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HUMAN RESOURCE MANAGEMENT PATHOLOGY IN THE AUTOMOTIVE INDUSTRY

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Abstract: *Nowadays, the effective management of human resources and the development of countries and organizations are not covered on any of executives, professionals and experts in this area. Despite the efforts made in the automotive industry, human resources still do not have optimum efficiency. Accordingly, in this paper to explain the issue, the factors affecting on human resource management pathology in the automotive industry have been examined based on three factors: structural, content and environmental factors. We seek answer to the question that which of the factors have more significant role on human resource management pathology in automotive industry. And whether or not there was any significant difference between these factors? Using survey method and the Z-test and Friedman, obtained data were analyzed. It was concluded that the environmental factors had less pathology comparing with two other factors. And structural factors had the greatest pathology on human resource management.*

Key words*: Pathology, Human Resource Management, Structural Factors, Content Factors, Contextual Factors*

INTRODUCTION

Pathology means fault finding, diagnosing the faults affecting the studying system. This knowledge which is widely used in the biological sciences is also common in the humanities. So that the pathology of the organization under this title, have drawn the attention of the scientists of humanities (beer, 2008).Pathology starts with observing the effects of pathology. In humanities, the effects of pathology appear in different forms which are called content issues. Issues are something that hamper the goal, move towards the goal, and achieve of the goal. So what is important on human

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resource management pathology, is accurate diagnosis of pathologies and their roots (mathis, 2005)

The reality is that in most organizations, the root of all problems roots back to the way of human resources management. If an organization was culturally pre-eminent, it would be result from cultural development of its staff. If an organization achieves reputation on financial and economic aspects and high incomes, it results from strategic thinking and using of opportunities by its staff. So we can say that attention to the human resources and its effective management is the basis of cultural, technological, and financial and economical development of the organizations (Gibrgin, 2002). On the other hand, success of any organization depends on the allocation and use of appropriate tools, equipment and human resources of that organization on its programs. And it is possible, if organizations can apply skills, abilities and characteristics of its individual and collective staff in line with the organization's goals. Human resource management is identification of the human resources of an organization as a vital factor in achieving organization goals and multiple usages in activities and human resource functions in a manner that effectively and fairly ensure individual interests of its members and the community (Seyed Javadin, 2005).

Available evidence indicates the existence of multiple organizational problems in institutions and organizations. There is no doubt that these problems can cause the reduction of the effectiveness of proficiency, and as a result the efficiency of organization. Investigations conducted on the administrative system of Iran shows that efficiency has reduced, despite the use of advanced technologies on the governmental organizations of the country. The fact is that an organization has different dimensions such as; objectives, structure, staffing, technology and environment. And each of these dimensions must be examined for understanding organizational problems (Becker, 2006). Therefore, to investigate and identify pathology areas and find fault of organizations, seven dimensions can be considered such as; goals, leadership, structure, communications, reward system, coordination mechanism, to change attitudes. Also based on ramifications model, management and organization phenomenon can be reviewed and analyzed in terms of three categories including: content, structural and environmental factors (Waldo, 2002). However, the main research question was: What are the pathology creating factors on human resource management in automotive industry? In other words, in this management which of the three content, structural and environmental dimensions has more possibility of pathology? What is the main problem of human resource management in the automotive industry, and it locates in which of these dimensions?

For this purpose, the analytical and practical ramification model is used to investigate the factors that have determining role on human resource management pathology in the automotive industry. In other words, after identifying outcome of pathology, and investigating its causes and roots, solutions to the problem is discovered and after classifying the pathologies the perfect solution to solve the problems is proposed.

SIGNIFICANCE OF THE PROBLEM

Organization pathology often is considered as the most critical component of an organization improvement plan. One of the things that successful organizations are doing to improve their effectiveness, is accurate and timely pathology which gives administrators the ability to always be aware of current problems and issues in their organizations to prevent them from crisis (Boxal,2003). Organizational pathology is collaborative process between the members of the organization and organizational pathology consultants to collect relevant information about the underlying problems and their causes, analysis of collected information, conclusions of the analysis performed, classification of both general and specialized problems and recommendations for proper orientation in line with solving the classified problems (schumpeter, 2003).

In the present paper, by identifying the limitations and problems of human resource management in automotive industry, it is tried to help managers to solve problems and help to increase organizational effectiveness and to prevent acute problems and reduction of efficiency.

THEORETICAL FRAMEWORK AND RESEARCH MODEL

Since the theory of management is formed in three levels of content, structural and environmental fields; so, analytical ramifications model is used in addressing various aspects of human resource management pathology. Based on this model organization and management phenomenon can be reviewed and canalized in terms of classified content, structural and context factors. The content (content) factors are including all factors relevant to human resource, which forms the content of the organization such as; motivation, morale and job satisfaction. Structural factors include the collection of systematic relations governing the internal components of organization that construct its body, such as organizational structure, rules and regulations. Finally, context factor is including environment and external conditions that leads to content and structural factors (Mirzaee, 1998). Mentioned factors are given in Figure 1.

