

Investigating Effect of Human Resources Strategic Planning on Employees' Satisfaction (Case Study: Mellat Bank)

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Abstract: Nowadays human resources of an organization, a key source of sustainable competitive advantage and one of the main success factors are considered. Hence, effective management of human resources is one of the most important issues facing organizations to achieve organizational goals has become one of the most important elements in the success of the program planning strategic human resources management is human resources. In this regard, the present study aimed to investigate the effect of Mellat Bank in planning strategic human resources on employees' satisfaction has been done in the organization. Research and applied research study in which 192 employees (male and female) which randomly selected staff is available. Planning strategic human resources to gather information and assess the impact on employees' satisfaction Mellat Bank standard questionnaire and Armstrong model planning strategic human resources components used to classify and analyze the data using structural equation with the help of functional analysis and path analysis was conducted. The results show that the planning strategic human resources employees' satisfaction is affected.

Keywords: human resources, planning, human resources strategic planning, employees' satisfaction, functional analysis

Introduction

In recent decades, and the awareness of the importance of strategic human resources, adopt appropriate strategies to manage these resources has become a major concern of top-level managers. Among these factors in planning strategic human resources according to the employees' satisfaction is very impressive and inaccuracy to the factors that motivate and job satisfaction, could face serious problems in the long-term objectives of the organization. One of these factors was having a workforce in an organization regarding different aspects of material and spiritual lives of employees and providing services to them. Since the employees of an organization are the most important source of necessary human resources planning strategies planned and implemented in a way which secures employees' satisfaction as main pillars of the competitive advantage provided. Planning human resources is to anticipate the needs of the organization in terms of human resources and planning steps that should be taken for meeting those needs. planning strategic human resources management is one of the most important elements in the success of the program's human resources and ensuring that the process through which an organization to achieve its goals, how many human resources, with what kind of expertise and skills for the jobs (suitable locations) and at what time (when appropriate) needs to be able

to act as effectively and efficiently selection, selection, payment and ... in different units in most organizations are coordinated together. Assess the impact of the duties in the field of planning strategic human resources, to provide system management. In this regard, human resources planning strategic human resources direction for the system in which the mission, vision and priorities of duty is determined human resources [1] need to look at the human resources strategic issue undeniable that with the passage of time and make a day in addition to the increased importance the environment. At the same time the formation of human resources strategies and the integration of strategies and organization strategies, including basic challenges managers. [2]

In reviewing employees' satisfaction in relation to planning strategic human resources organization should have stated that, job satisfaction refers to a person's general attitude about their job and the situation in which people are satisfied with their jobs and other related conditions or constituting in other words, some of the feelings and positive attitudes that people have towards their jobs [3].spiritual them. Since the employees of an organization are the most important source of necessary human resources planning strategies planned and implemented in such a way that employees' satisfaction organization. [4] In a sense, planning a good strategy, one that creates a

sense of being valued employees. Strategy, employees aware of the organization and also give them a sense of oddness. This strategy should demonstrate to employees that the strategy should be to coordinate what to do individually or in groups. Most importantly, they discussed strategies to teach how employees are rewarded for their participation in the organization, and how it may grow and be upgraded approach employees' satisfaction and attention to this matter is necessary and inevitable. Based on studies conducted by the firm can consider the five sub-human resources (Staffing, training and development, performance appraisal, compensation, employee relations) and coordinate the planning strategic human resources due to the impact of employees' satisfaction and attention to dimensions of job satisfaction (job content, relationship with supervisor, salary, growth opportunities and enhance communication with colleagues and security and stability in the workplace), which according to them to take the necessary steps to planning strategic human resources to take action.

Process planning strategic human resources on employees' satisfaction depends on the results of planning strategic human resources impact on employees' satisfaction and will help in planning strategic human resources will be more open view and consider each component of employees' satisfaction and according to priorities related to satisfaction to be planning that employees 'satisfaction; and, therefore, an issue that has been addressed in this study is to investigate the influence on planning strategic human resources employees' satisfaction Mellat Bank.

