

Identifying the Dimensions and Components of Human Resources Adjustment Model in Islamic Azad University Iran (Case Study: Islamic Azad University of Mazandaran Province)

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Abstract: The present study aims at presenting a model for adjusting the employees and faculty members (a case study in the Islamic Azad University of Mazandaran), effectiveness indices, and applicable methods in human resource adjustment. This study is descriptive and utilizes survey. This study utilized interview with the university experts and a questionnaire in order to collect the data. In the first stage of the research, employing the experts' opinion and theoretical research foundations, five effectiveness indices, 31 relevant components, and 11 methods of work force adjustment were selected based on the initial selection model and questionnaires were designed. The sample consisted of 35 theorists and experts from two groups of faculty members and employees in different branches of Mazandaran Azad University. All items of the research questionnaire, designed based on valid scientific questionnaires, were analyzed using PLS-SEM software to determine their significance. The statistical population in the final stage of the research included 1778 employees and 1606 faculty member sat all Azad University branches in Mazandaran in 2017. In this phase, SPSS 16 software was used. The final model of research consists of 5 indices, 13 relevant components, and 3 methods of human resource adjustment in each category. **Keywords:** Azad University, Employee Adjustment, Effectiveness Index, Verifiable Factor Analysis.

1. INTRODUCTION

Comparing supply and demand of human resources is the last step in the HRP process. If the demand is lower than the supply, the organizations not only employ no new employees in the future, but they also suffer from surplus labor. In this regard, the HRP process moves toward reducing surplus labor, and during the recession, surplus labor is the most important problem in the organization. One of the policies of the organizations in this planning and its process is the Implementation of the Human Resources Adjustment Plan (downsizing) (Saadat, 2012).

Organizations are increasingly working with unexpected, complex, and ongoing changes in the business environment. Due to these dynamic competitive conditions, they aim at managing their business processes dynamically to maintain their performance. To compete, organizations must respond quickly and in a scientific manner to the changing environment (Triaa&Gzara, 2017).

Human resource adjustment aims to make a balance between work and employees, and it focuses on how an employee's abilities are consistent with his job and organizational environment (Pukkeeree & Na-Nan, 2013). The Human resource adjustment is a complex

process while its success depends on recognizing the employees' expectations of new realities of the organization (Ghosh, 2013).

Not enough diverse academic research has been published on the effectiveness of adjustment of human resources in the organizations. Therefore, the present study has investigated some effective indicators of this issue.

Na-Nan & et al, (2018) investigated the influence of perceived organizational support (POS) and work adjustment (WA) on the employee performance (EP) of expatriate English teachers in Thailand. The results of their study confirm the hypothesized positive correlational effect of POS and WA on EP. The empirical results confirm the model of investigation consisting of POS, WA and EP developed for testing in the context of Thailand. It also challenges the established connection of POS and WA of EP in a well-understood context of antecedence and is relevant for policymakers, workers, and managers, with implications for future research.

Baurle & Lein (2017) in their study titled "Employment Adjustment and Financial Constraints - Evidence from Firm-level Data" investigated the impact of corporate financial constraints on the employment adjustment and they found that firms suffering from the financial constraints change their workforce far more than corporations with abundant financial resources.

Goyer (2016) examined the causal factors of employees' downsizing in two institutionally dissimilar settings, France and the UK, using the fuzzy sets variant of Qualitative Comparative Analysis. The findings showed that the roughly equivalent use of large-scale lay-offs in the two countries is coupled with strikingly different causal factors.

Girak (2016) explored the effects of downsizing on survivors' occupational stress and organizational commitment. He found that employees experienced symptoms of survivor syndrome including increased insecurity, decreased morale and several negative emotions associated with the downsizing. Besides, the downsizing produced an increase in perceived occupational stress among participants; and; the participants' increased occupational stress directly affected their organizational commitment, although the degree of impact varied.

Mollahoseini (2016) reviewed the theoretical framework of this study and argued that it confirms the impact of some of the most effective indicators on human resource adjustment in an organization. Regarding the interviews with faculty members and academics at different branches of the Islamic Azad University of Mazandaran, he examined five indicators including; organizational agility, human resource empowerment, adjustment consequences, fairness, and procedural capability. He concluded that since change is one of the largest features in organizations and institutes in today's competitive world, an important goal of adjustment in organizations is to achieve an agile structure in coping with the rapid environmental changes.

Homburg et al. (2012) suggested that agility is achieved through reacting to strategies, technologies, people and processes. Therefore, all areas of an organization need agile supporters to give effective responses to environmental changes.

Some of the organizational agility components which have been studied in this study are:

Accountability: Accountability is a set of social relationships in which a person feels committed to explain and justify his behavior to others. In other words, he is compelled to insist on explaining and justifying his relationships with others. Accountability is one way to make public trust. One of the most consistent classifications of agile HR capabilities is categorized into six dimensions: flexibility, accountability, change culture, speed, low integration and complexity and interaction (Sherei & et al, 2014).

Competency: competency is defined as skills, knowledge, behaviors, and experiences of employees working in an organization and they can be enhanced by investing in training human resources. Therefore, due to the important role of the human resource, an organization capability improves when its employees' merits are enhanced. Ziaei (2012) examined the capability of an individual development model of the human resource aiming at building agile small and medium enterprises in companies located in the Science and Technology Park in Tehran University. Regarding the statistical analysis, he argued that the development of individual capabilities and merits, flexibility, speed and accountability of the organization are respectively the most important determining factors of making small and medium agile agencies.