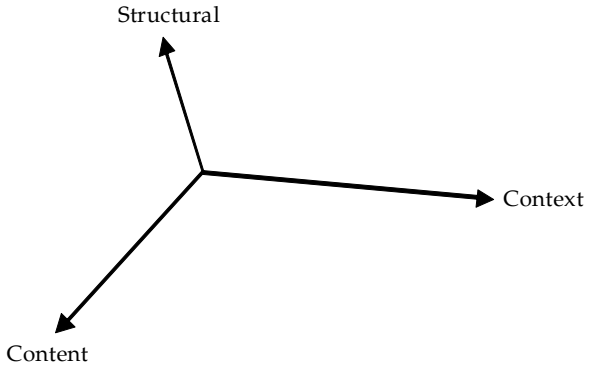


Figure 1: Analytical ramifications model

The name of this model is due to ramifications model, in which the relationship between structural, content and context factors is in such a way that no event or corporate event cannot take place outside the interaction of the three branches. In other words, the relationship between these three branches is a close relationship and is inseparable in practice. In fact, the relationship between these three branches is interdependent type and similar to growing from the unit body of organizational life. In such a relationship structural, content and context factors are interacting continuously in the form of a systematic relation. Three mentioned branches are three types of a largely dominant context type, and there does not ruling trinity between them. So the difference and distinction of these three aspects of organizational life, is not merely theoretical, and is only to the analysis and understanding of the concepts of organizational phenomena (mirzaee, 1998).

This research paper titled, human resource management pathology in the automotive industry argues that this model to be studied and explored with respect to the inseparable features of aforementioned three branches.

a. **Structural branch**: Causes and factors which put in crisis the structures of an organization are called structural pathology. Organizational structures are paths, channels and containers in which flows the processes and organizational operations. In fact, such channels and containers are formed during organizational developments and almost stabilized and fixed, and are including the physical, economical, financial, informational and human structures.

   The only solution or solving pathology which alter mix order or ordering is definition of new structure or structuring. Because, solving structural pathology is the same as altering mix order constitutive. It is possible only when we reach a new mix order, or ordering in a system or organization; i.e., altering can be solved only by creating a new order.

b. **Content or behavior branch**: Structure is the same as activities container and organizational movements. Content or material that falls within organization container is the same as work or human behavior. Because, the core and base of an organization is human resources. And human resources of an organization in addition to their individual goals also strive for team goals especially to organizational goals. Hence, the actions and content of the human in the workplace, is a type of informed behavior which is set to the overall organizational goals. That's why main content of an organization is formed of human behavior. Also human activities and behavior done to achieve predetermined organizational goals. Content pathology is causes and factors which exposed to crisis the human behaviors and thereby operations of an organization by various aspects. Hence all risks and their roots, regardless of their origin either inside or outside the organization, are called content pathology or behavioral pathology.

In identification of content pathology, the focus of attention is on functionality and performance. Those factors should be considered which disrupt organizational functions or divert the normal functioning of humans, hurt their effectiveness and satisfaction, create crisis in the organization, and prevent the organization from healthy growth.

c. **Context or environmental branch**: environmental branch in organizational pathology has special status. First, the most important feature is the importance of the area and the history of this branch than structural and content branch. To discuss the importance of contextual or environmental branch only enough to say that existence of other two branches depends on the existence of environmental branch. This means that all elements of the structure and all resources of the content, without exception, are obtained and earned from environment. No source is inconceivable without environment. Not only the organization depends on environment in terms of resources, but also structures are created by permanent crossing of natural resources. And behavior toward organizational goals of human involves environmental factors.

   The main task of environmental factor is regulating organization or system relations which are higher than itself. Because, any system or organization is called context or environment, if in its place had all the causes and factors that set regulation and provide timely and appropriate response of the organization to the more original systems. So, environmental or contextual pathology, are pathologies which interrupt the accurate and proper or systematic relationships and interactions, disrupt timely and appropriate response of the organization to its surrounding environmental systems and create crisis between these relationships.

As mentioned earlier, the ramifications model is used to analyze the theoretical bases. According to this model, the behavior branch (content) includes organizational culture, motivation and job satisfaction, leadership and training and improvement of employees and job security. A structural factor consists of organizational structure, improvement and methods, mechanized system of information and payment system, selection and recruitment, appointment and promotion and performance evaluation. Finally the environmental branch includes; customer-orientation, contractors and consultants. Figure 1 shows a conceptual or operating model.

RESEARCH HYPOTHESES

In this study for its exploratory nature, the research activity is designed on a question and basic hypotheses which the researcher intends to respond them. With regard to the features mentioned, the main question of the research is: what are the pathology creating factors in the management of human resources in the automotive industry?

Factor can be converted into four main hypotheses:

First hypothesis: structural factors have determining role on the human resource management pathology.

The second hypothesis: content factors have determining role on the human resource management pathology.

The third hypothesis: context factors have determining role on the human resource management pathology.

The fourth hypothesis: there is a significant difference between the pathology of structural, content and context factors of human resource management.

RESEARCH METHODOLOGY

Since this study gathered present status information, it seeks human resource management pathology. It investigates and evaluates staff's attitudes of human resources management system through a questionnaire. So the present research is accounted as applied and survey research type. Survey method was used to poll and collect information from experts and managers of human resources management unit.