Research Background

Paul and Glenn, in an article entitled strategy, human resources management and performance based on previous theories and research in the strategy and management of human resources; to identify important link between organizational strategies, human resources and performance results are groups and individual factors influence the company's strategy. [6]

Hamidi et al. in a study of factors affecting job satisfaction as teaching hospitals have done so argue, the success of any organization depends on the efforts and job satisfaction of its employees in an effort to stay competitive in the ever-growing world of education and the success of the organization. Therefore, having a better understanding of the level of job satisfaction, job quality and productivity of an institution should be able to increase it. [7]

Farahi Biluei et al. in another study, as devoted following strategic human resource management related to human resource management with short and long-term goals of the organization to improve its

performance and creating an organizational culture that can strengthen the flexibility and creativity. The goals of human resource management system are influenced by the strategic objectives of each institution.

It is expected that each human resource management system according to the organization's interests but also the interests of employees in decision-making is considered strategic. Human resources as an intangible asset operating system used when a company's ability to respond it results in a turbulent environment promoting this. Human resources and organizational resources as efficiently and effectively as will be applied to be managed with strategic vision. [8]

In research of Mohaghar et al. this approach has been institutionalized in organizations with regard to the relevant factors to be assessed. In the second step the issue of consent in the different units and different organizational levels, to sum up the overall integrity is at the level of. Finally, using computational methods TACTIC useful as a method of multi-criteria decision-making, job satisfaction and employee staffing agency options are the same across the organization, organizational units and posts have been conducted. [9] As noted in the field of human resources and planning strategic research and much research has been done, but the issue of planning strategic human resources impact on employees' satisfaction has been paid, and to highlight the issue is not about exploring.

Research Theoretical Framework

Human resources system is composed of several subsystems for specialized functions and tasks of the organization are responsible for the management and development of people. [10] Based on the theories researchers defined five main subsystems and systems for human resources include: Staffing, performance appraisal, training and development, compensation and reward and employee relations.

. In fact, the process of securing forces of finding, evaluating, and assign tasks to individuals. Research has shown that the implementation of an effective impressment processes directly related to the performance of the organization. [11]

Performance Assessment: Performance evaluation, critical assessment of various activities and exploratory agency that is the role of prevention and detection. The performance evaluation makes important information about the promotion and improving rights to be achieved, and based on that decision. Performance evaluation, the possibility of eliminating possible defects and provides improved

performance and in addition, it specifies the employee's future career path. [12]

Training and Development: Training and Development, which organized planning efforts to facilitate learning job-related behavior and increase competitive advantage and success in the organization. Training can develop the knowledge and skills needed to improve the product. In order to increase the effectiveness of the organization, training of human resources strategies and business processes to be synchronized and consistent. [13] The compensation and reward strategies unseen and the visible, material and spiritual rewards based payments to employees, and the way the organization does this by trying to give through the attitude and behavior of staff, is recommended. In other words, reward strategy is the optimal use of integrated payment system as a basic mechanism through which the efforts of employees and organizational units to fulfill the strategic objectives to be. Employee compensation as a result of their own labor, employers, and the return on investment to his or her abilities or education professionals attribute. Compensation and reward systems can play an important role in providing competitive advantage for the organization. [14]

Employee relations: giving employees the opportunity to comment, or raise their voices to the organization, makes employees unhappy, leave the organization. Thus, decisions about the nature of employee participation and compliance can cost related to staff turnover, influence. Failure to comply with fairness in the processes of the organization could be a strong incentive for employees to unionize, lead. Syndicate costs, far greater than that allowed employees to give their voices heard. Employee relations strategy shows how we can create lasting relationships and partnerships with employees, and the conflict at least, through the processes of participation and involvement of employees; increase their commitment to the organization and mutual benefit to be developed. [15]

Job satisfaction is an attitude that people have about their jobs heteronomous morality surface of the individuals' perception of their job. Six major elements have emerged as the dimensions of job satisfaction include: nature of the occupation, relationship with supervisor, salary, growth opportunities and enhance communication with colleagues and workplace security and stability, this dimension by "Smith", "Kendall" and "Hulin", in the year (1969) stated. [16]

The nature of the job: being certain factors such as clarity and jobs, positive relations with the

satisfaction story. The staff somewhat interested in the job and the workplace are clear and unequivocal. Ambiguity two jobs and workplace relations staff provides grounds for apprehension and anxiety. [17]

Communicating with Supervisors: to believe «Fiedler» (1967), supervisors positive orientation towards their subordinates are more likely than their more sensitive way to interact with your workgroup, and increase their job satisfaction. While task-oriented leaders, who are employees of negative orientation, the only way to successfully achieve organizational goals through law enforcement know. It is therefore difficult and undesirable to provide subordinates, leading to decreased job satisfaction is.

