

Explaining and Designing the External Factors Model for Strategic Human Resource Planning Based on Recruiting and Laying Off Knowledge Workers (Case Study: National Development Fund of Iran)

Haniyeh Fardmanesh¹

Saeed Sayadi^{2*}

Sanjar Salajegheh³

Ayob Sheykhi⁴

Mohammad Jalal Kamali⁵

¹Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

<https://orcid.org/0000-0002-2882-0831>

Email: Fardmanesh_hani@yahoo.com

²Corresponding Author: Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

<https://orcid.org/0000-0003-2917-9043>

Email: sayadi@iauk.ac.ir

³Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

<https://orcid.org/0000-0002-3412-6731>

Email: s.salajeghe@iauk.ac.ir

⁴Assistant Professor, Department of Statistics, Faculty of Mathematics and Computer, Shahid Bahonar University of Kerman, Iran.

<https://orcid.org/0000-0002-3731-6012>

Email: sheikhy.a@uk.ac.ir

⁵Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran.

<https://orcid.org/0000-0002-4501-6212>

Email: M_Jalalkamali@gmail.com

*Corresponding Author: Saeed Sayadi, Assistant Professor, Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran, Email: sayadi@iauk.ac.ir

Abstract: The present study was conducted to explain and design the external factors of the strategic human resource (HR) planning model based on recruiting and laying off knowledge workers in the National Development Fund. The research method is descriptive-survey. The statistical population consists of two groups. The first group consists of experts familiar with theories of strategic HR planning as well as recruiting and laying off knowledge workers, with an unspecified number scattered across the country and selectively chosen. In this research, their theories are used in the “Formulation and Design” section. The second group consists of knowledge workers (with university education) from the National Development Fund (2115), 325 of whom were selected as a sample according to the Cochran formula. Questionnaires on external factors of strategic HR planning, knowledge workers, recruitment and laying off knowledge workers were used to collect the data. Their validity was 0.915, 0.949, 0.938, 0.921, and their reliability was 0.86, 0.991, 0.946, and 0.902, respectively. Data analysis was performed using structural equation modeling (SEM) by LISREL version 8.8. The results showed that there was a significant relationship between the external factors of strategic HR planning (e.g. economic conditions, geographic conditions, technological conditions, social conditions, and cultural conditions) and the recruitment of knowledge workers in the National Development Fund. There was also a significant relationship between the external factors of strategic HR planning (e.g. economic conditions, geographic conditions, technological conditions, social conditions, and cultural conditions) and laying off knowledge workers in the

National Development Fund. **Keywords:** Strategic Planning, External Factors, Knowledge Workers, Recruitment, Laying Off, National Development Fund.

1. INTRODUCTION

In today's knowledge-based and competitive economy and trade, the recruitment, development, and retention of knowledge workers with appropriate performance and potential high-level abilities will be crucial at the organizational and national levels. Talking about recruitment, retention, and maintenance of knowledge workers creates a special sense in the context of the organization's employees, as it indicates that organizations need knowledge workers, while such employees do not necessarily need the organization (Sauk Hau & Kang, 2016). Advancements in cultural, political, economic, social, and especially technological areas have created a competitive, dynamic, ambiguous, unstable, and highly variable environment that deprives many organizations of planning ability under secure and sustainable conditions, and have made them face many challenges and difficulties in achieving their goals. The lack of timely and transactional action on these developments has led to the degeneration, integration or shortening of many organizations' lives (Wu & Wang, 2016). The results show a great shift in the laying off knowledge workers and an increasing need for organizations to provide these services. The fact is that identifying and utilizing knowledgeable and competent employees is one of the most pressing challenges facing organizations, especially the National Development Fund, to overcome the current difficult conditions of the country. Thus, it can be recalled that the recruitment of knowledge workers for organizations and going through severe economic crises during the sanctions creates a very useful competitive advantage; on the other hand, laying off knowledge workers will cause organizations to fail. As a government-backed supporting organization, the National Development Fund is no exception (Avolio, 2018). Though being disobliged, it is worth noting that the recruitment, retention, and maintenance of knowledge workers, especially in the current situation where the country is facing economic problems and severe sanctions, is one of the most important and thought-provoking issues with which many organizations are struggling especially the National Development Fund. This is mainly because the market has become a place for business; employees choose when and where to work and present their talents (Bussio, 2011).

Theoretical Framework

The present study seeks to explain and design the external factors of the strategic HR planning model based on recruiting and laying off knowledge workers in the National Development Fund. Accordingly, the results of other research have been cited and expert opinions have also been used to identify the main variables of the research and ultimately to reach theoretical framework in order to come up with a theoretical framework as the basis for the research, given the novelty of the subject. Consequently, in the present study, the internal factors of strategic HR planning are considered as predictive (predictor) variables. The standard variable is recruiting and laying off knowledge workers. By analyzing as well as studying and comparing the results of other studies in this regard, to explain and evaluate research variables as well as to achieve a strategic planning model based on recruiting and laying off knowledge workers by studying relevant literature and backgrounds, given the studies of the scholars who have researched this field and presented a model.

