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## Analysis of the Strategic Flaws and Problems of the Supply Chain Influenced by the Components of Strategic Management in Economic and Asset Affairs

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### Abstract


The success of economic programs, with the company's strategy, is an integrated and coordinated set of interventions and programs that are used to exploit core competencies and gain competitive advantage. So people in an organization are important assets that are able to convert from visible assets into optimal productive resources to meet the needs of the organization. Therefore, this article attempts to propose the interaction of two priority and effective categories on the performance of the organization, namely strategic management of human resources and supply chain management, by setting strategic priorities and indicators of interest in them by providing a syntactic scientific model and framework. Based on this, with the help of hypercompilation, he analyzed the variables of reliability, flexibility, social contexts, skill contexts, emotional conditions, level of maturity and individual maturity in the form of a conceptual model, which analyzed the hypotheses extracted from it showed that the issues examined in the field of strategic human resource management have a meaningful relationship with the strategic bias of the supply chain in economics and finance. The most important strategies for conveying a sense of commitment to continuous interaction between the supplier and the successful human resources and creating an independent personality for the set of efficient suppliers were counted by human resources.


**Keywords:** Supply chain, Strategic management, Human resources, Strategic bias.

## 1 | Introduction

The goal of human resource planning and management is to analyze the supply-demand balance in a structured way, which starts with a clear picture and moves quickly towards the future, and it is intended to

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analyze and determine the practical areas as a result. In human resource planning and management, we need to know the members and skills needed to perform daily tasks and changes that may change the capacity of work in the future and the volume of activities committed. It encompasses a good understanding of strategy and more minor business plans. After that, we need to consider the supply of human resources in terms of the current human resources inventory and their needs and how much they need to change. This suggests that organizations need to know the members and the characteristics and relationships between them and the organization [1]. A review of the literature can be used to understand better that Ellinger et al. [2] presented a study that demonstrated the impact of human resource management on the overall performance of the organization with regard to the deployment of a localized model in the supply chain by applying it in the form of global human resource management in theoretical or experimental terms.

Ellinger and Ellinger [3] began to determine how spiritual resources, such as the knowledge skills and abilities of a successful manager in Human Resource Management in the supply chain. The structure of these tasks in a competent way to achieve effective work, optimal performance and adding value to competitive advantage in the market are also other outcomes of this research. Sikora and Ferris [4] proposed a suitable platform for the implementation of human resource management using the theory of social concepts, whose implementation was in line with the organizational culture of climate and seasonal change and political considerations, which could be used in strategic decisions. Sikora and Ferris [4] introduced the research as the strategic implementation of human resource performance and its vital role in queue management, in which it introduces how to implement effective methods of implementing human resource management so that it usually establishes the decisions of queue managers. In their research, they also tried to propose a suitable platform for the implementation of human resource management using the theory of social concepts, whose implementation is in harmony with the organizational culture of climate and seasonal change and political considerations and influences them in making decisions.

In Hohenstein et al. [5], the output of the research was the categorization of diverse and effective topics on the topic of human resource management with emphasis on its placement in the supply chain; the implementation of strategic planning coincides with the start of the organization's activities. Strategic planning is usually part of a business plan along with a marketing, financial and operational plan; strategic planning is done by preparing the institution for new investment, for example, developing a new sector for the wholesale production of new goods or a new production line strategic planning should be implemented at least once a year in order to prepare the organization for the new financial year. In other words, strategic planning should be done at a certain time according to the set organizational goals and the resources available to achieve the goals during the fiscal year. The strategic planning process should be implemented in at least three years, and if the organization is changing and changing these activities should be applied every year; every year, the plans to do things should be updated; during the implementation of strategic plans, the progress of the implementation of the plan should be reviewed.