Flexibility and speediness: The ability of an organization to adapt to important and immediate environmental changes is related to flexibility and speediness. Changes mean those events that significantly affect the performance of the organization. Flexibility is achieved by reducing an organization's dependence on a number of its own resources and assets. Thus, the more alternative resources and programs an organization can have, the more flexible it is with the environmental changes. Nibedita & Petr (2017) emphasized and explicated the conceptual framework of organizational agility that discussed organizational spirit, capability, flexibility, nimbleness, and speediness.

Quality: Carmen et al. (2017) in her study entitled "Impact of organizational culture values on organizational agility" argued that to remain competitive within the current, uncertain business scenario, it is vital for firms to develop capabilities that lead them to adapt and offer quick responses to market changes and to improve the quality of things.

Human Resources Empowerment

In today's competitive world, efficient manpower is a major indicator of an organization's superiority over another. In such a way that the presence of high-performance human resources will significantly increase the performance of the organization to achieve individual goals (Abili & Nastezaie, 2010).

The components of human resource empowerment indicators are as follow;

Individual dimensions (7 components), organizational dimensions (6 components) and environmental dimensions (4 components) were selected based on the following references and interviews with some experts.

Individual components such as knowledge, motivation and attitude, skill, satisfaction and respect, self-esteem, creativity and innovation, and individual independence can be considered in the empowerment of human resources at Azad University.

knowledge: In more simple definition, empowerment is to increase the knowledge and awareness of the employees, to increase skill and experience, to improve adaptability to the environment and ability of job improvement and making idea (Andretta & Albrecht, 2011).

Motivation and Attitude: The primary purpose of human resource management in an organization is to manage employees by encouraging them to have a positive attitude, including; enhancement of productivity, job satisfaction, motivation and organizational citizenship behaviors, and reducing negative attitudes toward employees such as chrematistic behavior, gossiping, and deviant behaviors in the workplace. These factors show the individual performance of the employees in the organization, and the individual performance of the employees is directly related to the overall performance of the organization and its success (Bohlander & Snell, 2010).

It is necessary to study the factors that motivate and encourage the employees to do their best and it is also significant to examine the impact of rewarding on the enhancement of the employees' interests and job performance (Hu & Kim, 2018).

Skill and Self-confidence: One of the most important components of empowerment of the employees is skill and self-confidence. Management theorists encourage not only the employees but also the managers to maximize the use of their skill and expertise (Cacciope, 1998). Similarly, Pride et.al (2009) explained that employees of any organization that feel empowered will work better and cooperate with the organization to achieve its ultimate goals and objectives (Pride & et al. 2009).

Creativity and Innovation and Individual Independence: In addition to the freedom to participate in the decision-making process, individual independence and complete autonomy to do the work that are highly challenging, to motivate the employees to be able to work and thus to actively engage with the work and purpose of the organization for the employees. Therefore, individual independence is an important factor in the empowerment (Naqvi & Rawat 2011).

Satisfaction and Respect: Regarding the component of feeling satisfied and respected, the study showed that the highest level of employees' job satisfaction enables the capable employees to provide fast and friendly services to the customers (Kim & Beehr, 2017).

Organizational dimension

In the organizational dimension, some important components were selected according to the theoretical framework and interviews with academic experts, including gratitude, salaries, leadership, training and development, goals clarity, organizational justice, job structure. According to the studies conducted by Hamed, Naqvi et al. and Sahoo (2011), it was concluded that a positive relationship exists between psychological empowerment and organizational factors i.e.: personal growth, organizational trust, reward, recognition and leadership support that leads to reinforcing the organizational commitment.

Many researchers have conducted research to identify the factors affecting empowerment. The study conducted by Yazani et.al (2011) evaluated the role and relevance of job-assignment, performance-based rewards, participative-management, self-determination and participation in goal setting as main ways of empowerment and found that empowered employees consider their job and work-life more purposeful and meaningful.

Gill et al. (2010) conducted a study namely “The relationship between transformational leadership and employee desire for empowerment” in which they examined the components of this leadership style. According to the results of this study; transformational leadership is one of the pioneering styles that continuously drive the performance of the organization towards improvement, and employees believe that it is essential to improve the organization's status. Thus, they emphasized the important impact of transformational leadership on the employees' desire for empowerment.

Environmental dimension

In the environmental components, the effective components include social and cultural status, economic status, environmental changes, and support of officials, and there have been conducted various studies on this issue.

An important aspect of empowering employees in any organization is to seek a high level of employees' engagement, flexibility to adapt to environmental changes and respond appropriately to the market (Aydogmus & et al, 2018).

Another dimension of empowerment is the implementation of effective process management approaches to achieve success, improve the economic and financial skill and capability of the organization, and the focus of the organizations on individual performance and organizational performance (Loosemore & Lim, 2017).

Other studies on the employees' empowerment and issues related to the banking industry in Canada have shown that career development opportunities, learning, cultural and social factors play an important role in influencing the employees' performance (Richardson & Beckham, 2015).

Regarding organizational support, it should be noted that, when this feeling is focused, an individual in the organization will become happy and satisfied as well as an active member of the organization. Some others who follow this feeling try to find a proper situation to attain their favorite and essential trainings in order to play their roles in the organization appropriately. The type of management style that managers apply at their workplace can be effective, so managers determine the type of support and acceptance from their employees corresponding to their management style (Hettie & et al, 2008).

