

**IHRM and Effective Global Staffing Systems in the Iranian Context:  
An Exploration of Staffing Roles for HR Manager's in Iranian Organizations and other MNC's**

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**Introduction**

- "The creation of global HR systems remains a real challenge for organizations fighting to stay competitive in a globalized marketplace" (Wiechmann & et al, 2003, p.71). In addressing this ongoing "challenge," in this paper we first examine important global staffing issues and the practices that should be implemented to create a successful international global staffing strategy. Second, we paint a picture of the economic and labor conditions of Iran within a broader global marketplace. Finally, we specifically review Iranian HR managers' challenges in staffing, as well as identify the core and unique competencies necessary for carrying out effective Iranian domestic and international staffing strategies within an increasingly globalized economy.

**Key words:** Effective IHRM Staffing, Global Staffing, Staffing in Iran, Benefits and obstacles of Global Staffing System

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**Analysis of Global Staffing Systems**

- Wiechmann and his colleagues conducted interviews with six corporate business leaders (including companies such as Dow Chemical Company, IBM, Motorola, Procter and Gamble, and Shell Oil) .
- Figure 1 in the next slide provides a summary of the obstacles and benefits in designing global staffing systems mentioned by the interviewees (Wiechmann et al, 2003).

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**Iran in a Comparative-International Context**

- History of Iran
- Much of Iran's economy is housed domestically, but as with most countries in the world, Iran is also experiencing increased amounts of economic activity outside of its borders, as it tries to grapple with an increasingly globalized economy and the level of Iranian investment in other foreign-based companies is constantly rising.

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**Table 1: Country distribution of companies with foreign capital in Turkey among Iran and other Countries**

Country	1954-1999	2000	2001	2002	2003	2004	2005	2006	Jan 2007
Iran	269	15	19	26	109	131	126	112	811
Iraq	119	10	13	26	40	54	64	78	411
Azerbaijan	63	7	12	13	38	61	63	87	351
P.R. China	61	10	17	13	46	58	34	27	268
South Korea	34	3	11	2	15	19	18	13	115

Source: (Yilmaz, et al, 2008, p.33).

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**Table 2: Population in Iran from 1976-2006**

Year	Population (In Millions)
1976	33.7
1986	49.4
1996	60.1
1999	62.8
2000	63.8
2001	65.9
2006	69

Source: Javadin, 2001, p.48

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- **Global Staffing System's Implementing Problems in Iran**  
There are many obstacles Iranian enterprises and factories face in implementing global staffing systems, including:
- **strict legal requirement** among Iranian neighbor countries for trading, cooperating, staffing and so forth.
- **Cultural values** differ with the primary values of Iranian (Abbas J, Amirshahi, 2002, p.138) and these cultural differences must be understood and accounted for in formulating a successful global staffing strategy.

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- **Conclusions**

There are some necessities for implementing and designing a good global staffing system in Iran:

- *Iranian HR managers* should work to create a strong global corporate culture, for without a good corporate culture having and designing a global staffing system will not be practical.
- *Iranian HR managers* seeking to be strategic leaders in a growing global marketplace, must work within existing local systems, while working to simultaneously integrate global tools into those local systems.
- *Iranian HR managers* seeking to be successful in the globalization era should develop their ability to be strategic global HR managers (Mir Sepasi, 2004).

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***Thanks for your patience***

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