Strategic planning is used in various ways in organizations that bring benefits to organizations and institutions. These benefits include [6]:

- *Clear definition of the organization's goals and degree of adaptation to the organization's mission according to the capacity and time frame set for the organization.*
- *Develop a sense of participation in programs.*
- *Ensure more effective use of the organization's resources.*
- *Focus on key priorities and resources.*
- *Providing a basis for employee development and mechanisms to change greater attention to efficiency and effectiveness.*
- *The bridge between staff and board and directors; strong team building on board and staff; communication between board members.*
- *Create greater satisfaction among planners with a shared vision.*
- *Increase productivity through the promotion of efficiency and effectiveness.*

On the other hand, human resource planning is a process for evaluating, demanding, and measuring the nature and supply of human resources to meet demand. Hence, the first stage of any employee and human resource management program is human resource planning Muses and Simlani, 2000 by examining prestigious international awards such as Organizational Excellence, Europe Deming Japan and Malcolm Baldrige of the United States of America; it can be seen that one of the most important components in these employee awards is the fact that the United States of America is a member of the United States of America. Many researchers have tried to improve employee efficiency in human resource management in this sector, and the new scientific field of strategic management has demonstrated its effective techniques and methods in improving various methods.

The success of economic projects is also measured by the quality factors of the cost and time of completion of the project, and one of the important factors determining the above factors in projects is how the suppliers of large economic companies operate and cooperate, or in other words how the supply chains of these companies operate. Therefore, to succeed in the project, economic companies are forced to use new science and technology tools to improve the aforementioned factors in their supply chain, among which the human resources of the organization are tools to create a strong connection between the company and suppliers, and the focus of the organization's strategies to strengthen it is an important and important issue. Economic companies are also some of the largest economic companies active in the country and even the region, which will be a good study example to examine this issue. Therefore, the empty research space simultaneously feels strongly about the strategic management of the supply chain of economic enterprises with the management of human resources, and the present research tries to combine these two scientific techniques and inspire the principle of synergy to increase the efficiency of these two in the employee sector to open the way for senior managers to interact with the staff and the queue [4].

So according to Lengnick-Hall and Beck [7], strategic human resource management and supply chain bias in each region will have its requirements and frontiers, so paying for these important study cases will make significant changes. Lengnick-Hall and Beck [8] were the foundation for the study of strategic human resource management and supply chain orientation in the supply chain, which identified a framework of factors influencing the adoption of supply chain bias towards effectiveness.

Lengnick-Hall and Beck [9] conducted a study entitled strategic human resource management and supply chain bias, claiming that many Strategic human resource management and supply chain orientation research have individually focused on focal organizations and activities taking place within companies, and stated the purpose of their paper is to pursue the foundation for the study of strategic human resource management and supply chain orientation in the supply chain, which is a framework of factors affecting whether the adoption of supply chain bias (SCO1) in the IT's also possible that the practice of identify the strategic human resource management system and supply chain orientation needed to achieve the ideal and invest in SCO.

Human resource management focuses mainly on designing the formulation and implementation of effective policies and procedures for employees at all levels. These policies and methods include planning for recruitment, training and empowerment, maintenance by compensating for service and benefits and improving working relationships, development by performance management, and career promotion and parenting successor. So human resource development not only plays a significant role in empowering and increasing special knowledge and skills in employees but also allows people to contribute to improving the efficiency and effectiveness of the organization and be able to adapt to changing environmental pressures, which will result in improvement in productivity the procedure described can be seen in.