2. RESEARCH METHODS

The present study is a descriptive-correlational, and applied-developmental one in terms of the purpose in which the data were collected using the field research method. The statistical population of this study consists of two groups. The first group consists of experts familiar with the field of strategic HR planning and recruiting and laying off knowledge workers, with an unknown number scattered throughout the country. Inclusion criteria include scientific research and articles related to the research subject, availability, experience, the appropriateness of the field of study, doctorate degree, University teaching whose theories were used in strategic human resources planning based on recruiting and laying off knowledge workers in the National Development Fund. To select the appropriate sample from the community of experts and university professors who met the required criteria, 15 people were selected using a non-random sampling method. The second group consisted of knowledge workers from the National Development Fund (2115) who were assigned to the organization. 325 subjects were selected using a simple random sampling method proportional to volume according to the Cochran formula. In this research, knowledge workers are individuals with undergraduate, postgraduate, doctoral, and equivalent degrees. A questionnaire was used to collect the required data. Model design and validation questionnaires were identified based on past studies, research literature, and interviews. Then, experts in the field, consisting of 15 people, familiar with all the subfields, examined each of the criteria by purpose according to the Delphi method. The Strategic HR Planning External Factor Determination Questionnaire in the National Development Fund, answered by knowledge workers, consisted of 30 five-choice items, the Knowledge Worker Status Questionnaire of 18 five-choice items, the Knowledge Worker Recruitment Status Questionnaire of 14 five-choice items, and the Knowledge Worker Layoff Status Questionnaire of 14 five-choice items (from perfectly appropriate to completely inappropriate). Questionnaires of the present study were reviewed and validated by 15 experts for conceptual and face validity. Then, content validity ratio (CVR) was used by 15 experts and university professors to assess content validity. The value of this indicator was calculated for the Strategic HR Planning External Factor Determination Questionnaire and confirmed as 0.915, "Knowledge Workers" Questionnaire as 0.949, Knowledge Worker Recruitment Questionnaire as 0.938, and Knowledge Worker Layoff Questionnaire as 0.921. Moreover, Cronbach's alpha coefficients of the questionnaires were estimated to be 0.86, 0.991, 0.946, 0.902, respectively, which was greater than 0.7, indicating the inter-item consistency and reliability confirmation. Structural equation modeling was used by LISREL version 8.8 to analyze the data.

3. RESULTS

Identification and Screening of Strategic HR Planning Indicators Using the Delphi Technique

Based on past studies, research literature, and interviews, a total of 5 indicators were identified. These criteria were made available to experts in the study area in the first phase of the Delphi technique and they were asked to submit their suggestions on how to incorporate some of the criteria into a new one. Finally, no indicator was added to these sub-criteria. (Table 1) shows the description of the strategic HR planning indicators:

Identification and Screening of Strategic HR Planning Indicators Using the Delphi Technique

Based on past studies, research literature, and interviews, a total of 5 indicators were identified. These criteria were made available to experts in the study area in the first phase of the Delphi technique and they were asked to submit their suggestions on how to incorporate some of the criteria into a new one. Finally, no indicator was added to these sub-criteria. (Table 1) shows the description of the strategic HR planning indicators:

Table 1. Summary of Strategic HR Planning Indicators

Components	Main Construct
Economic Conditions	External Factors of Strategic HR Planning
Geographical Conditions	
Technological Conditions	
Social Conditions	
Cultural Conditions	

The Delphi technique has been continued in two rounds and stopped in the second round after reaching a final agreement. Finally, all 5 remaining indicators in the second round again scored higher than 3. Therefore, the Delphi technique is stopped and the identified strategic HR planning indicators are used for the final analysis (Table 2).

Table 2. Summary of the Results of the Second-Round Delphi Technique for the Research Indicators

Main Construct	Components	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
External Factors of Strategic HR Planning	Economic Conditions	5	4	4	5	5	4	5	3	3	4	5	5	4	4	4	4.27
	Geographic Conditions	5	4	4	5	5	5	5	4	5	5	5	5	5	5	5	4.8
	Technological Conditions	4	4	5	4	4	5	5	4	5	3	3	4	5	5	5	4.33
	Social Conditions	4	4	3	3	5	5	5	3	4	4	5	5	5	5	5	4.33
	Cultural Conditions	5	4	4	5	4	5	3	4	4	5	4	4	5	5	5	4.4

Identification and Screening of “Knowledge Workers” Indicators

Based on previous studies, research literature, and interviews, a total of 6 indicators were identified. These criteria were made available to experts in the study area in the first phase of the Delphi technique and they were asked to submit their suggestions on how to incorporate some of the criteria into a new one. Finally, no indicator was added to these sub-criteria. (Table 3) shows the description of “knowledge workers” indicators:

Table 3. Summary of “Knowledge Workers” Indicators

Main Construct	Components
Knowledge Workers	Creativity
	Independence
	Learning
	Spontaneity
	Professional Loyalty
	Occupational Mobility

The Delphi technique has been continued in two rounds and stopped in the second round after reaching a final agreement. Finally, all the remaining 6 indicators in the second round again scored higher than 3. Therefore, the Delphi technique is stopped and the identified “knowledge workers” indicators are used for the final analysis (Table 4).

Table 4. Summary of the Results of the Second-Round Delphi Technique for “Knowledge Workers” Indicator

Main Construct	Components	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
		Knowledge Workers	Creativity	5	4	4	5	4	5	3	4	4	5	4	4	5	
Independence	5		5	5	5	5	5	5	5	4	5	5	5	5	5	5	4.93
Learning	5		4	4	5	3	5	4	4	4	5	5	5	5	4	5	4.47
Spontaneity	3		5	4	4	5	5	5	4	4	5	5	4	5	4	4	4.4
Professional Loyalty	5		5	4	4	5	5	4	3	4	5	4	5	5	4	5	4.47
Occupational Mobility	5		4	4	4	5	4	4	4	4	4	4	4	5	5	5	4.4

Identification and Screening of “Knowledge Worker Recruitment” Indicators Using the Delphi Technique

Based on past studies, research literature, and interviews, a total of 2 indicators were identified. These criteria were made available to experts in the study area in the first phase of the Delphi technique and they were asked to submit their suggestions on how to incorporate some of the criteria into a new one. Finally, no indicator was added to these sub-criteria. (Table 5) shows the description of “knowledge worker recruitment” indicators:

Table 5. Summary of the “Knowledge Worker Recruitment” Indicators in the First-Round Delphi Technique

Main Construct	Components
Knowledge Worker Recruitment	Recruitment from within the Organization
	Recruitment from Outside the Organization

The Delphi technique has been continued in two rounds and stopped in the second round after reaching a final agreement. Finally, the two remaining indicators in the second

round again scored higher than 3. Therefore, the Delphi technique is stopped and the identified “knowledge worker recruitment” indicators are used for the final analysis (Table 6).