Indicator of Human Resource Adjustment Consequences

Perhaps one of the fundamental and sometimes misleading assumptions of some managers in the process of downsizing manpower is that when the organization is downsized, the costs of the organization decline as well and thereby it improves the financial performance of the company. However, it should be taken into account that through downsizing; the survivors in the organization do not necessarily remain constant. The second wrong assumption of some managers is; downsizing concept simply means reducing the number of employees. This concept, however, encompasses most of the special definitions in three dimensions; including reduction of personnel costs, enhancement of process efficiency and overall organizational efficiency. Regarding the studies and experience conducted in this area, the effectiveness of human resources adjustment can be investigated with regard to the following components in the Islamic Azad University:

Individual-social problems

Organizational change has turned into a significant part of the work. These changes are necessary not only at the organization but also at the personal level of the employees' lives. (Anderson, 2013)

While organizational changes such as human force adjustment and integration can lead to higher levels of occupational stressors and psychological factors, such as; uncertainty about changing a position which affects the employees, role ambiguity, uncertain expectations in the change process (Smollan, 2015), and workload increases that are potentially associated with the increased levels of employees' burnout, they can be considered as the consequences of the organizational changes (Dubois & et al., 2014).

These problems are associated with the employees' lower health and well-being and higher use of stress-related drugs. (Dahl, 2011)

Although organizational change may be inevitable, its negative consequences on the employees are preventable.

Negligence in the main roots of organizational problems

Some problems in difficult economic situations may be related to various factors associated with the business such as how to select and evaluate senior executives, the leadership style of senior and middle managers, business model, strategies or organizational structure and key processes. Thus, measures that directly reduce manpower do not necessarily lead to higher organizational performance in difficult economic conditions. Morris, et al (1999) examined 3500 companies from 1980 to 1994 and they found that downsizing programs only increased the financial performance of companies, when some programs are designed parallel with managerial decisions in order to improve the efficiency of the

organization through a review of the structures and optimal use of the resources (Morris et al., 1999). These results are consistent with Cameron's research results. (Cameron, 1994).

Declining Acceptability of Organizational Leadership

The lack of essential effort to retain employees who are not treated fairly based on other employees' views may create an "instrumental" conception of the human resource position in the organization. This issue weakens the leadership position of the organization, as the influence of the organizational leadership process has a strong relationship with the perception of the honesty and integrity of the managers (Dierendonck & Jacobs, 2012).

Loss of Key Manpower

It is likely that in some situations the wrong choice of employees in downsizing process causes that some "high performance" employees are laid off. This will deprive the organization of capable employees in the future.

Weakening the brand of the organization in the environment

The results of the previous studies or experiences on downsizing the organizations suggest that inappropriate implementation of such programs may have adverse effects on the brand of an organization from different aspects. These results argued that inappropriate adjustment or downsizing (for example, to be too fast, without the necessary justification and support, and based on personal judgment) may create an uncertainty in the minds of an organization's customers about the continuity of the quality of services and products of that organization. Being concerned about downsizing can lower the employees' morale and lead to loss of some key employees who have better relationships with the customer who may get pessimistic about that organization. Therefore, it is necessary to do some research on downsizing an organization with the least negative impact on the minds of external stakeholders (Homberg, 2012).

Indicator of Legal and Legitimate Implications

Implementation of manpower adjustment plan across any organization has various legal and legitimate implications that need to be examined by the project executives prior to implementation, and so the organization and the employees do not get involved with the resulted problems. For this indicator, three components including the implications of labor law, social security laws, and human resources adjustment costs have been chosen. Besides, downsizing practitioners at the university should consider the employees' problems in accordance with existing laws.

Indicator of Applicability

Some barriers to implementing manpower adjustment in organizations include the employees' acceptance of the plan, employees' support of implantation of the plan and executing methods that shorten the time and accelerate a resolution for the employees' downsizing problem in order to pay their claims. Furthermore, three components of performance including; implementation speed, the employees' support and the acceptability of the method have been taken into account in the present study as well.

Mazandaran province in north of Iran has a large number of state and non-state universities with 218925 students in different academic majors, and the Azad University of Mazandaran, with 14 faculties in different cities of the province and 57115 students (26/10 percent of the province students) is the largest non-state university in this province. The

University has 1778 employees and 1606 faculty members. Currently, 259498 students are graduated from the Islamic Azad University of Mazandaran Branches (Mokhtarpur, 2017)

Islamic Azad University with some decades of establishment and activities in higher education in Iran has faced many problems due to the development of other state and non-state higher education institutes, reduction of applicants of higher education, inappropriate planning in expanding university units and disproportionate academic disciplines with the labor market and inevitably has to face structural changes and modify effective human resources. Due to the lack of scientific studies in this regard, this research seems to be necessary to provide an appropriate model for it.

2. METHODS

The present study is descriptive and employed a survey and a questionnaire.

In this research, the initial conceptual framework was designed based on theoretical basis of research and interview with experts, and then, using qualitative and quantitative approach, and the statistical analysis of PLS-SEM and SPSS-16 software, the initial conceptual framework and its dimensions and indices were analyzed and after making the necessary changes, the conceptual model of the research was finalized. Based on the theoretical foundations and researches conducted in the above-mentioned table, and the interviews with university professors and experts, five factors of the effectiveness of human resources adjustment in the university including agility, human resource empowerment, consequences of work force adjustment, applicability, and legal and juridical consequences were selected for developing the questionnaire. For each index mentioned, components were also considered based on their related theories.

