



## Role of Human Resource Strategy in Organizational Excellence

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**Abstract. Background and purpose:** In highly competitive environments, where competition is global and innovation is continuous, change has become a core competency of organization, This paper argues that integrating HR strategy and strategic planning is fundamental to achieving business excellence.

**Method:** the present article has utilized the valid resources in the subject under study.

**Conclusion:** all organisations need to develop HR strategies to support the integration of business planning with business excellence. A holistic approach nurtures proactive incremental change. It also avoids the sudden traumatic change that so many organisations endure as a result of radical improvement programmes and the inevitable stagnation that follows.

**Keywords:** Human Resource, Strategy, Organizational Excellence.

### 1. INTRODUCTION

The drastic change in the business scenario call for a speedy transformation of mission, vision, core values, core competence, management style, policy framework, management system, structures, process, renewal mechanism etc. of organization. Human resource (HR) strategy can play an important role in helping organizations achieve change(1). HR has always been central to organizations, to-day it has taken on an even more central role in building a firm's competitive advantage.

Success increasingly depends on "people- embodied know-how". Thus, includes the knowledge, skills, and abilities imbedded in an organization's member.(2) The dynamic of change becomes one of the central facets of any business where the role, function and process of HR must be redefined in the context of change. HR Strategies and practices explain how to manage the transition smoothly, rapidly and successfully and make the organization competitive always(3). Competitiveness is the best parameter which determines the survival of enterprises and organizational excellence in this scenario(4). The introduction of an effective HR strategy aligned to strategic business planning is thus a prerequisite to ensure that underlying power structures, procedures, practices, values and norms are in place to facilitate the necessary pace of change that can be sustained within the psychological capacity of the business(5). There are many different ways of managing the improvement process, including a consultative approach through participation, intervention, education and communication and the style adopted has much to do with the nature of the change proposed, its pace and sustainability(6). The style of

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management and blend of skills play an enabling role in the development of strategies within companies (7).

## **2. HUMAN RESOURCES MANAGEMENT AND HEALTH SYSTEM**

Human resources management (HRM) is nowadays considered as one of the most essential tools required for increasing efficiency of manufacture factors, namely human power. This importance increases in sections that human power have especial role in production. Considering the importance of development human dimension in recent years, many countries emphasize on their development program based on human capital (8)

The management theoreticians have always tried to find a theoretical relation between human resource management and the organization performance. Studies show that there is expanded relation between human resources management and organization performance (9).

This subject has been discussed in the health system of many countries. For example some believe that cooperation among human resource managers and executive managers of hospitals is considered as one of the main indices of increasing their successful performance ability (10).

There are more than 320.000 people employed in Iran ministry of health and medical education which translate this section to one of the main service sections regarded to active human power.

National health system is considered as one of the most complex economic structures regarded to human power in every country; this system comprises a vast spectrum of individuals, including administrative sections, to most complex medical specialties which make planning about human power in these sections more difficult (8).

In health institutions, treatment and health specialists are considered as the most important capital; when these institutions have efficient management on this section of their resources, the result is increasing the quality of services delivered and moving institution to more competitive domain (10)

Looking at the difficulties related to health institutions, we observe that the concept of human resource management is not performed in them in a suitable manner. Despite the emphasis of many managers on the importance of human resource, they usually ignore the management system, solutions and processes required for supporting this important factor.

Human resource management in the health section of many developing countries is very weak and dissected and lack of motivation is considered as one of the main difficulties of the health systems of most countries (9).

Human power is one of the main resources of delivering health- treatment services because utilizing the health technology in management and providing services in order to enhance the health level, is undertaken by this section of health- treatment systems. On the other hand, personnel expenses usually include about 60 to 80 percent of total current expenses spent in health section. So considering the nature of this section, educating unsuitable number of human power, besides resource loss, will have negative effects on the society health (11).

- *Political requirements*

In national level, political environment has been formed in a scattered way for decision making about human resources. The required authority for planning about the compensation of

human power, promotion, training, and human power management is distributed among different organizations. Harmonizing the objectives and policies adopted by each of them seems very essential for improving the human power condition in health section. About the political requirements we should consider two points. First, unsuitable personnel policies may result in the lack of skilled human power for institutions. In addition, low salary will lead to the immigration of skilled workforce. The best managers are those who can provide the ground for confronting these limitations through utilizing suitable policies. The main attempts that may be done on this ground include:

- Identifying the limitations related to human power
- Adopting suitable policies and developing the required motivation for preventing the immigration of elite human power
- Alignment of activities that the staff of health institution have the ability of doing it
- Improving the structure of salary and fringe benefits (10).

- *The requirements of financial provision*

Powerful financial management in health institutions are considered as the main elements for the activity of efficient human resources. The main characteristic of dynamic financial management in institution is the presence of suitable personnel budgeting system as a result of which the institution will have the capacity of providing required expenses for activity and development of skilled human power in health section. We shouldn't ignore this point that people are responsible for of their decisions, so they should have the ability of financial coverage of their decisions.

In this ground, we should consider two points: first, considering the importance of elite immigration in health section, the required resources for reeducation and increasing their abilities are main elements in keeping this class of human power. This subject removes the scientific requirements of human force; the capacity of institution will be the consequence of increasing skill abilities of those people. Second, delay in the ground of force attraction will lead to the efficiency reduction of health system. Financial resources limitation allows the managers to accomplish the process of human force attraction in due time. Suggestions for confrontation with these two subjects include:

- Reviewing the salary and benefits condition
- Evaluation of inequalities in salary and benefits
- Evaluation of training and reeducation demands of staff
- Motivational objectives for staff (11).