Table 6. Summary of the Results of the Second-Round Delphi Technique for the “Knowledge Worker Recruitment” Indicator

Main Construct	Components	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert 10	Expert 11	Expert 12	Expert 13	Expert 14	Expert 15	Mean
Knowledge Worker Recruitment	Recruitment from within the Organization	5	5	5	5	5	5	5	5	5	4	4	4	4	4	5	4.67
	Recruitment from Outside the Organization	5	5	5	4	5	5	5	5	5	4	5	4	4	4	3	4.53

Identification and Screening “Knowledge Worker Layoff” Indicators

Based on past studies, research literature, and interviews, a total of 4 indicators were identified. These criteria were made available to experts in the study area in the first phase of the Delphi technique and they were asked to submit their suggestions on how to incorporate some of the criteria into a new one. Finally, no indicator was added to these sub-criteria. (Table 7) shows the description of the “knowledge worker layoff” indicators:

Table 7. Summary of the “Knowledge Worker Layoff” Indicators in the First-Round Delphi Technique

Main Construct	Components
Knowledge Workers Layoff	Knowledge Worker Transfer
	Knowledge Worker Retirement
	Early Termination
	Dismissal

The Delphi technique has been continued in two rounds and stopped in the second round after reaching a final agreement. Finally, all the remaining 4 indicators in the second round again scored higher than 3. Therefore, the Delphi technique is stopped and the identified “knowledge worker layoff” indicators are used for the final analysis (Table 8).

Table 8. Summary of the Results of the Second-Round Delphi Technique for the “Knowledge Worker Layoff” Indicator

Main Construct	Components	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6	Expert 7	Expert 8	Expert 9	Expert	Expert	Expert	Expert	Expert	Expert	Mean
Knowledge Worker Layoff	Knowledge Worker Transfer	5	4	5	3	4	3	4	5	5	5	4	5	5	5	5	4.47
	Knowledge Worker Retirement	3	4	4	4	4	5	4	4	5	5	4	5	3	3	4	4.07
	Early Termination	4	5	4	4	5	5	4	5	5	5	3	4	4	5	5	4.47
	Dismissal	5	5	4	4	5	5	5	4	5	3	4	4	5	4	4	4.4

The Relationship Between the External Factors of Strategic HR Planning and Employee Recruitment

The final structural equation model has been used to examine the relationship between the external factors of strategic HR planning and employee recruitment. (Figure 1) presents the final model.

