Studies. Here, it is Time to Answer the Final Question of the Study: What Solutions Can Be Suggested to Tractor Company to Develop Effective Strategies? Answer: Tractor Company Should Consider the Following Guidelines: Adherence to HR Management and Supporting it:1_ Tractor Company Top Management Should Show its Long_ Term Commitment to HR Programs So That With the Assistance of Human resources, the Company Could Achieve Success.

2_ Reforming Negative Perceptions of Management: With the Help of Consultation, Education Training, and Cultural Work, the Subjectivity of Iranian Managers _ Who Believe That Human Resourses are Not a Strategic Resource_ Should be Changed. 3_ Making HR Functions Commensurable and Tangible: HR Managers and Experts Should Shows HR Contribution and Its Functions in Profitability and Success of the Company in a Tangible and Monetary From so That Human Resources are Not Charged With Lack of Value Adding 4_ Real Privatization and Non_ Interference of the Government: it is Necessary to Decrease Interference of the Government and Lobbying Powers in Choosing Managers of the Company so That _By Creating Administrative Stability_ it Would be Possible to in Vest in Long_ Term Programs and Strategies. 5_ HR Involvement and Representation in Board of Directors (BOD): HR Managers and Experts Should be Envolved in Strategic Decisions. 6_ HR Competences and

Knowledge: HR Managers and Experts Should Develop the Required Competences, Knowledge, Skills, and Abilities in Themselves, and They Should Have a Strategic approach in Order to Prove Their Significance in the Company and Also to Develop Effective Strategies. In Other Words, They Should Achieve These Attributes, So as to Raise themselves as a Strategic Partner. 7_ Establishing Strategic Alignment For Human Resources to do Effective it is Essential to Create Horizontal Coordination(Adaptability and Alignment of the Strategies of HR Functions With the Strategy and Mission of the Organization). 8_Creating Constructive Competition in Car manufacturing Industry: Maybe it is the Duty of the Government and Policy _Markers to Face Car Manufacturing Companies With the External Commitment So That They Adopt an Strategic Approach Towards Human resources. The Possibility Opening Borders and Joining the Country to WTO (Word Trade Organization) May Be a Warning to Lead Companies Such as Tractor Manufacturing Company To Develop Effective Strategies to remain Competitive Nationally and internationally. 9) Long Term trends: Tractor Manufacturing Company Should Not Consider Only the Number of Sales and Current profitability By adopting a Short _term Perspective. Being Satisfied With the Status Quo Can Trap the Company in (Platonic Cave) and Like (Peter Singe Frog), it Can Destroy the power to Make Major Changes in the Company. Top Management of the Organization Should BE Trained, Since Mere Profitability of the Company and Good Condition of Sales Can Not Ensure Success in the Long _Term. long _term Success is dependent on Long_ Term Investment on Human Resources and it Knowledge. 10_ Estimation of Business Needs and Revision the Company`s Prospects and Strategies.

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