In order to collect the data of the theoretical part of the research, library method is used by taking advantages of tools like: books, articles and digital texts. And survey method of questionnaire is also used to describe the views of the staff. First, the internal and external sources relating to the subject of the research were studied and investigated to compile the questionnaire. Then, a questionnaire was prepared taking into account the prevailing conditions on the domain of the research. Finally, by distributing a questionnaire among experts and managers of human resources management of automotive industry tried to answer the research questions and hypotheses, and to achieve the objectives set forth in the article. Alpha coefficient obtained for the questionnaire was 94% and as it is greater than 0.6, it can be argued that the questionnaire had good reliability. In this study using ramifications model, we tried to study human resource management pathology in the automotive industry. And then, the obtained result from the survey is presented. The present study has been conducted at the organizational level of automotive industry in the period of 2009. It analyzed human resource management pathology from structural, content and environmental aspects.

FINDINGS

A. Descriptive data: The results showed that from 105 participants, 72.11% of the participants were males and 27.89% of the participants were female. Also investigating the frequency distribution and percentage of respondents to the questionnaire based on their education level indicated that 74.84 percent of them had bachelor, 17.89 percent had master and higher degree. And only 7.37 percent had below the bachelor degree. And it can be said that respondents had highly educational level to answer a questionnaire.

In terms of organizational level, staff is classified into three groups: experts, supervisors and managers. Overall, results showed that 13.68% of respondents were managers, 17.89 percent of them were supervisors, and 68.42 percent of them were experts.

The questionnaire was designed using Likert scale. And each of the options ordered from very low to very high and they were assigned a numerical value of 1 to 5, respectively. With regard to the evaluation of the options, each of the questions was provided by the possibility of statistical calculations (mean, standard deviation and standard error). It should be noted that the average score on the questionnaire, was the numerical value of 3. Overall condition of variables can be identified, by comparing the mean scores by average scores. Also, each of the variables was assessed using a number of questions. First, the sum of all scores was determined for each variable.Then, average of it was calculated. The scores obtained for each variable (including structural, content, context and infrastructure of each factor) was a number between one and five. Statistics indices were calculated for these variables which their results can be seen in tables. Also, Z test is done to compare the mean by average (which has a numerical value equal to 3), the results of which are presented.

B. Investigating hypotheses and its results: in this section by using statistical tests we study the hypotheses of the research:

First hypothesis: structural factors have determining role on the human resource management pathology.

To investigate this hypothesis, we calculated sum of the total frequency and the options percentage of related questions. Also statistical indices were calculated. Finally using the chi-square test and z-test, intended hypothesis and its infrastructure were tested.

Table 1
Frequency distribution and percentage of options in structural factors

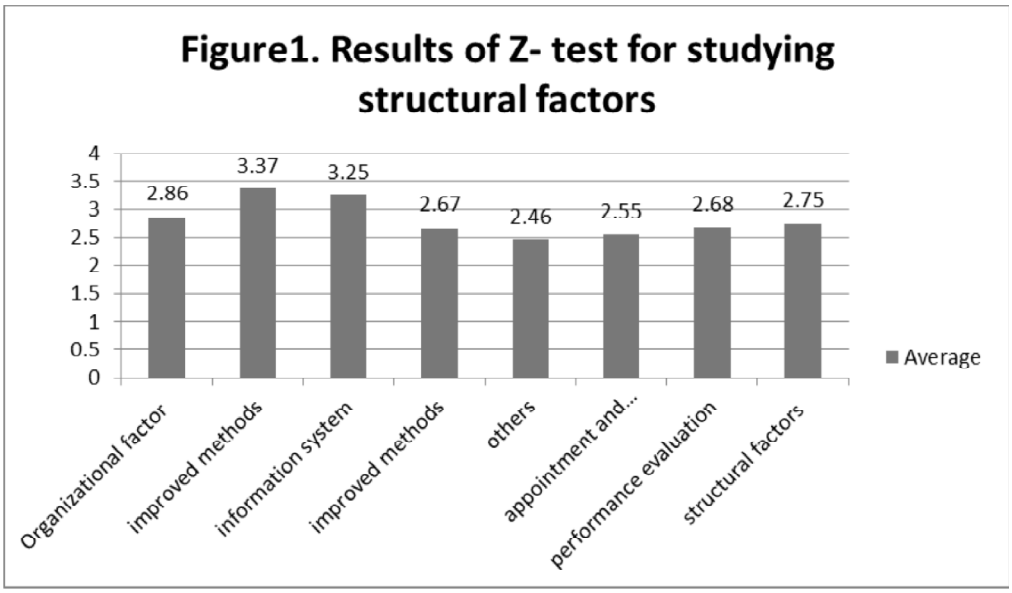
options	*Frequency*	*percentage*
Totally disagreed	20	14.3
disagreed	31	22.1
No idea	42	29.12
Agreed	38	26.1
Totally agreed	9	6.4

As shown in the above table, 32.40 percent of respondents have chosen the agreed and totally agreed options, while 36.40 percent of respondents have chosen disagreed and totally disagreed options. And 29.12 percent of respondents have chosen no idea options. Thus, it seems that most respondents believe that structural factor is taken into account in the medium and low extent in human resource management.