Based on the theoretical foundations and the relationship between these components, the following figure is presented as the initial research model, which summarizes the relationship between different methods of power adjustment and effective indices, and finally, the final research model will be developed by making the necessary changes:

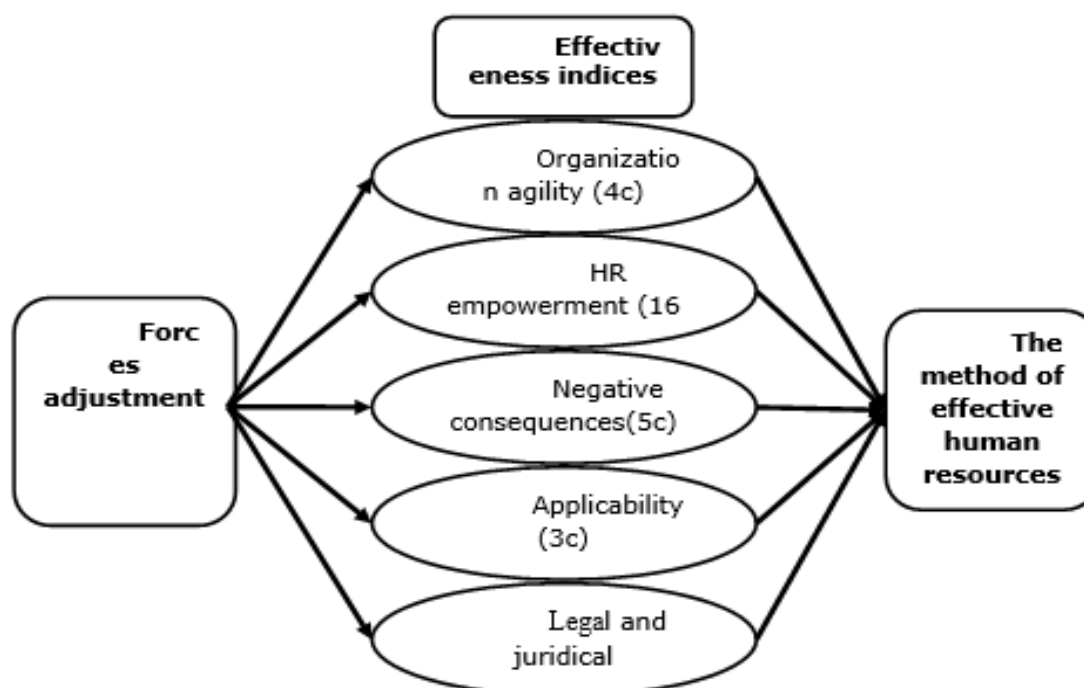


Figure (1) -The Initial conceptual model of research

The interview was employed to determine the effectiveness indices of human resources adjustment in the university and develop questionnaire of the first phase of the study. The initial questionnaire consists of two separate questionnaires, one to determine the most important ways of adjustment which consisted questions related to 11 methods with 11 questions.

The second questionnaire included the most important effectiveness indices of adjustment and related components, with 5 indices and 31 components being questioned. The 5- Likert scale was used in this study. In the first stage, the sample consisted of 35 experts and theorists from university professors and experienced employee members of different departments of Azad University of Mazandaran province and the questionnaires of this stage were distributed separately among them. Therefore, all items of this research questionnaire, developed based on scientific valid questionnaires were analyzed using Confirmative Factor analysis and PLS-SEM software to determine their significance.

Also, Cronbach's alpha was employed to analyze the reliability and was calculated separately for professors and employees and the results indicate that for all indices, Cronbach's alpha is higher than 0.7, therefore, the reliability of the questionnaire is acceptable and the model has a good validity.

The second stage questionnaire, including a table of work force adjustment modalities and their effectiveness components, was developed from the first stage in order of priority (6 methods and 21 components) in two groups of faculty members and employees.

The statistical population in the final stage of the study included 1778 employees and 1606 faculty members in all branches of Azad University of Mazandaran in 2017 and the questionnaire was distributed among 313 employee members and 310 professors using non-probability sampling method and based on Morgan table and was analyzed using SPSS 20 software.

The final model of the research includes 5 effective indices of human resource adjustment, 13 related components and 3 power adjustment modalities.

Research Findings

The diagrams show the standard equation and t- test (employee and professors) of structural sub-equations (employees).

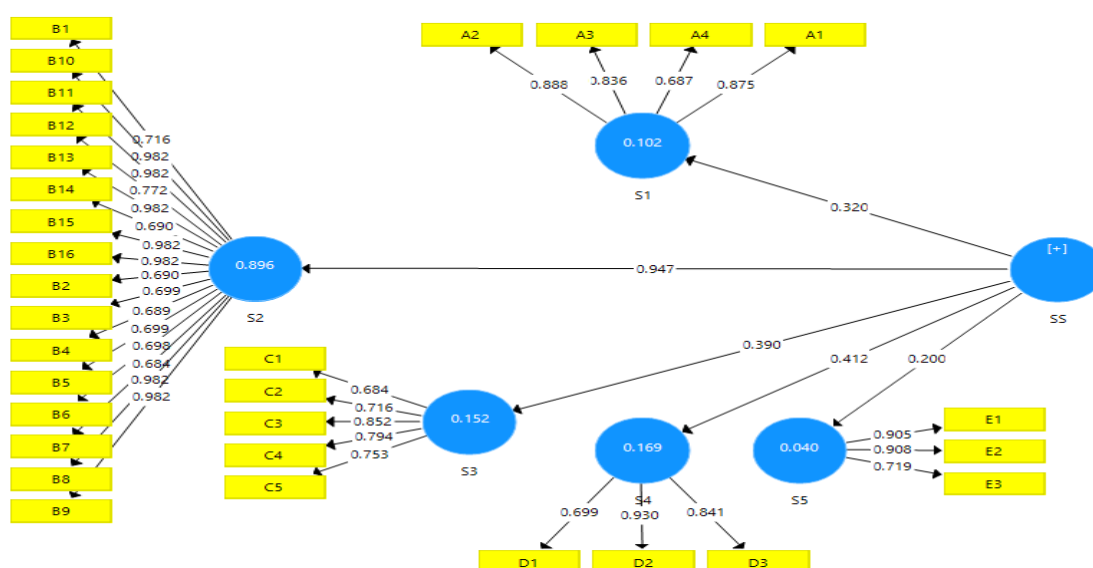


Diagram 1: The measurement model for the standard estimation of path coefficients (Professors)