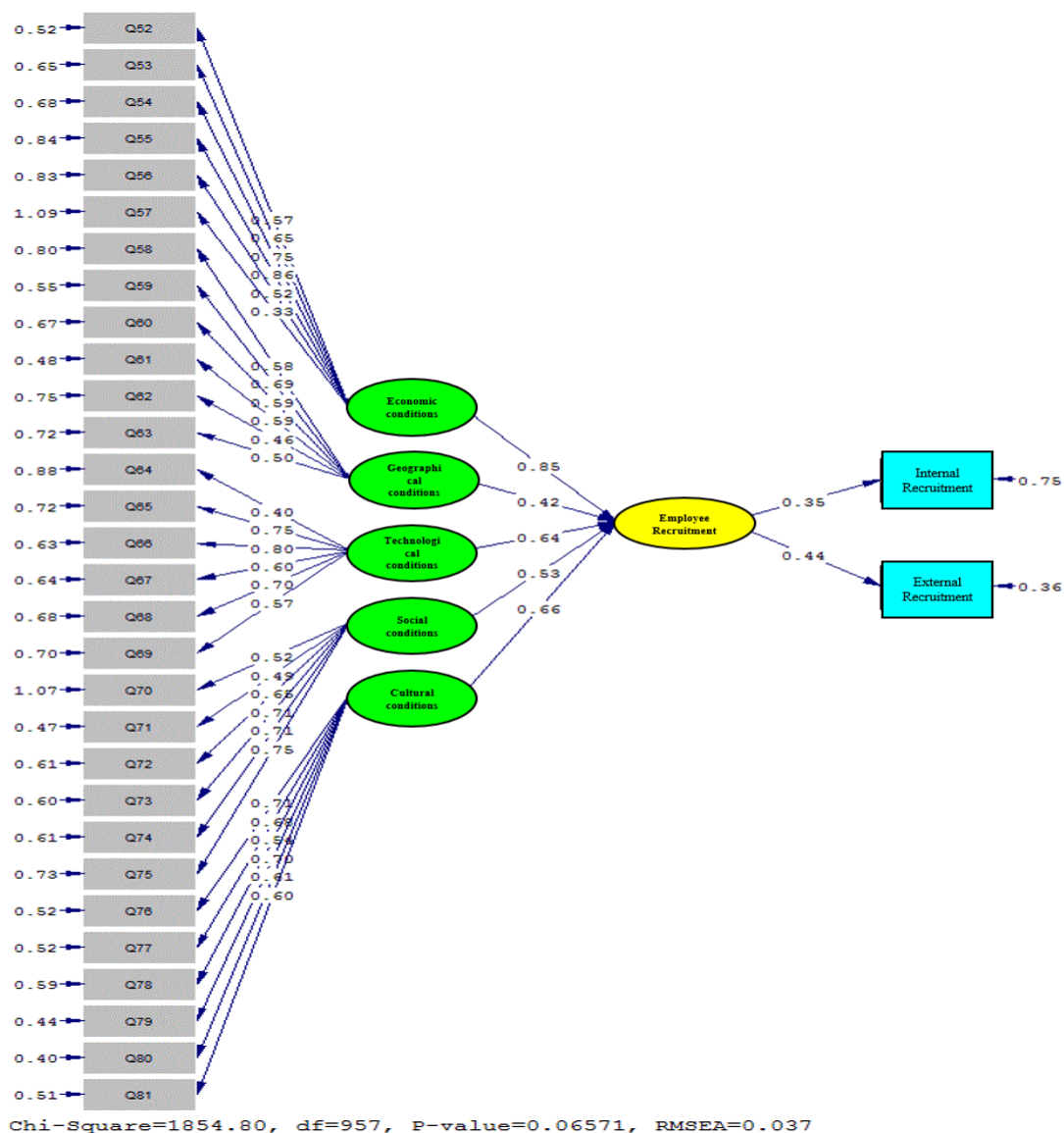


Figure 1. Results of the validation of the final model of the relationship between the external factors of strategic HR planning and employee recruitment

(Figure 2) presents the results of the measurement of the model data significance.

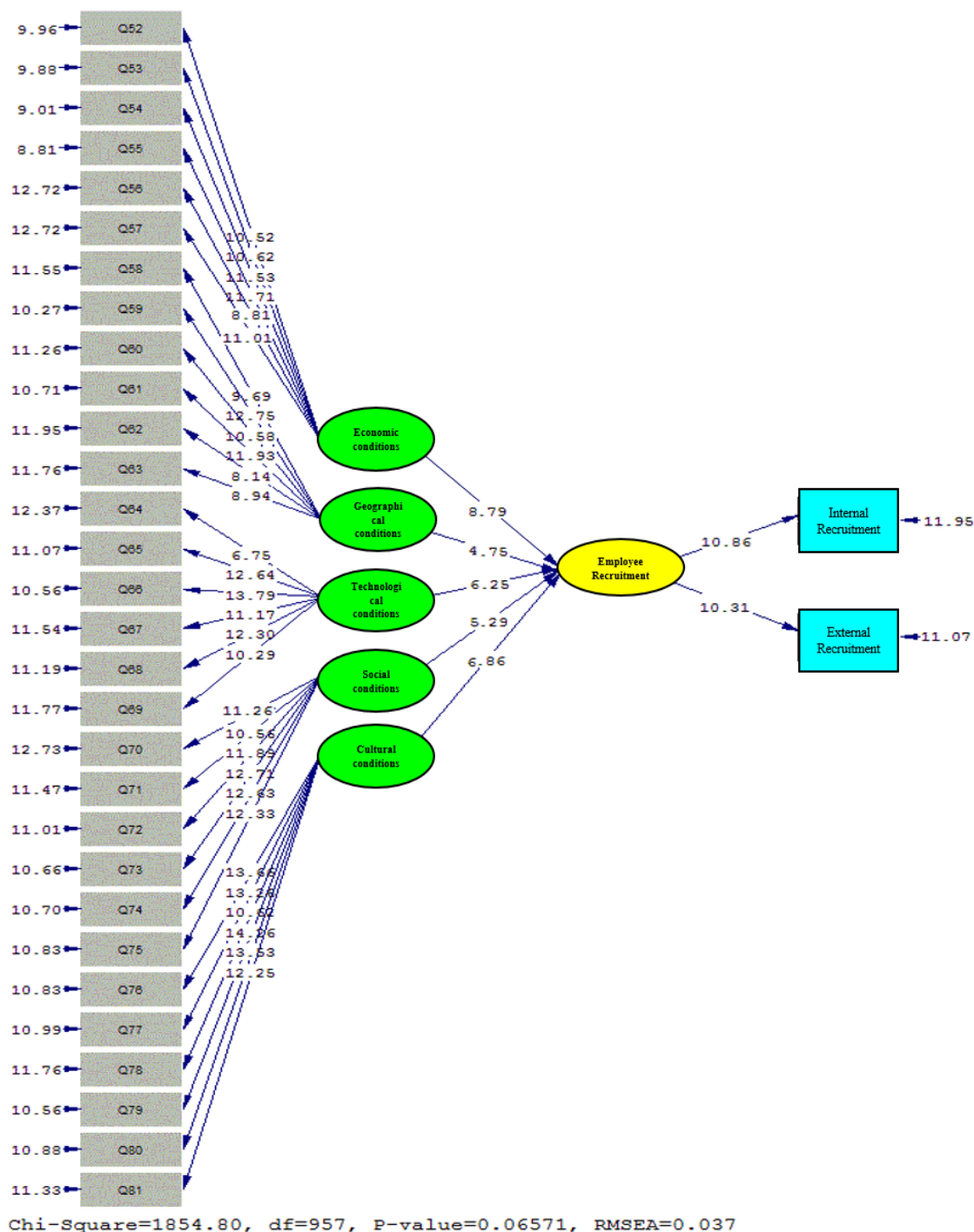


Figure 2. The t-value statistic of the results of the validation of the final model of the relationship between the external factors of strategic HR planning and employee recruitment

In addition, according to (Table 9), the output of the LISREL software indicates the appropriateness of the proposed research model. The root means square error of approximation (RMSEA) is 0.037, the standardized chi-square value (CMIN/DF) is 1.938, and the goodness-of-fit index (GFI) is 0.96.

Table 9. Investigation of Fit indices of the Proposed Research Model

Index	Reported Value	Accepted Limit
Root Mean Square Error of Approximation (RMSEA)	0.037	≤ 1
Standardized Chi-Square (CMIN/DF)	1.938	≤ 3
Goodness-of-Fit Index (GFI)	0.96	≥ 0.9
Adjusted Goodness-of-Fit Index (AGFI)	0.96	≥ 0.9
Comparative Fit Index (CFI)	0.95	≥ 0.9
Normalized Fit Index (NFI)	0.95	≥ 0.9
Tucker-Lewis Index (TLI)	0.97	≥ 0.9
Incremental Fit Index (IFI)	0.98	≥ 0.9

Main Hypothesis 1: There is a significant relationship between the external factors of strategic HR planning and the recruitment of knowledge workers in the National Development Fund.