Calculated chi-square of 25.68 with 5 degrees of freedom is significant at 95% level. Thus, the statistical null hypothesis is rejected and research hypothesis is confirmed. Thus, structural factors have determining role on the human resource management pathology.

Table 2
Z test for structural factors

variables	mean	standard deviation	number	standard error	Average score	T or Z	df	P level of significance
Organizational Structure	2.84	0/76	105	9%	3.00	0.95	103	0.38
Improved methods	3.37	0.68	105	8%	3.00	7.61	103	0.00
Mechanized Information system	3.25	0.59	105	6%	3.00	8.78	103	0.00
Appointment and promotion	2.55	0.90	105	12%	3.00	-3.54	103	0.02
Performance Evaluation	2.68	1.08	105	6%	3.00	-4.54	103	0.00
Structural factors	2.75	0.65	105	5%	3.00	3.29	103	0.00

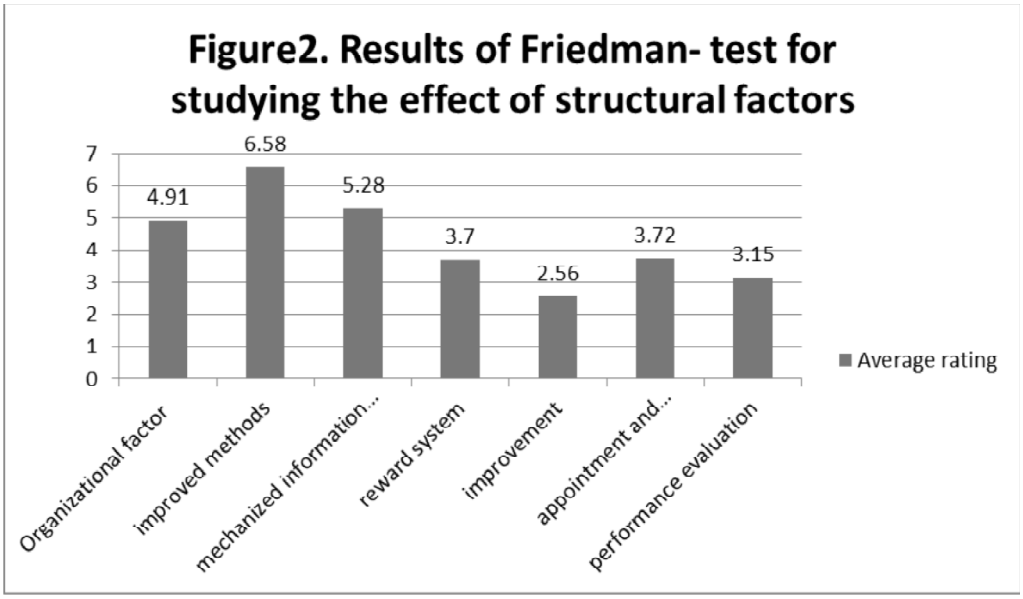


The results show that, calculated Z for structural factors is 3.92 with 104 degrees of freedom is significant at the 95% level. Thus, the statistical null hypothesis of no difference between the calculated averages by the average of the questioner is rejected at this level of confidence. This test also confirms the results of the chi-square test.

On the other hand, Z- test for infrastructure of following structural factors is calculated in which calculated Z only with the organizational structure is not significant at the 95% level of confidence. And in other cases calculated z is significant at 99% level of confidence. Paying attention to the calculated averages shows that, calculated mean is above the average for improved methods and mechanized information system. In other cases, calculated means are significantly lower than average. The basic question is that, which one of the components of the structural factors is more effective. Friedman test was used for this purpose. Its results are shown in the following table.

Table 3
Results of Friedman test for studying the effect of components of the structural factors

Variables	*Average rank*	*Sum of ranks*	*mean*	*Standard deviation*
Organizational structure	4/91	289/60	3/10	0/86
Improved methods	6/58	459/50	3/85	0/69
Mechanized information system	5/28	493	3/36	0/59
Appointment and promotion	3/72	286	2/49	0/89
performance evaluation	3/15	290	2/28	1/05



The calculated chi-square equal to 302.56 with degree of freedom of 6 is significant at confidence level of 99%. Thus it becomes clear that, there is a difference between the effects of these factors. By considering the average of the ratings, it becomes clear that improving methods is in higher significance level compared to other infrastructures. The mechanized information system, organizational structure, appointment and promotion are after it, respectively.

The second hypothesis: content factors have determining role on the human resource management pathology.

The sum of the total frequency and percentage of relevant questions' options were calculated. The results can be seen in the following table:

Table 4
Frequency distribution and percentage of options regarding content factors

options	*Frequency*	*percentage*
totally disagreed	12	8-Sep
disagreed	32	26
no idea	39	31/70
agreed	36	29/30
totally agreed	4	30-Mar

As shown in the above table, 32.60% of the respondents have chosen agreed or totally agreed options, while 35.80 percent of the respondents have chosen disagreed and totally disagreed options. And 31.70% of the respondents have chosen no idea options. Thus, it seems that most respondents believe that content factor is considered medium and low in human resource management.