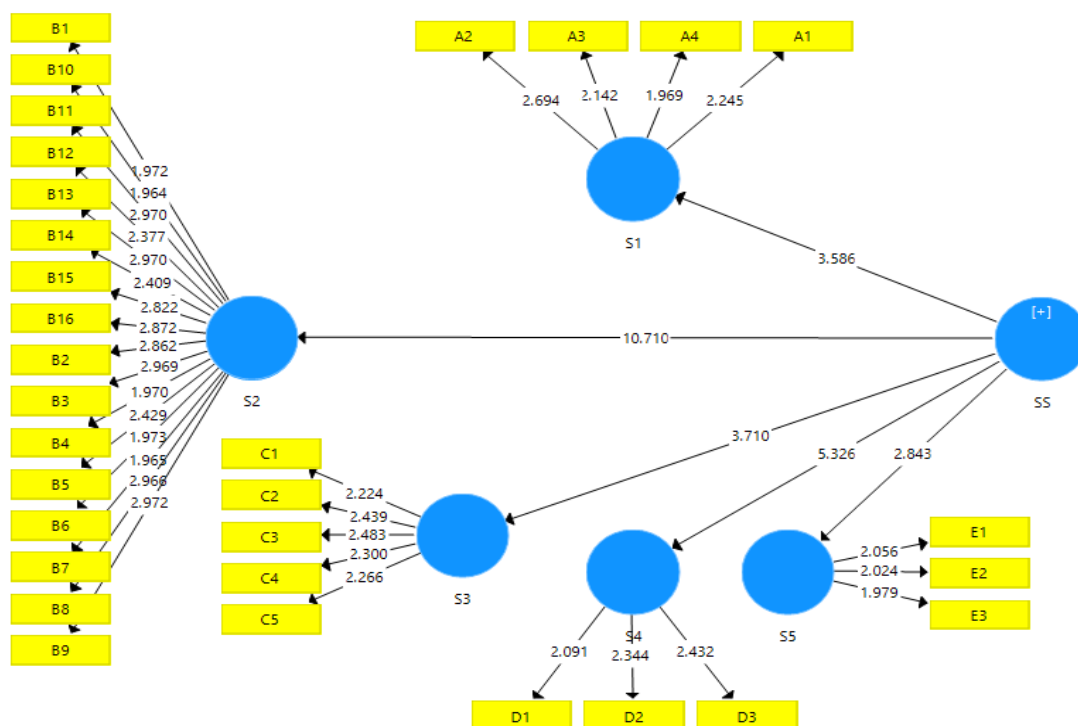


Diagram 2: Measuring model for the path coefficient significance (professors).

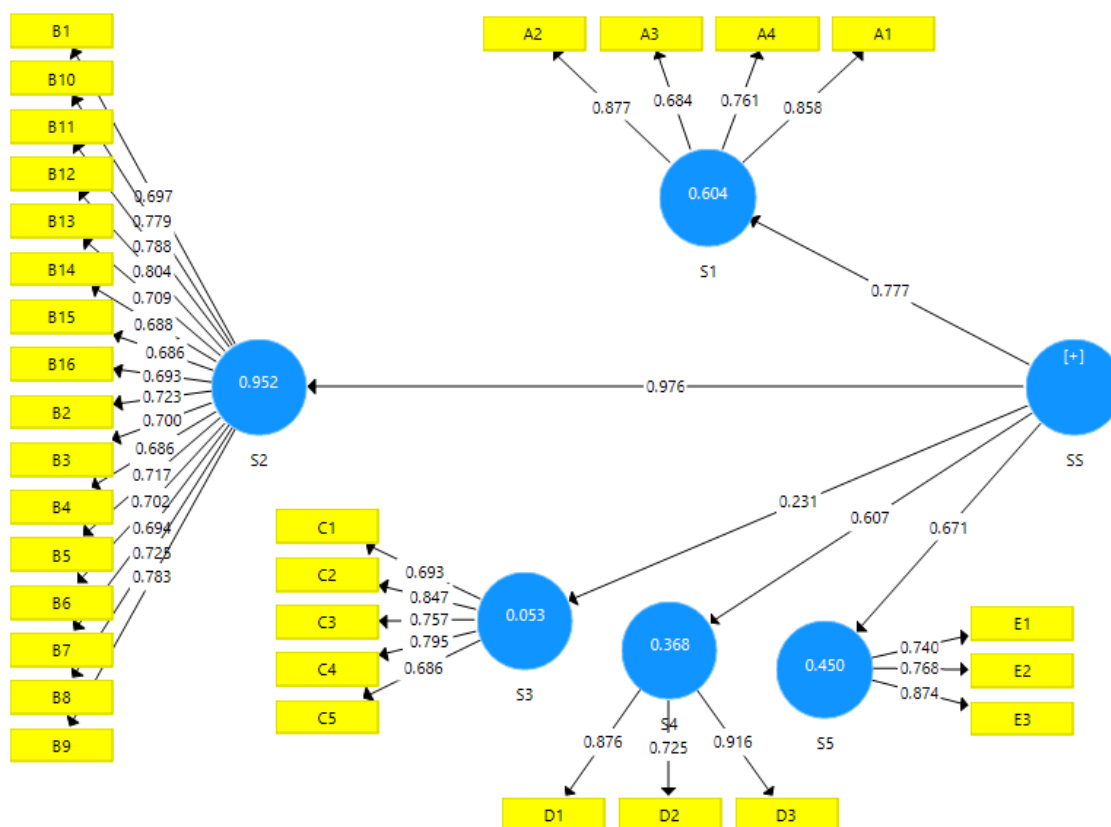


Diagram 3: Estimating model for standard estimation of path coefficients (employees).