Based on Figures 1 and 2, the strength of the relationship between the variables of the external factors of strategic HR planning and the recruitment of knowledge workers is calculated to be 0.45, indicating a strong and favorable correlation. In addition, the t-test statistic is found to be 4.39, which is greater than the critical value of t at the 5% error level, i.e. 1.96, which indicates that the observed correlation is significant.

Sub-Hypothesis 1-1: There is a significant relationship between economic conditions and the recruitment of knowledge workers in the National Development Fund.

The strength of the relationship between the variables of economic conditions and employee recruitment is calculated to be 0.85, indicating a strong and favorable correlation. In addition, the t-test statistic is found to be 8.97, which is greater than the critical value of t at the 5% error level, i.e. 1.96, which indicates that the observed correlation is significant.

Sub-Hypothesis 1-2: There is a significant relationship between geographic conditions and the recruitment of knowledge workers in the National Development Fund.

The strength of the relationship between the variables of geographic conditions and employee recruitment is calculated to be 0.42, indicating a strong and favorable correlation. In addition, the t-test statistic is found to be 4.75, which is greater than the critical value of t at the 5% error level, i.e. 1.96, which indicates that the observed correlation is significant.

Sub-Hypothesis 1-3: There is a significant relationship between technological conditions and the recruitment of knowledge workers in the National Development Fund.

The strength of the relationship between the variables of technological conditions and employee recruitment is calculated to be 0.64, indicating a strong and favorable correlation. In addition, the t-test statistic is calculated to be 6.25, which is greater than the critical value of t at the 5% error level, i.e., 1.96, which indicates that the observed correlation is significant.

Sub-Hypothesis 1-4: There is a significant relationship between the variables of social conditions and the recruitment of knowledge workers in the National Development Fund.

The strength of the relationship between the variables of social conditions and employee recruitment is calculated to be 0.53, indicating a strong and favorable correlation. In addition, the t-test statistic is found to be 5.29, which is greater than the critical value of t at the 5% error level, that is, 1.96, which indicates that the observed correlation is significant.

Sub-Hypothesis 1-5: There is a significant relationship between cultural conditions and the recruitment of knowledge workers in the National Development Fund.

The strength of the relationship between the variables of cultural conditions and employee recruitment is calculated to be 0.66, indicating a strong and favorable correlation. In addition, the t-test statistic is found to be 6.86, which is greater than the critical value of t at the 5% error level, i.e. 1.96, which indicates that the observed correlation is significant.

The Relationship Between the External Factors of Strategic HR Planning and Employee Layoff

The final structural equation model is used to examine the relationship between the external factors of strategic HR planning and employee (worker) layoff. (Figure 3) presents the final model.