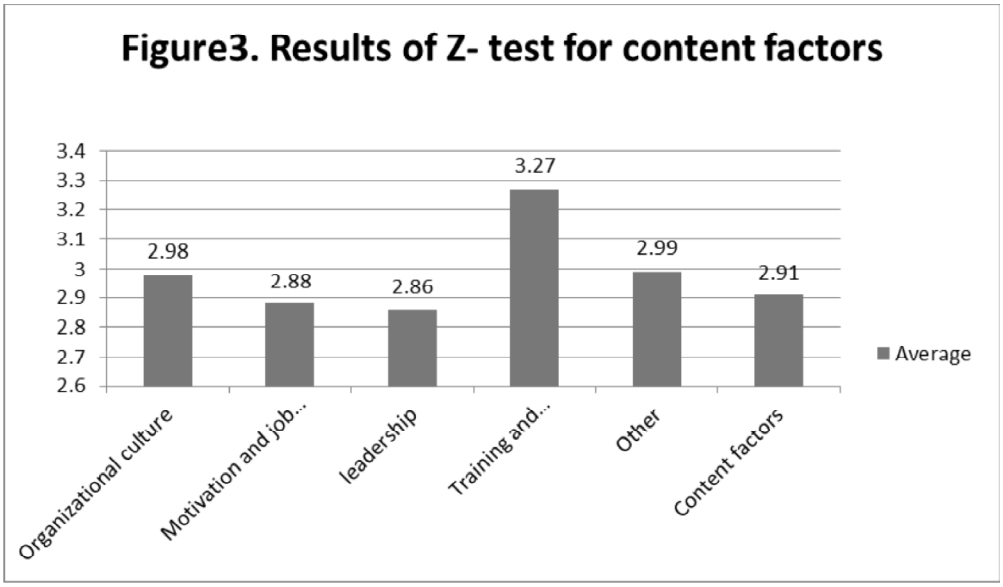
The calculated Chi-square of 36.17 with degrees of freedom of 4 is significant at 99% confidence level. Thus statistical null hypothesis is rejected and the research hypothesis is confirmed. And therefore, content factors have determining role on the human resource management pathology. Z-test result is presented in table 5.

Table 5
Results of Z- test for content factors

variables	*mean*	*Standard deviation*	*number*	*Standard error*	*Mean score*	*Z or T*	*df*	*Level of significance*
organizational culture	2/98	0/65	104	0/08	3	-0/94	104	0/65
Motivation and job satisfaction	2/55	0/87	104	0/07	3	-7/11	104	0
leadership	2/86	0/76	104	0/09	3	-1/99	104	0/06
Training and improvement of staff	3/27	0/75	104	0/07	3	3/18	104	0
Content factors	2/91	0/66	104	0/08	3	-1/98	104	0/07

The results show that calculated z regarding content factors is 1.98 with degrees of freedom of 104 is not significant at the 95% confidence level. Thus at this confidence level, the statistical null hypothesis is not rejected for "no difference between the calculated average by the questioner average". In other words, it becomes clear that set of content factors is effective up to average level (low and very low).

The z- test has been calculated for infrastructure content factors. Calculated z for organizational culture and leadership is not significant at the 95 % level of confidence.

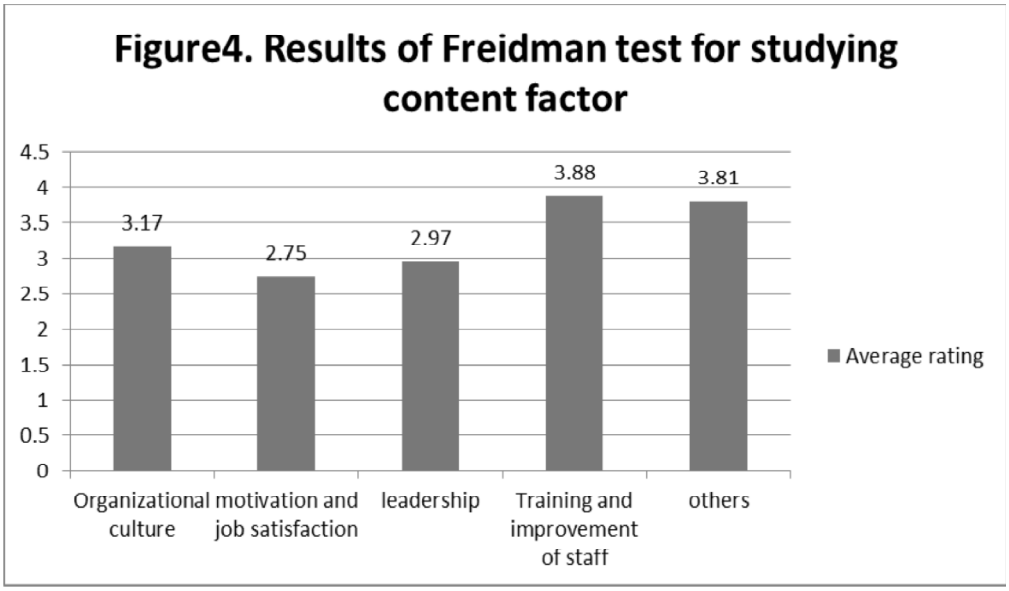


And in other cases calculated z is significant at the 99% level of confidence. Paying attention to the means show that calculated average for the training and development of employees is higher than the average. In other cases, the calculated averages are significantly lower than the average. Friedman test was used to answer the question that, whether there is a difference between the effects of content factors of infrastructures. The results are summarized in Table 6:

Table 6
Results of Friedman test for content factor component

variables	*Mean of ranks*	*Sum of ranks*	*mean*	*Standard error*
organizational culture	3/17	289/50	2/99	0/77
motivation and job satisfaction	2/75	199/15	2/63	0/79
leadership	2/97	29/55	2/88	0/87
training and improvement of staff	3/88	348/62	3/43	0/76

The calculated Chi- square of 61.17, with degrees of freedom of 4, is significant at the 99% level of confidence. Thus, the null hypothesis is rejected which states the lack of statistically significant differences between these infrastructures, and it becomes clear that there is a significant difference between the effectiveness of these factors at the 99% level of confidence. Comparing the mean scores indicate that, the first order is training and development of employees. And the next are, job security, organizational culture, leadership and ultimately motivation and job satisfaction, respectively.



The third hypothesis: environmental factors have determining role on the human resource management pathology. Frequency distribution and percentage of options of this hypothesis can be seen in the following table:

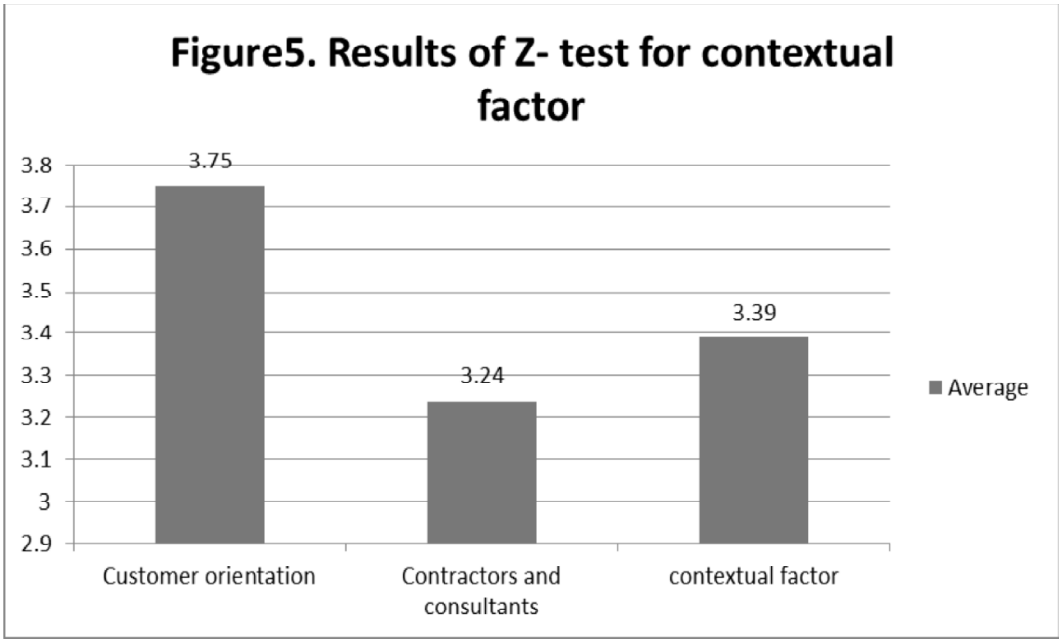
Table7
Frequency distribution and percentage of options regarding contextual factors

options	*Frequency*	*percentage*
totally disagreed	7	May-80
disagreed	20	16/70
no idea	48	40
agreed	36	30
totally agreed	9	Jul-50

As shown in the above table 37.50% of the respondents have chosen the agreed and totally agreed options, while 22.50 percent of them have chosen the disagreed and totally disagreed options. And 40% of them have chosen the no idea option. Thus, it seems that in most respondents' opinion environmental factors is considered to the medium and high in human resource management pathology. Calculated Chi- square of 59.02, with degrees of freedom of 4, is significant at 99%4 level of confidence. Thus the statistical null hypothesis is rejected and research hypothesis is confirmed. Therefore, context factors have determining role on the human resource management pathology. Z-test results are summarized in table 8.

Table 8
Results of Z-test for contextual factor

variables	*mean*	*Standard deviation*	*number*	*Standard error*	*Mean score*	*Z or T*	*df*	*Level of significance*
Customer orientation	3/75	0/68	104	0/08	3	6/75	103	0/00
Contractors and consultants	3/24	0/75	104	0/07	3	1/86	103	0/11
contextual factor	3/39	0/61	104	0/06	3	5/27	103	0/00