- *Education improvement*

One of the main steps to assure that the institution has useful and efficient forces is that the institution should have the required education for its staff and management in different stages. The structure of medical education system in health ministry of many countries, the concerns around training the required workforce training for health section is eliminated somehow; but we shouldn't ignore the apprenticeship and retraining of workforce in health section; because as it was told health section will have significant influence on increasing the efficiency of workforce, due to the fast growth of knowledge in health domain. The main attempts that may be adopted include:

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- Reviewing the role of health providers and their relation with the health demands of the society
- Legislation about apprenticeship and reeducation
- Considering educational incentives to prevent brain drain
- Relation making between continuous education and earning system

- *Making participation*

If implementing special programs in health system confronts with the problem of human power deficiency, we may follow the health services through the use of establishing participation among health section and other sections of the society like nongovernmental institutions, civil institutions, religious institutions, and similar organizations. Building this capacity in health system, in addition to the coverage of deficiencies related to human force will increase the power of delivering health and medical services to different levels of the society. The main attempts for building this capacity in health system may be categorized in the frame of following activities:

- Building structures like board of trustees in the hospital and social health committees
- Facilitating the required power for capital attraction and project management
- Building regional health management teams
- Increasing the incentives for participation in the youth and different social groups in health programs(12)

- *Leadership formation*

Theoretical leadership in different levels of health is one of the necessary demands to confront the health problems and achieve the required goals in complex conditions. The managers of different sections may cooperate in building a theoretical leadership around objectives and programs of health system. Along this, the main practical attempts may be framed in the following form:

- Clear determination of personnel duties and giving proper feedback and supporting them
- Sharing personnel in the process of formulation and supervising the objectives of institution
- Concentration on teamwork in order to identify and solving the problem

The practical frame for the human resource of health section

Success in providing human resource for economic institutions, with human resource management as the vital part depends on different factors. Policies like suitable employment, providing sufficient financial resources for human resources, cooperation with educational institutions and training for the staff, participation with private companies, non- governmental and non-profit agencies may be considered among these factors.

Human resource management in this process is located in the center because of the importance and role they have in building integration among different parts(11).

There are many indices that influence the satisfaction of institution staff. Individuals like to earn fair wages, but studies show that money is not considered as the only factor in job satisfaction. However, fair wages, encourage the workforce to participate in the path to attain the objectives of institution and workforce always tries to increase its efficiency through updating his knowledge and abilities. Updating knowledge and skill abilities is considered as

the main subject for health institutions; because medical knowledge is increasing day by day and update being of specialists in different fields will benefit the agency and society (10).

### **Practical attempts for empowerment of personnel:**

The following cases in implementing and establishing a system in an organization is necessary and has a marked role in its success. In order to implement empowerment, since human resource is focus of attention, following these cases is more important.

- *Organization leadership obligations:*

Organization leadership should have long term programs for implementing empowerment process and through building supportive atmosphere and honest relation with human resource may adopt practical steps in fulfilling organization objectives.

- 1) Educating personnel to increase their knowledge, skill and abilities

Undoubtedly, efficient and related education is one of the main tools in empowering the personnel to attain organizational objectives. Educational plans will be useful when implemented and supported with the participation of personnel and relied on scientific methods. Most educational plans established for empowering personnel in the organizations are not only ineffective but also have opposite results. The main aim of educational plans is relation among personnel and management and engagement in organizational plans to enhance work motivation. Unfortunately most educational plans that become operational don't have the required efficiency and effectiveness and may even deteriorate the relation among personnel and management. Human resource motivational plans build temporary feeling of excitement and happiness in personnel. These plans should increase the level of employees' expectation to make them rich and empowered. Otherwise, after finishing the temporary feeling, they may return to their motiveless state (8).

- 2) Considering the benefits of personnel

Paying attention to personnel benefits and building trust atmosphere in work environment and comprehending that participation in achieving organizational objectives will benefit all organizational elements.

- 3) Utilizing quality teams through building quality groups

Building teams from personnel who undertake the related responsibility in different levels (team members should be from different organizational levels).

- 4) Participation of personnel in planning and sharing performance information

Building a mechanism for participation of personnel in planning process and providing performance information across the organization through different methods like chart, graph, newsletter, and session formation (13).

### **3. CONCLUSION**

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In order to encounter environmental changes and increase the competition in nowadays complex world, we inevitably used methods and tools to confront it. One of the best tools in human resource topic is the concept of empowerment. According to this concept a logical collaboration is established among personnel and organizational management and through giving authority and responsibility to the personnel, besides increasing efficiency and effectiveness, high management will spend much more time for more important cases in the organization.

In organizations where empowerment is practiced, whole organization has been formed as a big team and its members cooperate and interact together in compiling perspectives, objectives and ways to achieve it, so they may act better when confronting threats and risks and will perform faster than competitor organization in using opportunities. Considering the importance of human resource in health section, the most important aspects of human resource management were regarded. In a review of studies undertaken around human resource management in health organizations, a proper model of management elements in human capital section was discussed. This model considered human resources management from five dimensions: political requirements, financial provision requirements, education improvement, human resources management improvement, and building participation. In each section the main attempts effective in improving the condition of human resources were presented.

In general, we may explain that human resources proper management will have a direct link with efficiency and the performance of health institutions. This factor may ensure the workforce what to do, receive due feedback, feel valuable and respectful and finally raise the abilities and growth in the business. Human resource management which is dissected and politicized and human resource management are regarded as two main limitations to have suitable system for human resource management.

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