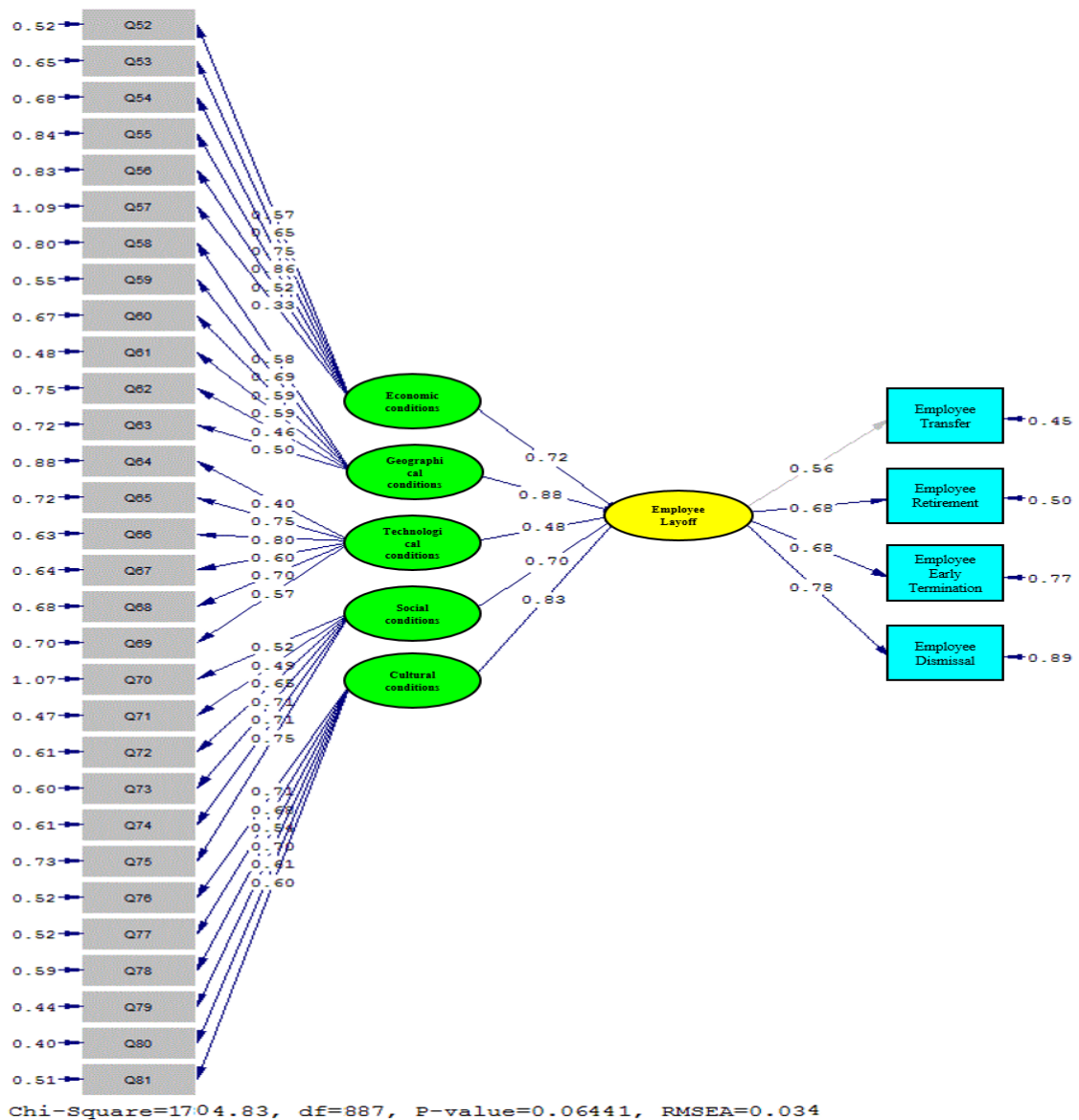


Figure 3. Results of the validation of the final model of the relationship between the external factors of strategic HR planning and employee layoff (Figure 4) presents the results of the measurement of the model data significance.

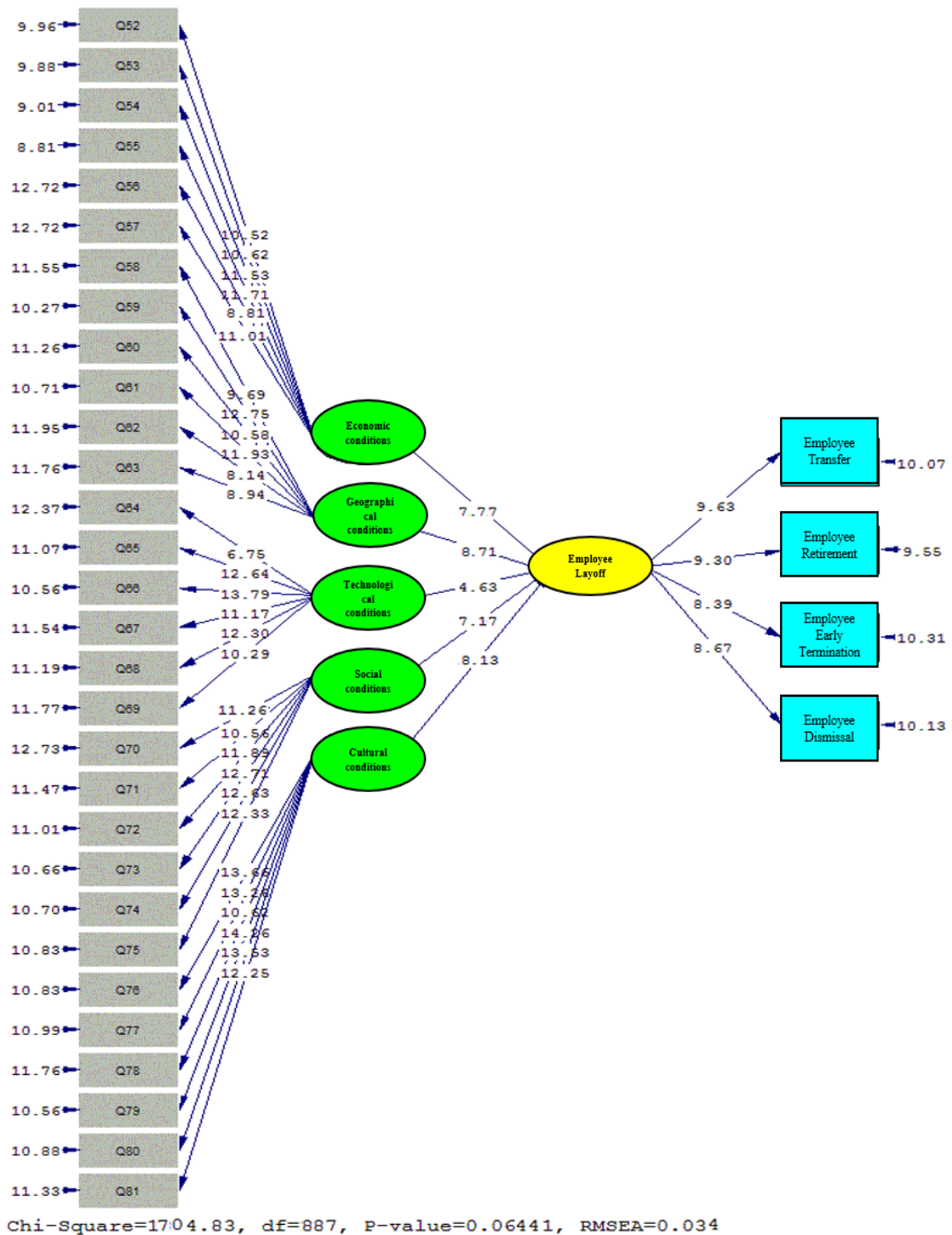


Figure 4. The t-value statistics of the validation results of the final model of the relationship between the external factors of strategic HR planning and employee layoff

In addition, according to (Table 10), the output of the LISREL software indicates the appropriateness of the proposed research model. The root means square error of approximation (RMSEA) is 0.034, the standardized chi-square value (CMIN/DF) is 1.922, and the goodness-of-fit index (GFI) is 0.94. Table 10 provides other indices for fitting the proposed research model.