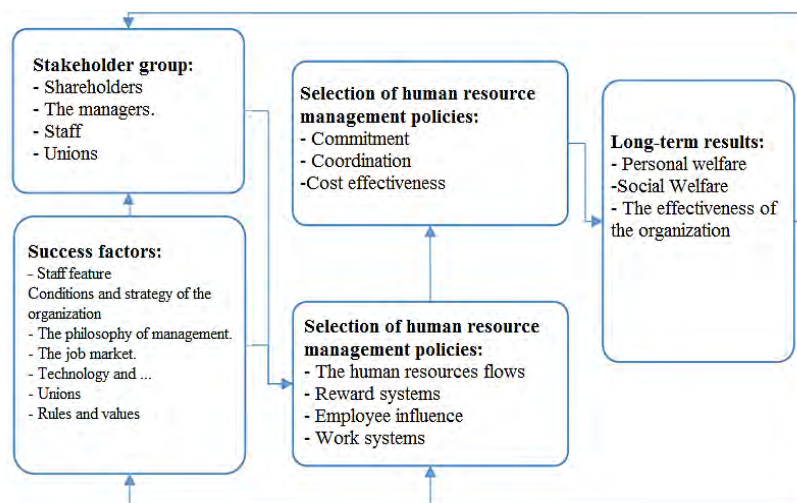


Fig. 1. In the framework of the development of human resource management by Beer et al. [10].

Therefore, the success of economic projects is measured by factors such as cost, quality, and project completion time, and one of the important factors that determine the above factors in projects is the performance and cooperation of suppliers of large economic companies or in other words, the performance of the supply chains of these companies. Therefore, in order to succeed in projects, economic companies are forced to use new science and technology tools to improve the aforementioned factors in their supply chain, among which the human resources of the organization is a means of establishing a strong relationship between the company and its suppliers, and the focus of strategies. The organization is an important and important category in order to strengthen it, so this article is trying to answer this important question, what are the effective factors in human resource management on the strategic bias of the supply chain in economic companies? The configuration of this article is compiled according to the valid structures in the literature, as described in the second part of the literature review. The research method and analytical structure are described in the third part. The fourth part is the computational results. In the fifth part the results and suggestions are presented and discussed in the final section of the summary.

## 2 | Review of Literature

Shemshad [11] dealt with the management of materials in the portfolio of economic projects. They stated that the management of the supply of materials and procurement in project-oriented economic companies that spend a large amount of the company's financial turnover on outsourcing operational activities and the purchase of goods and services for projects is very important in such a way that a large amount of riyal sums of every economic project is spent on the purchase of goods, tools and specialized tools related to the subject of the project, hence the key position of material supply management in competitiveness with companies. And project-oriented organizations in the initial stages to win tenders and auctions, as well as the amount of profitability at the end of each project, is not hidden in any way, and addressing it by considering the existing portfolio of projects and also the compliance of projects in the future with this principle.

It is undeniable as a strategic and practical weapon in achieving the high goals of every group and company; therefore, in the first part of the article, while introducing the project portfolio selection systems, as well as the supply cycle of materials and supplies in the second part of the supply management the materials in the portfolio of an economic company that was selected from a number of projects based on the topics of portfolio management (The project was managed by considering all the aspects and resources available in the region in the third part, and how it affects the adaptation and selection of the project they observed the ones that the company could prioritize in its choice in the future, and also at the end, they presented a model of bringing supply and procurement activities closer to the processes of strategy in the company, as well as the selection and management of economic projects portfolio.

Behbodi [12] is an explanation of the concepts related to the study of the relationship between human resource strategic planning and the success of the organization and the study of the relationship between the way human resources are planned and the success of the organization. Human resources is considered one of the most important success factors of organizations, and its correct planning guarantees that organizations achieve their goals. Following the experience of the last few years of organizations and their emphasis on the importance of adopting strategic solutions instead of using purely operational methods, the adoption of appropriate strategies in the organization's human resources planning and their alignment with the organization's macro strategies have also gained special importance. In his research, he tried to investigate the relationship between strategic planning of human resources and the success of the organization while explaining the relevant concepts. The result of Behbodi's research [12] first confirmed the existence of a relationship between the way human resources are planned and the organization's success rate and then confirmed the need for the organization to use strategic solutions in human resources planning and coordinate human resources strategies with the organization's strategies.

Charkhab et al. [13], in total, the results of these studies indicate that the strategic fit between human resource strategies, human capital and organizational behaviour will have a significant effect on the organization's performance.