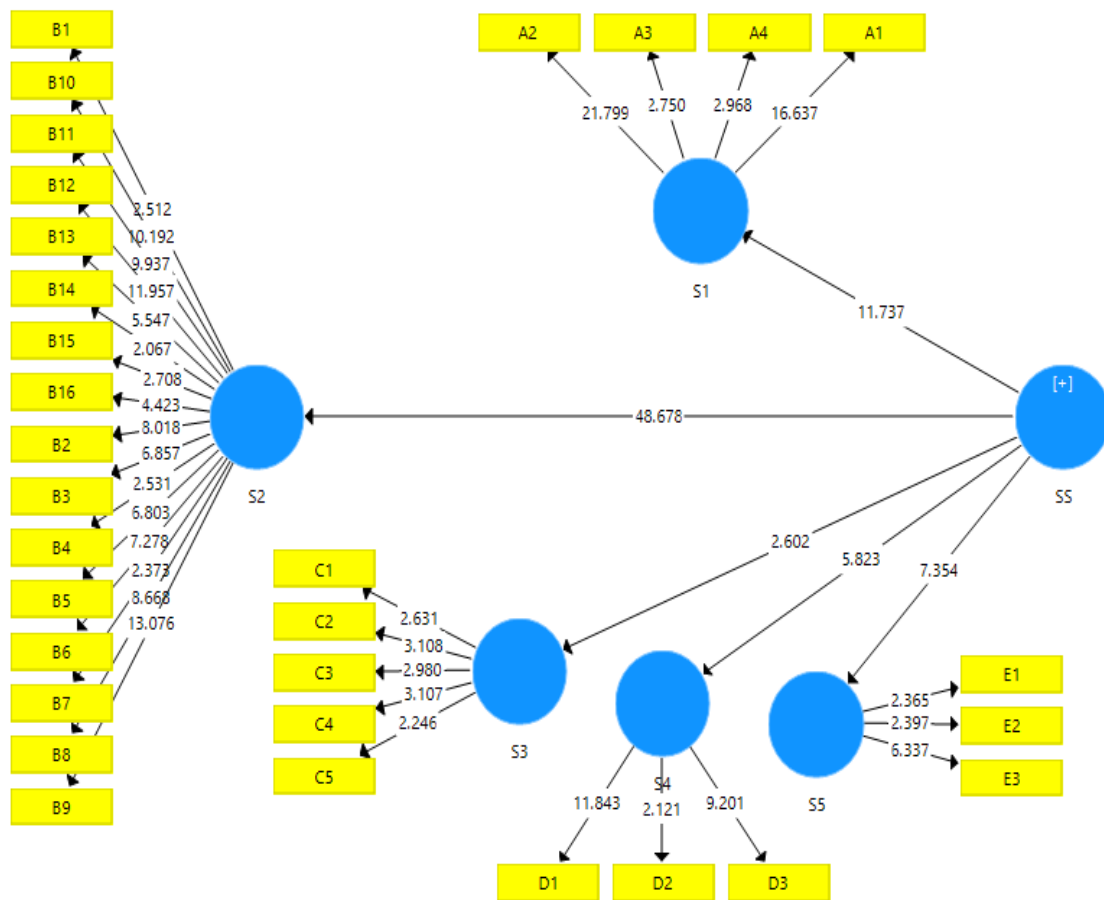


Diagram 4: Measurement model for the path coefficient significance (employees).

In the above diagrams, the factor loads of all indices are more than 0.6, and since the standard coefficients of the existing (t) statistic for all indices are outside the interval $[-2, 2]$, then all factor loads are 95% significant.

After identifying the validity of the questionnaire and the test of the structural model of the research, the research questions can be answered using the results of statistical analysis.

Question 1 - What are the most important methods of human resources adjustment in Islamic Azad University (professors-employees)?

Based on the results of the questionnaire 1, among 35 professors and 35 employees of Mazandaran Universities, in order to determine the most important methods of resources adjustment from the viewpoint of experts, at this stage, methods with an average above 3 were selected (based on the 5-point Likert scale), among 11 methods used for interviewing the experts' 6 were selected and used in developing the final questionnaire.

Question 2: Determining the most important effectiveness indices of human resources adjustment in Islamic Azad University (professors-employee).

In this stage, all the components with a factor load more than 0.7 were selected and arranged in the order of the factor load values as the most important indices and related components in the following table for the group of professors and employees.