Table 10. Investigation of Fit Indices of the Proposed Research Model

Index	Reported Value	Accepted Limit
Root Mean Square Error of Approximation (RMSEA)	0.034	≤ 1
Standardized Chi-Square (CMIN/DF)	1.922	≤ 3
Goodness-of-Fit Index (GFI)	0.94	≥ 0.9
Adjusted Goodness-of-Fit Index (AGFI)	0.95	≥ 0.9
Comparative Fit Index (CFI)	0.95	≥ 0.9
Normalized Fit Index (NFI)	0.94	≥ 0.9
Tucker-Lewis Index (TLI)	0.93	≥ 0.9
Incremental Fit Index (IFI)	0.95	≥ 0.9

Main Hypothesis 2: Is there a significant relationship between external factors of strategic HR planning and laying off knowledge workers in the National Development Fund?

Based on Figures 3 and 4, the strength of the relationship between the variables of “external factors of strategic HR planning” and “laying off knowledge workers” is calculated to be 0.53, indicating a strong and favorable correlation. In addition, the t-test statistic is found to be 5.08, which is greater than the critical value of t at the 5% error level, i.e. 1.96, which indicates that the observed correlation is significant.

Sub-Hypothesis 2-1: There is a significant relationship between economic conditions and laying off knowledge workers in the National Development Fund.

The strength of the relationship between the variables of economic conditions and employee recruitment is calculated to be 0.72, indicating a strong and favorable correlation. In addition, the t-test statistic is found to be 7.77, which is greater than the critical value of t at the 5% error level, i.e. 1.96, which indicates that the observed correlation is significant.

Sub-Hypothesis 2-2: There is a significant relationship between geographic conditions and laying off knowledge workers in the National Development Fund.

The strength of the relationship between the variables of geographic conditions and employee recruitment is calculated to be 0.88, indicating a strong and favorable correlation. In addition, the t-test statistic is found to be 8.71, which is greater than the critical value of t at the 5% error level, i.e. 1.96, which indicates that the observed correlation is significant.

Sub-Hypothesis 2-3: There is a significant relationship between technological conditions and laying off knowledge workers in the National Development Fund.

The strength of the relationship between the variables of technological conditions and employee recruitment is calculated to be 0.48, indicating a strong and favorable correlation. In addition, the t-test statistic is found to be 4.63, which is greater than the critical value of t at the 5% error level, i.e. 1.96, which indicates that the observed correlation is significant.

Sub-Hypothesis 2-4: There is a significant relationship between social conditions and laying off knowledge workers in the National Development Fund.

The strength of the relationship between the variables of social conditions and employee recruitment is calculated to be 0.70, indicating a strong and favorable correlation. In addition, the t-test statistic is found to be 7.17, which is greater than the critical value of t at the 5% error level, i.e. 1.96, which indicates that the observed correlation is significant.

Sub-Hypothesis 2-5: There is a significant relationship between cultural conditions and laying off knowledge workers in the National Development Fund.

The strength of the relationship between the variables of cultural conditions and employee recruitment is calculated to be 0.83, indicating a strong and favorable correlation. In

addition, the t-test statistic is found to be 8.13, which is greater than the critical value of t at the 5% error level, i.e. 1.96, which indicates that the observed correlation is significant.

4. DISCUSSION

According to the results, the correlation and strength of the relationship between the variables of “external factors of strategic HR planning” and “the recruitment of knowledge workers” in the National Development Fund were favorable and these results are consistent with the findings of (Cenzo et al, 2015) and (Deci, 2018). To explain this research finding, it can be stated that the importance of the strategic HR planning system has become increasingly important in recent years. For example, the management agreed to recruit people as needed. In small organizations or organizations that underwent little changes and do not need individuals with sophisticated skills, they may easily recruit the people they need. Many believe that one of the reasons for this behavior in recruiting employees is that the implementation of the planned human resource projects is time-consuming and costly, which is not cost-effective for many organizations. Nevertheless, in large organizations or organizations that operate at a broad level, the application of HR planning is necessary for a number of reasons, including the prediction of factors such as technology, cultural, economic, and political status, strategic plans, and other interior plans (Dehghani & Ramsin, 2015).

According to the results, the correlation and the strength of the relationship between the variables of “economic conditions” and “the recruitment of knowledge workers” in the National Development Fund were favorable and these results are consistent with the findings of (Guest, 2011) and Hartono A. (2010).

According to the results, the correlation and the strength of the relationship between the variables of “geographic conditions” and “the recruitment of knowledge workers” in the National Development Fund were favorable and these results are consistent with the findings of (Hassan & Ahmed, 2018) and (Javed et al, 2014).

According to the results, the correlation and the strength of the relationship between the variables of “technological conditions” and “the recruitment of knowledge workers” in the National Development Fund were favorable and these results are consistent with the findings of (Lau & Ngo, 2018) and (Leavy, 2018).

According to the results, the correlation and the strength of the relationship between the variables of “social conditions” and “the recruitment of knowledge workers” in the National Development Fund were favorable and these results are consistent with the findings of (Lee, 2016) and (Lepak & Snell, 2018).

According to the results, the correlation and the strength of the relationship between the variables of “cultural conditions” and “the recruitment of knowledge workers” in the National Development Fund were favorable and these results are consistent with the findings of (Molan, 2017) and (Mudor & Tooksoon, 2011).