Charkhab et al. [13] investigated the effect of strategic fit between human resource strategies on the performance of Khuzestan education departments. In this regard, the Khuzestan General Department of Education was studied as a community, and using stratified random sampling, a number of 34 departments were selected as a sample. This research was descriptive-correlational. In order to test the hypotheses of the research, the tests of the factor analysis method using orthogonal axis rotation (VariMax) were used. In this research, two main hypotheses and 8 sub-hypotheses were considered. The results of the data analysis indicate that there is a fit between the human resources strategy with the special human capital strategies and the competitive organizational behaviour strategy, as well as between the committed human resources strategy and the customer-oriented organizational behaviour strategies. It increases the organization's performance. Overall, the results of this research show that the strategic fit between human resource strategies, human capital and organizational behaviour will have a significant effect on the organization's performance.

The results of the analysis of Fazl's research data [14] indicated that the existence of coordination between human resource strategy and organizational behaviour strategy leads to synergy and, as a result, improves the performance of the organization. Therefore, the researcher suggested that organizations first use different methods of human resource strategy. Determine yourself and then choose the appropriate organizational behaviour strategy (SRP) using the theory of strategic reference points.

Fazl [14] stated in research that raising the issue of strategic human resources management has improved the understanding of researchers in the field of human resources management about the relationship between the organization's strategy, the human resources strategy and the company's performance. In this context, one of the key issues that remains unclear is the understanding of the processes and mechanisms through which human resource management measures affect the performance of the organization. The main goal of Fazl's research is to investigate the effect of strategic coordination between human resources strategy and organizational behaviour on the organization's performance. The results of the data analysis of this research indicated that the existence of coordination between the human resources strategy and the organizational behaviour strategy leads to synergy and, as a result, the improvement of the organization's performance. Therefore, the researcher suggested that organizations first determine their human resource strategy with various methods and then choose the appropriate organizational behaviour strategy (SRP) using the theory of strategic reference points. However, considering the extent of the research and its very high diversity, in *Table 1* and *Table 2*, respectively, a brief report of recent domestic and foreign research has been presented, based on the name, researcher, year of conducting the research, the general research method used in the subject research and the final results obtained are formed from it. By examining the above research, we found that human resource planning is related to the concepts of the organization's environment and operations

and includes internal and external factors. It can be external factors such as economic pressures, changes, technology, laws and regulations, political situation, labour market, and education. Internal factors include goals and objectives, organization, culture, human resource structure and stakeholders. Human resource planning has the following special and characteristic features [15].

- *Raise awareness of obvious assumptions on the topic of human resources.*
- *An analysis relies on a series of judgments and facts.*
- *Goal orientation is a tool for organizational decision-making in order to achieve human resources goals, especially organizational goals.*
- *Prospects for the future of human resource issues and foresight.*
- *Socialism or collectivism focuses on groups and not on individuals.*
- *Pays little attention to people and members of the organization.*

Why do organizations use human resource planning? There are reasons that organizations adapt themselves to human resource planning.

- *Optimism towards the use of resources or greater flexibility of resources.*
- *Acquiring and developing skills that are necessary for development.*
- *Determining and explaining potential problems.*
- *Minimizing the opportunity to make inappropriate decisions.*
- *5- Understanding the current situation in order to face the future.*
- *Challenging assumptions and free thinking.*
- *Making clear decisions can be a challenge.*
- *Link between human resources programs and business programs.*
- *Coordination and coherence between the implementation of organizational decisions.*
- *Gaining control of the operational units of the organization [16].*

In this regard, much research has been conducted, some of which will be mentioned below. However, looking at human resources in order to strengthen relationships with suppliers in the supply chain is a new topic whose empty space is well felt in past research.