Table (1)- The most important indices and dependent variables in the order of labor factor load values

Effectiveness indices	The order of components in the professor's group	The order of components in the employees' group
Agility (S1)	Quality(A4) Responsiveness(A1) Eligibility (A3)	Quality(A4) Responsiveness(A1) Flexibility and speed (A2)
Human resources empowerment(S2)	Leadership (B9) Definite purpose (B8) training (B10) Gratitude (B11) The organization structure(B13) Economic status(B15) Social- cultural status(B16) Organization justice (B12) knowledge (B1)	Organization justice (B12) Gratitude (B11) Leadership (B9) training (B10) Definite purpose (B8) Incentives(B2) Satisfaction and respect (B5) The organization structure(B13) Innovation and creativity(B6)
Negative consequences(S3)	A decrease in leadership acceptability(C3) The omission of key work forces(C4) Weakening the organization brand(C5) Neglecting the main reason of the problems(C2)	Neglecting the main reason of the problems(C2) The omission of key work forces(C4) A decrease in leadership acceptability(C3) Weakening the organization brand(C5)
applicability (S4)	Accepting the method (D2) The speed of implementation(D3)	The speed of implementation Employees support (D1) Accepting the method (D2)
Legal and juridical consequences(S5)	Social security (E2) Labor code(E1) Costs(E3)	Social security (E2) Labor code(E1) costs(E3)

According to the table, out of 31 components of this stage, 21 and 22 components were remained for the group of professors and the employees respectively and are used with the same priority in the second questionnaire for each group.

In final stage, the applicable samples for the professor's group and the employees' group were respectively 275 and 277 based on non-probability sampling method and Morgan table and then was analyzed using SPSS 16 software. At this stage, questions 3 and 4 of the study were analyzed to determine the appropriate methods for the power adjustment.

First, the Chi-Pearson test was used to determine the relationship between resource adjustment modalities and effectiveness indices derived from the first phase. The hypotheses were evaluated in this phase and its results are summarized in Table (2):

The resources adjustment methods have a significant and direct effect on the effectiveness indices of the effectiveness of human resource adjustment among faculty members and employees of Islamic Azad University of Mazandaran.

Table (2) - Investigating the rejection or confirmation of the relationship between human resources adjustment and its indices (faculty members- employees).

Research hypotheses	Research variables	Statistics	df	Significance level	Coefficient of contingency	result
12	Adjustment methods on agility indices	224/352	10	0.000	0/327	Direct and significant effect
		87/30	10		0/196	
12	Adjustment methods on empowerment indices	353/715	40	0.000	0/383	Direct and significant effect
		382/615	40		0/377	
12	Adjustment methods on negative consequences indices	471/493	15	0.000	0/455	Direct and significant effect
		717/671	15		0/532	
12	Adjustment methods on applicability indices	132/501	5	0.000	0/428	Direct and significant effect
		649/577	10		0/592	
12	Adjustment methods on legal consequences indices	589/110	10	0.000	0/603	Direct and significant effect
		905/501	10		0/626	

(In the table, the top number is for the professors and the bottom number is for the employees).

In the meantime, the frequency of effectiveness indices was determined for each method, and thus, the best practices for human resource adjustment were obtained for each group.

Regarding the frequency of the human resource adjustment methods, early retirement, redemption, and commissioning were respectively the best practices of human resources adjustment in the professor's group, and early retirement, redemption, and job sharing were respectively the best practices for human resources adjustment in the employees' group.

In the case of components, the highest frequency with a significant difference with other components of the indexes shown in the following table for each group. In this way, in this phase, of the 22 components of the previous phase, a total of 13 components is remained which is used in the final model of the research.

Table (3) - The most important effectiveness components of the human resources adjustment in the professors and the employees' group.

Effectiveness indices	The order of components in the professor's group	The order of components in the employees' group
S1	A4	A4
	A1	A1
	B13	B13
S2	B15	B10
	B1	B2
	B10	B9
	B9	B5
	C2	C2
S3	C4	C4
S4	D1	D1
	D2	D2
	E3	E3
S5	E2	E1

The final model of the research consists of 5 indices and 13 dependent components and 3 methods of human resource adjustment.