According to the results, the correlation and the strength of the relationship between the two variables of “the external factors of strategic HR planning” and “laying off knowledge workers” in the National Development Fund were favorable and these results are consistent with the findings of (Sarros & Santora, 2017) and (Lao and Ngo, 2018). To explain this research finding, it can be stated that the future demand of the organization for human resources is at the core of the strategic HR planning. Human resource requirements are often interpreted as the demand for human resources that helps organizations’ offices and departments achieve their goals. When identifying demand, it is attempted to predict the number of people needed to undertake the job and take charge of organizational jobs (Stephen, 2018). To calculate the number of manpower needed by the organization, the demand for the products or services of the organization must first be estimated, then the

number of manpower needed to meet that demand must be determined. HR planning typically represents a comparison between human resource demand and human resource supply. If some of the forces needed by the organization are not used for whatever reason, the organization will have to lay them off. Now, it can be said that laying off employees, especially knowledge workers, is one of the necessities that should be taken into account seriously from all aspects of the organization. For this reason, the two main factors in determining the organization's need for knowledge manpower are the overall goals of the organization and the revenue expected to be achieved as a result of these goals. Therefore, before determining the organization's need for knowledge manpower, the organization's goals and its type of activity and operations in a planning period must be specified. Now, it can be stated that strategic planning is one of the useful tools in laying off or recruiting knowledge workers (Tan & Wong, 2015).

5. SUMMARY

According to the results, the correlation and the strength of the relationship between the variables of “economic conditions” and “laying off knowledge workers” in the National Development Fund were favorable and these results are consistent with the findings of (Stephen, 2018) and (Lao and Ngo, 2018). According to the results, the correlation and the strength of the relationship between the variables of “geographic conditions” and “laying off knowledge workers” in the National Development Fund were favorable and these results are consistent with the findings of (Sauk Hau & Kang, 2016) and (Avolio, 2018). According to the results, the correlation and the strength of the relationship between the variables of “technological conditions” and “laying off knowledge workers” in the National Development Fund were favorable and these results are consistent with the findings of (Wu & Wang, 2016). According to the results, the correlation and the strength of the relationship between the variables of “social conditions” and “laying off knowledge workers” in the National Development Fund were favorable and these results are in agreement with the findings of (Cenzo et al, 2015). According to the results, the correlation and the strength of the relationship between the variables of “cultural conditions” and “laying off knowledge workers” in the National Development Fund were favorable and these results are consistent with the findings of (Deci, 2018) and (Dehghani & Ramsin, 2015).

REFERENCES

1. Sauk Hau Y. & Kang M. (2016). Extending lead user theory to users' innovation-related knowledgesharing in the online user community: The mediating roles of socialcapital and perceived behavioral control Yong. *International Journal of Information Management*, 36(6): 520–530.
2. Wu C. & Wang A. (2016). Geographical FDI knowledge spillover and innovation of indigenous firms in China. *Journal of International Business Review*, 25(4): 895–906.
3. Avolio B. (2018). The Relationship between Strategic Human Resource Planning and Knowledge Staff Technical Skills in Anatolian Family Companies in Northeast Turkey. *Origins, effects and development*, 16(3): 155-182.
4. Bussio S. (2011), Do employees' perception of HR practices in South African firms affect their subsequent turnover destinations? Unpublished master's thesis, University of the Witwatersrand, Johannesburg, 6(1): 49-60.
5. Cenzo D. & Robbins S. & Verhulst L. (2015). *Fundamentals of human resource management*. John Wiley, 32(4): 39-48.

6. Deci L. (2018). Investigation and evaluation of strategic planning of human resources with business strategies in development and urban planning. *Journal of Management Studies*, 45(2): 402-424.
7. Dehghani R. & Ramsin R. (2015), Methodologies for developing knowledge management systems: an evaluation framework, *Journal of Knowledge Management*, 19(4): 682 – 710.
8. Guest D. (2011). Human resource management and performance: still searching for some answers. *Human Resource Management Journal*, 21(1): 3-13.
9. Hartono A. (2010). An investigation into strategic human resource management in Indonesia: A grounded research approach, Ph.D Thesis, Murdoch University, 6(5): 258-269.
10. Hassan A. & Ahmed F. (2018). A Comparative Study of the Relationship between Strategic Planning of Human Resources and Organizational Structure with the Functioning of the Government Departments in Idlib, Syria. *Management Learning*, 39(4): 437-456.
11. Javed M. & Balouch R. & Hassan F. (2014). Determinants of job satisfaction and its impact on employee performance and turnover intentions. *International Journal of Learning and Development*, 4(2): 120-140.
12. Lau C. & Ngo H. (2018). Designing a Human Resources Strategic Planning Model Based on Maintenance and Adjustment of Knowledge Employees in the Organization. *International Business Review*, 13(8): 685-703.
13. Leavy B. (2018). The Effect of Strategic Human Resource Planning on Recruitment and Outsourcing of Knowledge Staff in Stockholm Health Centers, *Strategy & Leadership*, 41(1): 18-28.
14. Lee F. (2016). the relationship between human resource management practices, business strategy and firm performance: evidence from steel industry in Taiwan *The International Journal of Human Resource Management*, 21(9): 124-132.
15. Lepak D. & Snell S. (2018). The Impact of Strategic Human Resource Planning on Modifying Knowledge Staff in Melbourne Academic and Research Centers. *Journal of Management*, 28(4): 517-543.
16. Martin M. (2011). Influence of human resource practices on employee intention to quit, published doctoral dissertation, Faculty of Virginia Polytechnic Institute and State University, 15(1): 65-77.
17. Molan U. (2017). Investigating the Relationship between Managers' Knowledge-Based Decision Making and their Organizational Competencies in Indian Colleges. *International Journal of Project Management*, 29(4): 383-395.
18. Mudor H. & Tooksoon P. (2011), Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover, *Journal of Economics and Behavioral Studies*, 2(2): 41-49.
19. Sarros J. & Santora J. (2017). The Impact of Strategic Human Resource Planning on the Outsourcing of Knowledge Staff in the Academic and Educational Centers of Frankfurt. *Leadership & Organization Development Journal*, 22(6): 383-393.
20. Stephen T. (2018). Strategic human resource management and knowledge workers, *Strategic human resource management*, 5(4): 683-696.
21. Tan L. & Wong K. (2015). Linkage between knowledge management and manufacturing performance: a structural equation modeling approach, *Journal of Knowledge Management*, 19(4): 814-835.