### **3 | Research Method and Analysis Structure**

The research method of this article will be a descriptive-survey, and why it is that the researcher intends to investigate problems in real conditions and in the environment he is researching. The overall method is also a combination of exploration, so in this scheme, qualitative data is collected and analyzed, and then in the second stage, quantitative data is collected and analyzed. Since this research takes steps in Iran to understand better a real economic company in the field of economic projects, it has a practical approach, but to collect information from the library method and with the help of books, articles from journals and authoritative sites of the literature, it has also collected research data to test hypotheses using the field method and using the questionnaire.

#### **3.1 | Statistical Community**

The statistical community includes all the important direct and indirect stakeholders of the suppliers of the bodies and organizations associated with the economic and asset company under investigation, who are currently active and active if they have a legal personality. Given that the type of sampling of members of the study sample community has an equal and independent chance of being included in the sample, sampling will be selected by a simple random sampling method, and the Cochran formula for the statistical community has been used to calculate the sample size of the statistical community.

### 3.2 | Method of Data Collection and Analysis

As stated in the research method, the information of this research was obtained from two sections: library and field. It also uses field methods to take the data needed to measure research hypotheses and answer research questions from the community or statistical sample. In general, data collection methods are divided into two categories: library and field methods. The library method includes the review of books, essays, publications reports and internet sites. On the other hand, any small or large scientific study that regularly or systematically tracks relationships through hypothesis testing and is used in real-life situations, such as those governing the factories of organizations and institutions, is called a field study. Theoretical discussion information, including determining indicators and factors related to strategies based on library studies, was obtained from reviewing the documentation of the records in the archives of books and articles. Field study was also provided through interviews with relevant experts and specialists and the distribution of questionnaires among them.

On the other hand, the present research is based on the type of target, practical research that uses a survey method to do it. The research method will be library and field-based. The library method will be used to formulate the theoretical framework of the research, study previous research and review the theories of experts and opinion holders. After evaluating the research and theories related to the topic on the one hand and understanding the community studied on the other hand, the concepts and variables examined are formulated. The methods used in collecting information in this research are both field and library methods. The main tool in collecting information in this research is the use of questionnaires and interviews. In order to analyze and examine the research information by statistical methods, the information from the collected questionnaires was first categorized in general and integrated, and by the Likert scale, 5 options of answering questions were converted from qualitative to quantitative. All information was analyzed using the Spearman correlation method from a nonparametric data perspective. Standardization of data collected by coding underwent exploratory factor analysis to discover their factor structure.

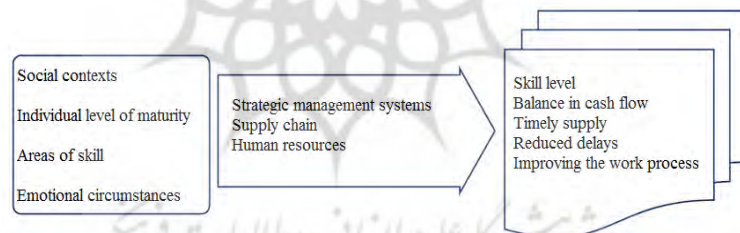


Fig. 2. Model and operational framework of the systemic process of supply chain management and human resource management.

## 4 | Discussion and Review

The method of factor analysis emphasizes the idea that whether a set of questions or variables have such a commonality that they can be combined into one variable. Whether they are a suitable factor or not, KIO indices and Bartlett's test are used for this purpose, which is referred to as sampling adequacy. In this article, 3 items to measure social contexts, 4 items to measure the level of individual growth and maturity, 5 items to measure skill areas, 6 items to measure emotional conditions, 7 items to measure flexibility, and 4 items to measure reliability have been designed. By means of exploratory factor analysis, the locations of the variables have been confirmed, and then the accuracy and fit of their models have been discussed by confirmatory factor analysis. In general, for the current research questionnaire, the rotated matrix was obtained using the Vazimax rotation method, which is used to interpret and identify the factors, and the extraction method is the main analysis method in all exploratory analyses. The total variance explanation table showed that a total of 7 factors are known. The table of total explained variance shows that the first factor accounts for about 34% of the variance, the second factor accounts for about 10% of the variance, the third factor accounts for about 7% of the variance, the fourth factor accounts for about 6% of the variance, the fifth factor accounts for about 4% of the variance, the factor the sixth factor explains about 4% of the variance and the seventh

factor explains about 4% of the variance, and in total, all seven factors explain about 69% of the variance, considering that the amount of variance explanation is more than 50%, it indicates a type of validity.