Salary: Another very important factor of job "salary" means money that is given to the person for the job. Many executives' salary "is considered to be the primary motivation of a person's behavior while psychologists believe that when basic needs are provided within reasonable limits the rights of the employees of an organization, is in third to sixth the importance of the constancy jobs and job duties over the rights to work and encourages people to work. [18] Promoted and benefited from compensation premiums. «Janrad» (1991) argues that although upgrades and promotions organization can have many benefits for the individual and the organization, but only a few can gain higher positions in the organization and in the meantime, the role of many factors such as gender, education, type of personal needs, skills, and so it is important work. [19] Its partners include components such as the motivation of employees in the workplace to one another, unofficial relations with other employees, responsibility, cooperation against job duties, loyalty to the organization's co-workers, colleagues at work fast, nimble and smart Partners and enabled them to do things is concerned. A person interested in working with people that prevails among them is mutual affection. Any work or the employee is interested colleagues, friends are kind to her and are loved by his boss, and he's always on his own are of great importance. Man spends his life in different environments that work environment is the most important environments in adulthood much of your time is spent. Accordingly, it is clear what factors in the environment of his job performance and satisfaction influence. Based on the conceptual model expressed in the framework of the study, which is based on planning strategic components of employee satisfaction Armstrong and Smith, Kendall and Hulin has been prepared, it can be shown as following.

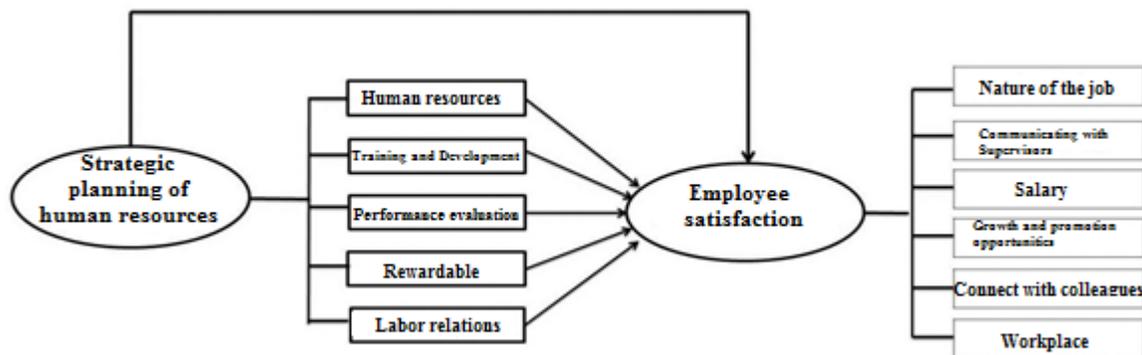


Figure 1. Research conceptual model

Methodology

Sample

Sampling and sampling in this study consisted of 192 employees of the Department of General Administration of human resources and training Mellat Bank has responded to questionnaires distributed. To determine the sample size in this study, the following calculations were used Cochran's formula

Formula 1-1-4

$$n = \frac{Nt^2pq}{d^2(N-1) + t^2pq}$$

N = population size
n = number of samples

d = amount permitted errors or lies ensure (05/0)

P = probability of an attribute (5 / 0p =)

If the p value is not available, it can be equal to (5/0) adopted

q = improbability trait (5 / 0q =)

t = probability of variable size in comparison to the normal distribution is always a distinct possibility, he adds. [20]

$$n = \frac{384 \times (1.96)^2 \times 0.5 \times 0.5}{(0.05)^2 \times (384 - 1) + (1.96)^2 \times 0.25} = 192 \quad \text{Formula 4-1-2}$$

Table 1. Frequency distribution of the sample by sex

Total	Man	Female	Sex
384	328	146	Abundance
100	61.97	38.02	Percent

Table 2. Frequency distribution of the sample on work experience

Work Experience	Abundance	Frequency
Under 5 years	27	7.04
10.6 years	120	31.25
15-11 years	140	36.46
20-16 years	58	15.10
20 years	39	10.15
Total	384	100