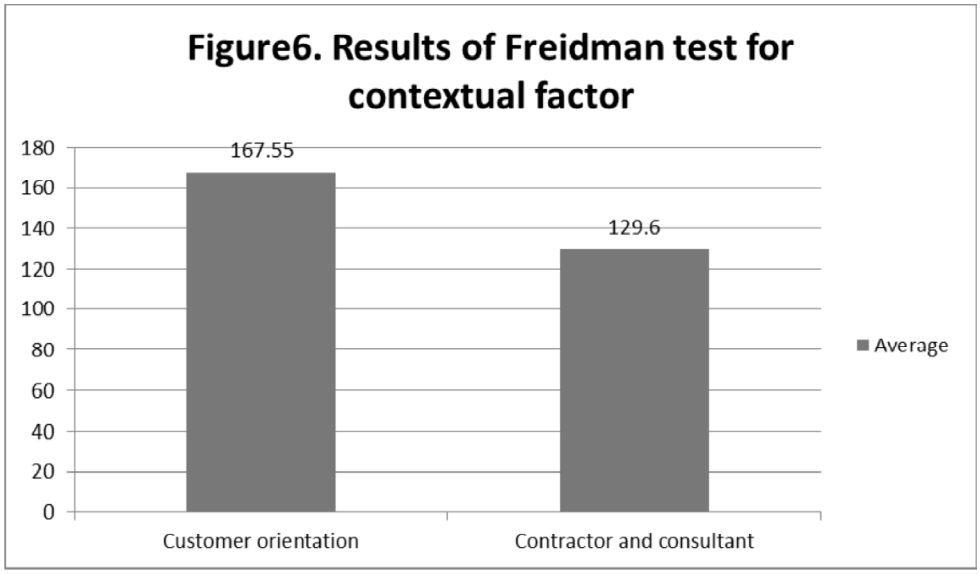


The results show that, the calculated z is equal to 5.27 for the context factors. With degrees of freedom of 103, it is significant at the 95% level of confidence. Thus, statistical null hypothesis is rejected at this confidence level, which states the lack of difference between the calculated averages by the questionnaire average. In other words, it becomes clear that context factor is effective to a greater extent than the average (high and very high).

On the other hands, z- test for infrastructure contextual factors are calculated which is significant in both cases at the 95% confidence level. And calculated means are more than number 3 which are indicative of positive impact of this infrastructure. Friedman test was used to answer the question of whether there is a difference between the effects of infrastructure content factors. The results are summarized in table 9:

Table 9
Results of Friedman test for contextual factor

variables	*Mean of ranks*	*Sum of ranks*	*mean*	*Standard error*
Customer orientation	1/76	167/55	3/75	0/57
Contractor and consultant	1/47	129/60	3/17	0/73



Thus, the null hypothesis is rejected which states the lack of statistical significant differences between these infrastructures. And it becomes clear that there is significant difference among the effectiveness of these factors at the 99% level of confidence. Comparing the average ranks show that customer orientation is placed in the first rank, and contractors and consultants are next in the rank.

Table 10
Results of Friedman test in comparing with each of the factors

variables	*Mean of ranks*	*Sum of ranks*	*mean*	*Standard error*
Structural factors	1/78	177	2/75	0/58
Content factors	1/86	171	2/79	0/56
Contextual factors	2/63	225	3/46	0/54

As it can be seen, calculated chi-square of 36.57 with degrees of freedom of 2 is significant at the 99% confidence level. Thus the statistical null hypothesis is rejected which states the lack of difference between the structural, content and context factors. And its mutual hypothesis is accepted. General comparison of context, content, structural factors show that the state of context factor is better than two other factors.

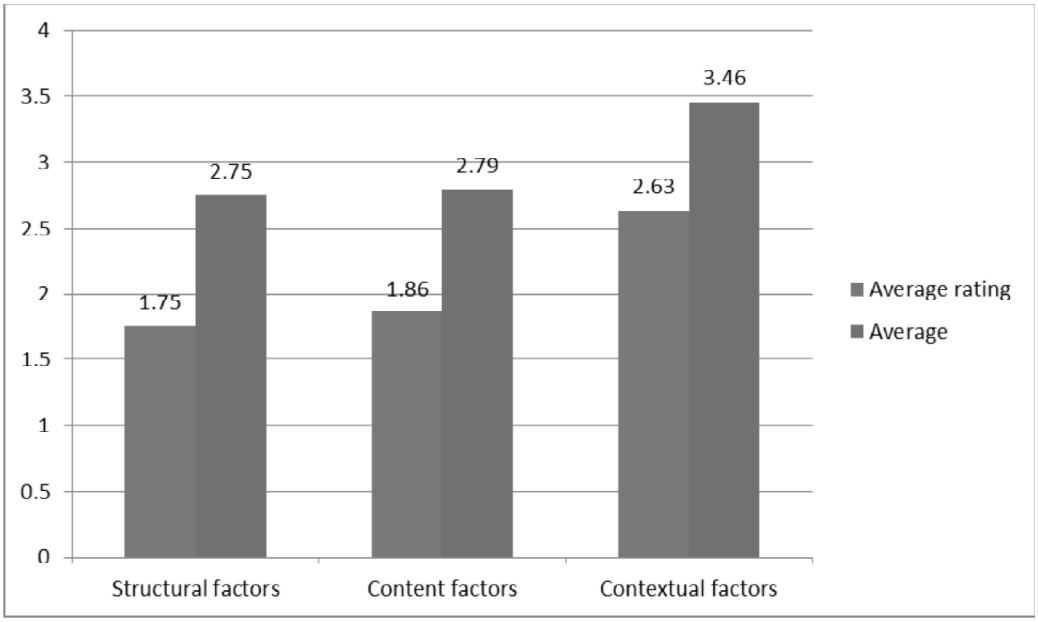


Figure 7: Results of study regarding the comparison of each factor

Finally, the state of structural factors is at the lowest point. Therefore research results show that, the difference among the calculated average of the structural, content and environmental factors, is not significant according to the organizational level at the 95% level of confidence.