In the first hypothesis, the researcher sought to investigate the impact of the social contexts of human resource management on the supply chain of economic projects in the organization's strategic interactions with suppliers in economic companies. The results of this test indicate that the factors of social contexts have a significant impact on the organization's strategic interactions with suppliers in economic companies. This result is the result of all the factors in the subset of each index, which have brought the interactions of human resources management and the supply chain of economic projects under the radius.

In the second sub-hypothesis, the influence of the level of growth and individual maturity of human resource management on the supply chain of economic projects has been investigated in the organization's strategic interactions with suppliers in economic companies. The results of this test indicate that strategic factors under the set of individual growth and maturity levels have an impact on the organization's strategic interactions with suppliers in economic companies. This factor organizes the interactions in a rational mechanism in order to achieve the attraction of more suppliers and have access to efficient and reliable suppliers based on the needs in the market and the category of developing supply bases based on knowing the needs of customers from the point of view of demand trends in the market.

In the third sub-hypothesis, the impact of human resource management skill areas on the supply chain of economic projects has been investigated in the organization's strategic interactions with suppliers in economic companies. The results of this test indicate that the factor of skill fields plays a very influential role in the success of establishing a relationship between human resources and suppliers. Considering the change in technology over time, a strategic look at the way suppliers look at the processes of the supply chain system is of particular importance, and this test has confirmed this importance.

In the fourth sub-hypothesis, the impact of emotional conditions of human resources management on the supply chain of economic projects has been investigated in the strategic interactions of the organization with suppliers in economic companies. The results of this test indicate that the factor of understanding suppliers' waiting time management affects the interaction between human resources and suppliers in the supply chain. Therefore, due to the limitations of possibilities and commitment in paying arrears in today's world, suppliers tend to supply markets to experience the emotional and psychological conditions after the interaction in a stable and definite environment.

The fifth sub-hypothesis examines the impact of the reliability factor of human resource management commitments on the supply chain of economic projects in the strategic interactions of the organization with suppliers in economic companies, which uses the T-test, the Spearman solidarity test. The results of this test indicate that the reliability factor increases the rate of attraction of suppliers and strongly affects the type of interaction. Given the many economic challenges and problems of today and the changes and developments of the unit, monetary has greatly increased the risk of investment among suppliers, so their collections are increasingly willing to join stable economic collections. The sixth sub-hypothesis examines the impact of the resilience factor of human resource management on the supply chain of economic projects in the strategic interactions of the organization with suppliers in economic companies, for which he used the single-sample t-test, the Spearman solidarity test. The results of this test indicate that the flexibility factor is that the reliability factor affects the rate of attraction of suppliers because, in today's world of competition and requirements, the behavioural diversity and tendencies of suppliers have increased significantly, so maintaining interactions at a level of diversity in communication species will guarantee the survival of economic supply chains and increase the loyalty rate in the future.

## 5 | Result

Based on the statistical tests conducted and the results obtained from them, it was determined that, in general, the factors raised in human resources management have a significant impact on the supply chain of economic projects in the organization's strategic interactions with suppliers in economic companies. According to



experts, it was determined that the basis of skills and assurance has a key role in realizing a coherent supply chain system with strong performance in attracting efficient suppliers, and it is extremely fruitful in increasing their loyalty and also in having appropriate software and hardware resources in order to improve emotional conditions will make this more successful.

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## Data Availability

The datasets produced and examined in this research can be made available upon a reasonable request to the corresponding author.

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