Table 3. Frequency distribution of the sample by qualification

Degree of education	Abundance	Frequency
Bachelor	194	50.52
MA	152	39.58
Ph.D.	38	9.90
Total	384	100

Data Collection Instrument

Data collection method in this research is to both desk and field. To collect the theoretical foundations for a visit to the library by library and taking notes and collecting data for research, fieldwork and research questions and hypotheses have been used. The main tool in this study and the two-part questionnaire has been prepared.

Information and Personal Information

Information section (1) and demographic information questionnaire accountable

Research Questions

Information section (2) questionnaire included questions of research and a total of 64 questions is more responsive than express their views acted in a Likert scale of 7 each.

Table 4. Likert spectrum

Too much	Much	Large-scale	Somewhat	Low	Modest	Very little
7	6	5	4	3	2	1

Validity or Credibility

The method determines the validity of the research questionnaire, logical method. In this way, validity both in appearance and content is examined. Visual method is the sense that the questionnaire must include at least the apparent validity and content approach to the concept that quality and quantity of questions to be examined from the perspective of experts. For this purpose, the design of a questionnaire distributed among employees and ultimately the involvement of the comments of staff and experts and professors, the final questionnaire was developed and provided to employees.

In this study, to determine reliability the questionnaire is used which contains 64 items. Staff responses to the items for the whole 7 episodes of "little one", "Low 2", "modest 3", "up to 4", "relatively large 5", "6 high" and "too high 7 ' And planning strategic human resources In Into 5 components (Staffing, training and development, performance appraisal, compensation, employee relations) and employees ' satisfaction In 6 form factors (nature of the occupation, relationship with supervisor, payroll,

Growth opportunities, promotion, security and stability in touch with colleagues and working environment) assessed the 64 items and components related to each of the items are shown separately in the table.

Reliability

Table 5. Components of planning strategic human resources and employees' satisfaction and questions related to each of them

	Your question	Cronbach alpha
Planning strategic human resources	1-32	0.751
employees' satisfaction	33-64	0.841
Securing force	7-8-9-10-11-12-13-14-15	0.822
Training and Development	3-16-17-18-19	0.701
performance evaluation	1-2-20-21-22-23	0.781
Reward and salary	4-24-25-26-27-28	0.707
Relationships with employees	6-5-29-30-31-32	0.746
The nature of the job	33-34-35-36-37-38	0.921
Communicating with Supervisors	39-40-41-42-43	0.837
Connect with colleagues	44-45-46-47-48-49	0.886
Growth and promotion opportunities	50-51-52-53-54	0.801
salary and benefits	55-56-57-58-59	0.848
Workplace	60-61-62-63-64	0.753

To check the reliability (reliability) questionnaire was used Cronbach alpha. As the table shows 4 -5 Gives. Alpha coefficient obtained on each of the 11 component is desirable that showed good reliability.

Findings

In recent years, issues such as accelerating environmental changes uncertainty about the future, rising costs, growing up organizations as well as legal restrictions causing organizations to rethink their thought pattern. They achieve a competitive advantage

in today's world of modern business strategies and human resources are an integral part of all the planning and organization of the most important elements to achieve superior position among its competitors. Is the main hypothesis and conducted original research; planning strategic human resources on employees' satisfaction implications. Table 5.1 Descriptive statistics for planning strategic human resources group variable sample on employees' satisfaction is given.

Table 6. Descriptive statistics questionnaire variables

Row	Scale variables	Elongation	Skewness	Standard deviation	Average	Maximum amount	Minimum amount	No.
1	Staffing	-.381	-.326	1.08190	4.4306	6.56	1.56	192
2	Training and Development	-.125	-.457	1.10689	4.4812	7.00	1.40	192
3	Performance evaluation	-.296	-.454	1.07249	4.5009	6.67	1.67	192
4	Reward and salary	.119	-.005	.97027	4.2396	6.50	1.67	192
5	Relationships with employees	-.282	-.120	1.06584	4.0104	6.33	1.17	192
6	The nature of e job	-.545	.069	1.22104	4.5903	7.00	1.50	192
7	Communicating with Supervisors	-.585	-.119	1.26297	3.9698	6.60	1.00	192
8	Connect with colleagues	-.641	.061	1.22009	4.6597	7.00	1.00	192
9	Growth and promotion opportunities	-.526	.136	1.30017	3.6042	6.80	1.00	192
10	Salary and benefits	-.323	.128	1.24892	3.6990	7.00	1.00	192
11	Workplace	-.634	-.010	1.39097	4.7333	7.00	1.40	192