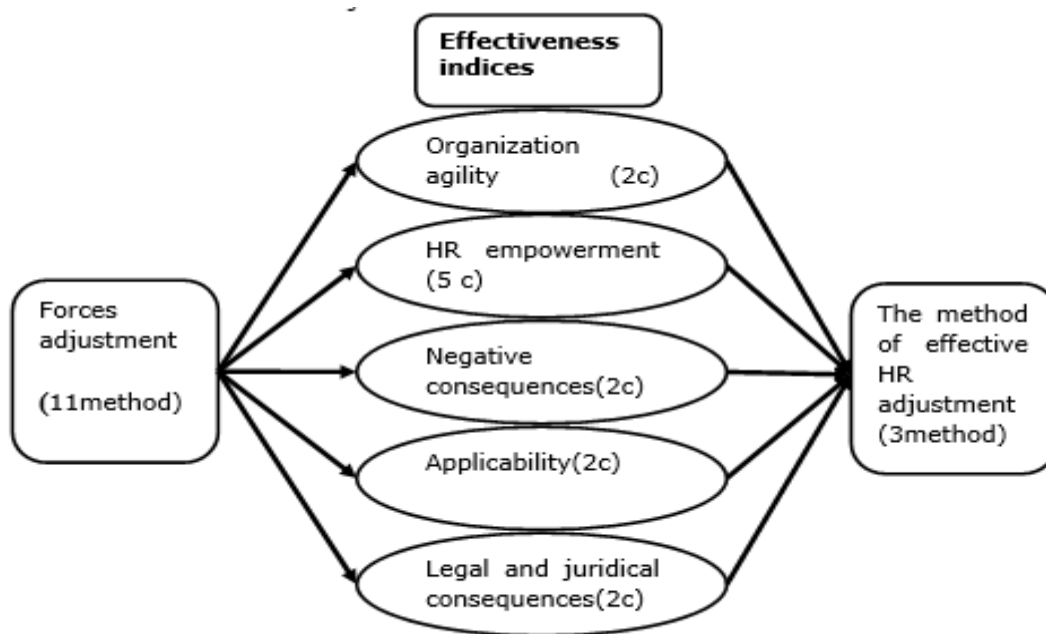


Figure (2) -The final model of research

3. DISCUSSION AND CONCLUSION

What is presented in this paper is the design of human resources adjustment model and the evaluation of its effectiveness indices and its appropriate methods in the Islamic Azad University of Mazandaran province. Many factors are effective in the effectiveness of a work force adjustment model. In the present study, among the factors suggested in the conceptual model, the researchers have identified five factors effective on work force adjustment including agility, human resource empowerment, consequences of power adjustment, capability of performance, and legal and juridical consequences. For each mentioned index, 31 components were considered according to their related theories.

The results of the first phase of the research to identify the most important indices and related components and applicable methods include 6 methods and 21 different components

from the viewpoints of professors and university employees, which was the basis of the study in the second stage to determine the best practices.

Also, the results of the research show that among the work force adjustment methods, early retirement, redemption, and commissioning; and early retirement methods, redemption, and job sharing are the best practices for human resource adjustment from the professors and employees' perspective respectively.

Considering how each of these methods is implemented, it seems that methods that create a feeling of lack of job security in the workforce have a less impact on the variables of effectiveness.

Methods for dismissal and removal of employment as some of the methods for implementing the human resource adjustment plan have the most negative effect on effective components. The reason is that the method of dismissal and removal of jobs, as compared to other methods of implementing the plan, creates the greatest feeling of job insecurity in both groups, and therefore employees and professors attempt not to be dismissed involuntarily. Of course, the employees who are subject to dismissal remain in the organization and after retirement or transfer to another post, their organizational posits eliminated, so it will have less impact on the indices than the dismissal methods.

As early retirement is voluntary, it makes less sensitivity and, therefore is the most important adjustment method for the two groups and has the highest frequency in terms of effectiveness indices. However, the implementation of this method involves legal and juridical problems due to service costs, and therefore the administrators must interact with relevant organizations, such as social security.

The method of redemption is the second effective method among the methods of human resources adjustment plan in the both groups. It seems that volunteering (given the interview at the time of completing the questionnaire), the speed of implementation of the procedure and the absence of legal and juridical problems, are the most important reasons for choosing this method.

In the process, accelerating the payment of claims and incentive rewards could result in the voluntary withdrawal of surplus work forces.

Commissioning is another effective method in human resources adjustment in the group of professors. The most important problem of professors in some university units is a decrease in the number of students and, as a result, shortage of technical courses for the university professors. This method can effectively assist in the implementation of the curricula required by the faculty to commission them to other university units in the province. Establishment of science and technology parks and knowledge based companies and the commissioning of professors to these institutions can prevent the dismissal of university experts and their adjustment.

The method of sharing jobs another method considered by university employees. In this method, in cases where work is low, one work can be assigned to two persons in proportion agreed. The choice of this method shows that due to the decrease in the number of students in some university units that results in a decrease in the workload of the employees, this method reduces the costs of the university without compulsory dismissal due to the unwillingness of more employees (especially those with less experience) to leave the organization.

Regarding the moderation effectiveness indices, the evaluation shows that the "quality" component is the most important component among the 4 components of the agility index in the groups of employee and professors, and the six methods of resources adjustment in the second phase of research have the greatest impact on the quality of the university employees. This issue needs to be further evaluated while implementing the resources

adjustment, because it may happen that high talented employees and key work forces be included in the list of those that organization is going to terminate their cooperation due to employing inappropriate methods of resources adjustment. This issue will lead to the shortage of high-performance employees in the future. This issue also contributes to the uncertainty of the future and the reduction of trust in the organization, and further reducing the quality of the organizational performance in the universities.

The results show that among the six components of human resources empowerment index, the "organizational structure" component is the most important component of the effectiveness of resource adjustment in the two groups. It seems that after adjusting the resources, attempts should be made to review the structures and use the resources of the organization optimally for more effectiveness.

Regarding the negative consequences of adjustment from the five components examined, the component "neglecting the main problems of the organization" is the most important component of the effectiveness of resource adjustment in the two groups. This suggests that some problems in difficult economic conditions may be related to various factors related to the organization work, such as how senior executives are selected and evaluated, the leadership style of senior and middle managers, organizational strategies and structure and key processes. Therefore, actions directly leading to a reduction in human resources do not necessarily lead to higher organizational performance in difficult economic conditions. Research by Maurice, Cascio, and Jung (1999) on about 3500 companies during the 1980 to 1994 showed that human resource reduction programs increased the company financial performance in companies where management decisions are taken to improve the organization productivity by reviewing the structures and making optimal use of the resources of the organization, along with the programs.

The results of evaluating the applicability index for three components examined indicate that the "speed of implementing the adjustment method" component is the most important component of the effectiveness of resource adjustment for the two groups. It seems that this factor has been effective in choosing the adjustment methods for the two groups, which can be taken into consideration by administrators of adjustment in the university.

Regarding the legal consequences indices of the three components examined, the component of the "cost of implementing the adjustment method" is the most important component of the effectiveness of resource adjustment in the two groups. This issue has led to problems in other organizations working on power adjustment, and has also caused many problems for the organization and the adjusted employees. Therefore, administrators must pay for the costs of adjusting work force, such as paying bonuses or services, and other employee claim sat the time of implementing the plan.

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