CONCLUSION

The overall results indicate that:

1. Calculated average of the structural factor is 2.86 with a standard deviation of 0.56. Thus, it seems that the state of structural factors in human resource management is in less than moderate (low and very low). This result is true about the research sample. And to ensure the obtained results of the research community, statistical test should be done. This is done by using the *z*- test, and its results are presented in the analytical part. On the other hand, the status of each infrastructure of human factors is examined, such as organizational structure, improved methods, mechanized information systems, payment systems, selection and recruitment, appointment and promotion and performance evaluation. The results show that the status of improved method and mechanized information system is about average and higher than it. But in other cases, the calculated averages are lower than number 3 which represents the average level. It means that the respondents opinions of the mentioned topics are below the average range (low and very low).

First hypothesis: the calculated chi-square of 302.56, with degrees of freedom equals to 4, is significant at the 99% level of confidence. According to the obtained results of the analysis, priorities of structural branch pathology are as follows:

Appointment and promotion, performance evaluation, payment systems, organizational structure, improve the mechanized information system. According to the average ratings it was determined that automotive industry has not desirable state.

2. Calculated average of content factors is equal to 2.80 with a standard deviation of 56%. Thus, it seems that to the respondent's opinion these factors are far less than the average (i.e., poor and very poor). On the other hand, investigation of the calculated average for each of the infrastructures of this factor showed that only calculated mean for training and development of employees is much higher than average. In other cases, the organizational culture, leadership, motivation and job satisfaction, are in average and lower level of it.

The second hypothesis: the calculated chi- square of 36.17, with degree of freedom equals to 4, is significant at 99% confidence level. Thus, the statistical null hypothesis is rejected and research hypothesis is confirmed.

Priorities of content branch pathology are as follows:

Motivation and job satisfaction, leadership, organizational culture, training and development of employees

According to the average rankings, it is determined that the lowest rank is for motivation and job satisfaction. This pathology has the first priority in the set of responses.

3. Calculated average of contextual factor is 3.59 , with a standard deviation of 54%. Thus, it seems that to the respondent's opinion contextual factors is in average and higher than average. Examining the infrastructure contextual factors, including customer-orientation, contractors and consultants show that, the calculated averages in both cases are much more than average.

The third hypothesis: Chi-square was calculated to be 59.02, with degrees of freedom of 4, is significant at the 99% level of confidence. Thus, statistical null hypothesis is rejected and the research hypothesis is confirmed. Priorities of context branch pathology are contractors, consultants and customer orientations.

Considering the average ranking, it is determined that the set of environmental factors is effective in performance more than average (high and very high). In comparing to structural and content factors has a more desirable state. And it is not considered as the widespread pathology.

- Human Resource Management staff considers customer satisfaction as the core component of their work
- Human Resource Management staff has high degree of accountability regarding assigned duty to the customers.

- Customer reverence indicators are evaluated continually, such as indicators of complaints and customer satisfaction.
- Selection and appointment of contractors are done based on the rules and regulations and away from the relationship orientation.
- Continuous monitoring and control of contractors and consultants functions are done by the unit.

The fourth hypothesis: the calculated chi-square of 36, with degrees of freedom of 2, is significant at the 9% level of confidence. Thus the statistical null hypothesis of no difference between the structural, content and contyext factors in human resources management performance is rejected and its mutual hypothesis is accepted. The priority of each factor is as follow: context, content and structural, respectively. Therefore, considering the average of rankings, it is determined that the lowest rank is for structural factors. And context factor is not considered widespread pathology in comparison with the state of two other factors.

SUGGESTIONS

A. Suggestions related to structural factors

Systematic process should be provided to select and prepare the best and qualified organizational employees for the key position, to resolve the problems related to structural pathologies. The human resources in automotive industry were evaluated to identify the qualified staff to occupy the managerial positions. It is necessary to create and set up the database.

- Flexible, flat and responsive structures should be replaced by bureaucratic, inflexible and long structures.
- Need to improve methods and systems, and the necessary steps should be taken to apply towards the integration of automated systems.

B. Suggestions related to content factors

Democratic and participative leadership style, organizational culture of empowerment and trust, transparency of future career of employees are among the suggestions needed to remove the pathology of content factors.

C. Suggestions related to context factors

According to the results, customer orientation and contractors and consultants have more desirable conditions comparing to other structural and content factors. So, they are not considered as widespread pathology.

Limitations of the research

- Lack of effective cooperation by the participants in the timely completion of the questionnaire due to the lack of application of research results in their working conditions

- Lack of sufficient funds to cover the costs of the research
- Lack of comprehensive research related to the research topic

Suggestions for future researchers

- A review of context factors affecting human resource management pathology
- Studying the effect of 20-year perspectives, developmental programs of the country on the field of human resources
- Studying the effect of strategies and policies of the country on the human resource management
- planning a comprehensive model for human resources pathology

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