In Table 6, the descriptive statistics for each variable was examined questionnaire. According to the table above it is clear that the highest average of the variable "work environment" and the lowest average of the

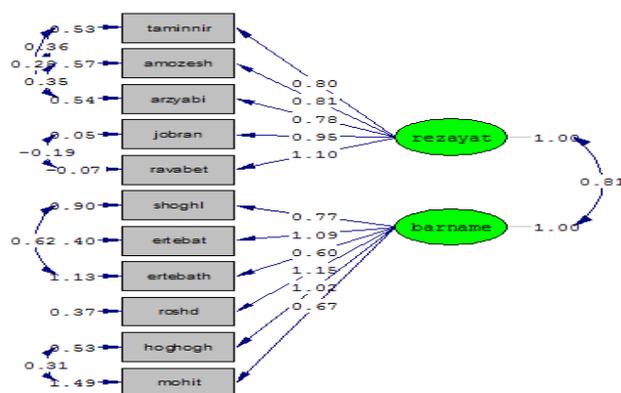
As is clear from the data of Table 7, the Kolmogorov-Smirnov test was significant for all variables is greater than 05/0. As a result, an important loss normally distributed variables investigated in this study. Figure 1-5 shows the total measurement standard questionnaire to estimate the state. In the standard model to estimate the impact of each factor loadings of variables or variable or statements in explanation of

variable "growth opportunities and improved" is. For the same purpose in this study is valid Kolmogorov-Smirnov test for normality assumption used research data.

variance showed that the main factor. In other words, the load factor shows the correlation of each variable observer (questionnaire) with a latent variable (factor) is. According to the factor loadings of each of the research questions to be seen Load factors relating to each of the items of the questionnaire can be seen in Table 8.

Table 7. Kolmogorov-Smirnov test variables

Variables	Sig.	T-values	Standard deviation	Average	No.
Staffing	.078c	.065	1.08190	4.4306	192
Training and Development	.085c	.072	1.10689	4.4813	192
Performance evaluation	.073c	.109	1.07249	4.5009	192
Reward and salary	.059c	.078	.97027	4.2396	192
Relationships with employees	.062c	.066	1.06584	4.0104	192
The nature of e job	.093c	.092	1.22104	4.5903	192
Communicating with Supervisors	.104c	.062	1.26297	3.9698	192
Connect with colleagues	.114c	.066	1.22009	4.6597	192
Growth and promotion opportunities	.088c	.053	1.30017	3.6042	192
Salary and benefits	.093c	.064	1.24892	3.6990	192
Workplace	.065c	.077	1.39097	4.7333	192



Chi-Square=134.01, df=37, P-value=0.00000, RMSEA=0.017

Figure 2. Measures whole questionnaire

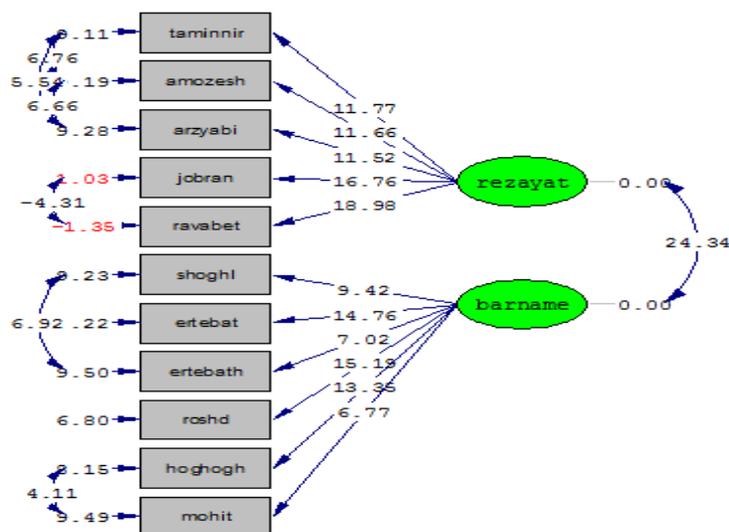
Table 8. combines the reliability and factor loadings of each of the items reads:

Table 8. CR, AVE, a significant factor loadings and measurement model of the questionnaire

Variable	Examination	Load factor	A significant factor loading	The average variance extracted (AVE)	Composite reliability (CR)	Diagnostic validity
	Staffing	0.8	✓	0.69	0.75	✓
	Training and Development	0.81	✓			
	Performance evaluation	0.78	✓			
	Reward and salary	0.95	✓			
	Relationships with employees	1.1	✓			
	The nature of the job	0.77	✓			
	Communicating with Supervisors	1.09	✓			
	Connect with colleagues	0.6	✓			
	Growth and promotion opportunities	1.15	✓			
	Salary and benefits	1.02	✓			
	Workplace	0.67	✓			

According to the table above it is clear that the composite reliability is 75 percent and this amount is greater than 0.6, so this model is a combination of

reliability. The value of diagnostic validity of the 69 percent that the amount is more than 0.40, the model had diagnostic validity.



Chi-Square=134.01, df=37, P-value=0.00000, RMSEA=0.017

Figure 3. shows the model in a significant state.

As shown in this figure, all coefficients are significant items. T larger or smaller than the values of 1.96- 1.96 indicates significance at the 0.05 level relations is The 2.5 version of the questionnaire measured a significant factor

It should be noted for the entire questionnaire, 11 variables were considered. Looking at the chart above that the amount of more than 1.96 is significant

for all variables and thus these indicators are meaningful.

Finally, the model research of some indicators of goodness of fit is used. Table 4.5 represents the most important factors is fit. This table shows that the conceptual data model to explain and fit is in good condition.

Table 9. Indices structural model

Fit index	Optimum	Result
χ^2 / df	<8	3.62
GFI	>0.8	0.91
RMR	<0.05	0.048
NFI	>0.9	0.96
IFI	>0.9	0.97
CFI	>0.9	0.97

In this section using structural equation we will study the main hypotheses. The purpose of assessing the fit of the model is to determine to what extent the model with experimental data used is consistency and agreement. Here pattern in the form of conceptual

diagram outlining the way it has been measured using different methods fit. Figure 3.5 significant amounts of visible structural model is research. According to the independent variables on the dependent variables

Figure 4 it is clear that the effects were significant (due to significant amounts greater than 1.96).

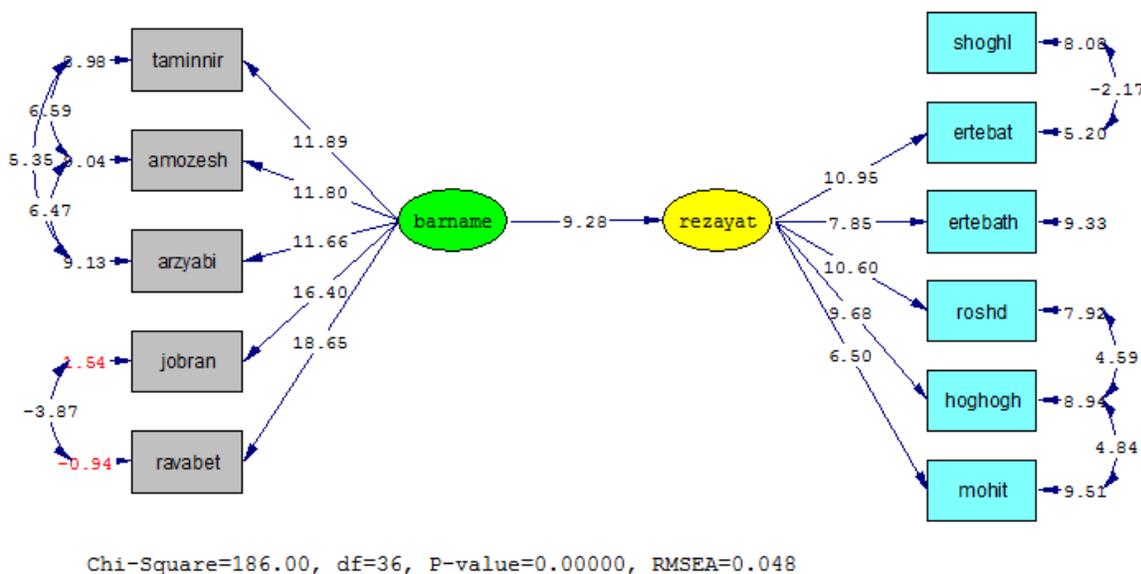


Figure 4. significant number of structural models Research

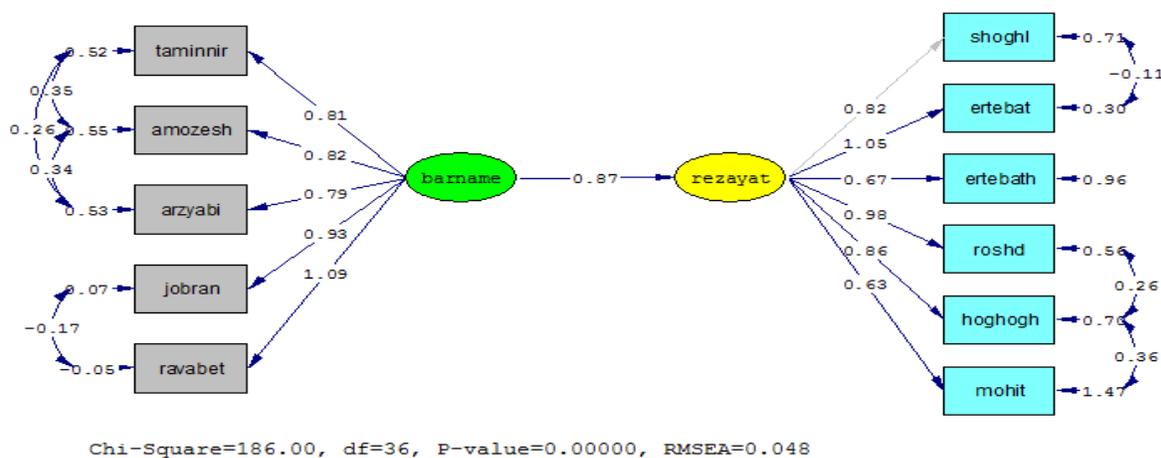


Figure 5. with an estimated structural model of the standard model standard research structure is shown.

The estimated coefficients 4.5 standard model for research. The final model is clearly seen that the relationship between all components of the model was the first significant research. The final model of research is confirmed.

The main hypothesis of this study is to model the structure of some indicators of goodness of fit is used. Table 5.5 represents the most important factors is fit. The table below shows that the conceptual model to explain and fit is in good condition.

Table 10. Indices structural model

Fit index	Optimum	Result
χ^2 / df	<8	5.16
GFI	>0.8	0.85
RMR	<0.05	0.033
NFI	>0.9	0.94
IFI	>0.9	0.95
CFI	>0.9	0.95

Results equivalent output conceptual model, according to Table 11; significant level of planning variables strategic human resources and employees' satisfaction equal to (9.28) is greater than the value (1.96) and indicates that the link between planning strategic human resources and employees' satisfaction level of confidence (99%) is significant. The path coefficient

between these two variables against (0.87) And the variable impact of planning strategic human resources on employees' satisfaction shows. The main hypothesis of this study is confirmed and it is concluded that planning strategic human resources on employees' satisfaction has a significant impact.

Table 11. result output relationship

Direction		A significant number (t-value)	Path coefficient (β)	Result
The independent variable	The dependent variable.			
Planning strategic human resources	Employees' satisfaction	9.28	0.87	Hypothesis

Discussion and Conclusion

One of the major elements in management, planning is. To manage all resources under their jurisdiction should have a proper planning. One of these resources is a strategic resource for organizations, human resources without a detailed strategic plan, any balance of effort has been spent and there will be research purposes. What this study and the results of the studies considered in the process of doing so, a new step in the field of activity is related to planning strategic human resources, including the following:

Systematic approaches to planning strategic human resources and consider it as an important factor in employees' satisfaction and new look to the concept of planning strategic human resources within the organization that despite the emphasis in management literature, instead of the investigations and internal investigations and seemed foreign. Defined below five systems and their impact on planning strategic human resources management, human resources, taking into account employees' satisfaction was expressed so clearly. In this study the influence of five main subsystems human resources (Staffing, training and development, performance evaluation, compensation and reward and employee relations) on employees

'satisfaction were investigated and in each subsystem affect the employees' satisfaction evident and is important.

Under the overall coordination in planning strategic human resources systems on employees' satisfaction is their organization is effective and leads to better performance are classified, employee relations (1.09), compensation (0.93), training and development (0.82), power generation (0.81) and performance evaluation (0.79) on employees' satisfaction with regard to the analysis was carried out taking into account the priorities of the effectiveness of each of the above components on employees 'satisfaction in the employees' satisfaction to get results. According priorities achieved in each component of planning strategic human resources impact on employees' satisfaction, proposed with regard to the priorities achieved in the process according to the following:

The hypothesis: planning strategic human resources on employees' satisfaction implications.

Resources are the way for the employees' satisfaction and raise the level of their performance on the pave planning strategic human resources in such a way that due to the impact of power generation on employees' satisfaction with the performance of merit,

for issuing instructions on the correct definition of meritocracy in the organization and how to assess just on the field and, ultimately, letters of be created.

Selection by issuing instructions classified unit and by taking the necessary fields in order to attract, retain and promote efficient manpower for all units to provide administrative staff. Determination of selection and recruitment unit bank with recruitment and depending on the type and nature of the employment relationship quality jobs available resources and priorities (constant force, contract and procurement service, contract, etc.) comes to hiring qualified on with regard to the conditions. Hiring in a completely fair and meritocratic organization is due to provide planning strategic impact force on the employees' satisfaction level of job satisfaction is increased. With regard to this important matter which strengthen the knowledge, skills, and knowledge of their staff to accomplish the work and effectiveness of the goals of preparing, planning strategic human resources should be developed in such a manner that the capabilities and competencies of knowledge and skills in career field, use of technical and physical systems, and develop organizational values and norms to be followed. Employees' satisfaction and ultimately improve their performance in the organization definitely positive results in improving organizational and personal goals will follow. Different step shops are in relation to occupational skills and knowledge of the world for each employee, in order to enhance their ability, which increases job satisfaction level is developed and continually and systematically implement. Also, create the perfect atmosphere for learning the main objectives of planning strategic human resources training and development in order to be considered. Job entrusted to persons at different levels of the organization to assess the strengths and weaknesses of the human resources function and take steps to improve the situation. Job satisfaction will have a remarkable effect. Instruction set, communicated and its implementation by managers at different organizational levels, definitely worth the effort because the staff is positive.

In order to design a system with planning strategic human resources management in evaluating the performance of the payments in connection with operations and employees based on their qualifications set to be a high level of satisfaction. The compensation system is one of the most important components is the topic of planning strategic human resources. Benefits accrued based on employee performance evaluation process results in increased levels of performance and job satisfaction affect them.

It also can manage motivated employees through incentive rewards instead competencies and positive performance, respect for human resources, equality and eliminate discrimination in order to raise the level of employees' satisfaction take important steps.

Apply appropriate incentive for employees with incentives to influence other people's job security is one of the important factors in job satisfaction is very impressive. Address the problems of livelihood of their employees in order to eliminate the grounds for discontent in the field of planning strategic human resources, according to prioritize the results obtained in the hypothesis of the greatest impact on employees' satisfaction is important, therefore, need more attention in this context, the organization is feeling. Giving employees the opportunity to express an opinion or raise their voices to the cause of employees' satisfaction is reduced and in some cases would leave the organization. Therefore, managers of human resources with a view to planning strategic human resources employee relations system based on employees' satisfaction with group meetings to resolve employee relations issues and problems and be able to hold these meetings periodically and on schedule in the workplace to prevent, so it can greatly improve the level of employees' satisfaction and improve performance of this system is impressive climbing performance is people. Meeting days are to communicate with staff or make a direct connection with the management system to achieve.

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