



An investigation about the effects of strategic human resources management on organization

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Abstract. Undoubtedly in today's modern era only those organizations which have a competitive advantage can hold on their position on current intensive competition. In today's complicated and competitive world, strategic human resources management have a unique and special value. Human resources as one of main principles of any organization can have only been effectively utilized, when it's managed in a strategic manner. The main goal of this article is to investigate the effect of strategic HR management on organization's performance. The main purpose of strategic HR management is to create a perspective so we can determine the main issues related to the employees. The data collection method is through library research. While introducing the strategic HR management, we also discuss its importance for the organization.

Keywords: Strategic human resources management, human resources, organization's efficiency

1. INTRODUCTION

Strategic human resources management plays an important role in post industrial societies' organizations. Strategic HR management can be defined as making a connection between the human resources ' management with organization's short and long term strategic goals in order to improve its performance and creating an organizational culture which can reinforce flexibility and creativity. In order to effectively reach competitive advantages through organization's human resources, it's important to manage them strategically. It has been proven empirically that organization's success or failure directly depends on their staff's effectiveness and quality. Staff also examine their own attitudes, thoughts and processes with respect to organization's strategic plans. Strategic HR management policies to negotiate the staffs depends on top management decisions and the level of their implementation. More strategically they treat their people, better result they get and they can also fulfill a competitive advantage which distinguishes them from their competitors which can elevate the organization and improve its business performance.

1.1. Theoretical background

Strategic human resources management means "a planned pattern for human resources and their management activities in order to realize organization's goal" (Macmahon et al, 1993).

In other words strategic human resources management means that if an organization has intended to increase its efficiency, it should handle its human resources long term management in a way that these resources can reflect their behaviors and capabilities according to organization's internal and external environment. The main purpose of strategic management is to ensure about creating strategic abilities which can be guaranteed through using skillful, committed and motivated employees which try to achieve some stable competitive advantage for the organization. The main purpose of this kind of management is to feel targeted and oriented in a usually turbulent environment (Ferris et al, 1999).

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Scholler takes strategic human resources management as people's effective activities in their attempts to respond to business's strategic requirements or as pattern for human resources allocation planning and activities included to meet the organization's goal (Scholler, 1992).

Strategic human resources management consists of arranged innovative, revolutionary and comprehensive vision to provide, train and upgrade organization's human resources needs and fulfilling their required professional life qualities and finally utilization of these strategic resources by having a good knowledge about different aspects of organization's internal and external environment to declare these strategies and accomplishing the organization's goals and prophecy (Mirsepasi, 1381).

Strategic human resources management is a complex process which is continuously changing with respect to different theories which is being discussed by that academics and other theorists. it does not have a definite description and relation with respect to other attributes of business and strategy and many authors have different opinions about it.

Strategic human resources management have some tasks and functions for the organization to provide them with reliable and devoted staff, so they can fulfill their organizational objects. or as a matter of fact in other words it means that organization should be able to influence their people's skills, attitudes and behaviors with respect to their activities so they can meet their goals (Collins & Clark, 2003).

Strategic human resources management is a function of human resources which all managers and executive managers should involve in, since people have an essential role for achieving a competitive advantage (Becker & Huselid, 2006).

Wright & Macmahon (1992) also consider strategic human resources management as planned allocation patterns for human resources and performing the necessary activities to help the organization to get to its targets.

Strategic HR management is a way of making decisions about organization's intentions and projects which deals with issues like : employment, recruiting, training, setting rewards and managing employees performance, which are all some of main distinctive aspects between traditional and strategic human resource management.

Armstrong (2006) and holder & Dyer(1998) believe that strategic HR management should create a single, extensive, contingency framework which is also integrated.

Strategic human resources management can have many key benefits like: selective recruitment, rewarding staff's desired procedures and promoting a productive work place.

Strategic human resources management is a way to make decisions about organization's goals and plans which relate to these issues : work relations, recruiting, training, policies and methods for personnel's connections (Armstrong, 2006).

A decision in context of human resources can be considered strategic only when it helps managers to deal with fast changes in relation to providing required human resources to meet organizational goals (Mirsepasi & Gholamzadeh, 1384).

Career management is a different approach which try to reach competitive advantage through strategic recruitment and use a vast array of cultural, structural and personal techniques (Storey, 2001)

In order to achieve innovation through organization, we need staff that are flexible, risk taker and have a good degree of uncertainty tolerance. in order to get to such results organizations should consider such characteristics while recruiting their staff (Madsen & Ulhi, 2005).

On the other hand by setting rewards for challenging activities we can prepare the background for the creation of new ideas (Mumford, 2000).

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Over emphasizing on challenge generation and feeling successful can be an effective motivational factor for innovative performance (Jaw & Liu, 2003).

also in order to achieve innovation, organizations need to participate their staff on organizational decisions, this might be done by encouraging employees to express their new thoughts (Tsai, 2002).

Strategic human resources management can be seen as a general method for managing employees and also coordinating their activities with organization's future goals. strategic human resources management consider staff's long term issues as part of organization's strategic management processes and have an special attention for that regard.

Many researches define strategic human resources management based on two competitive norms which are best practices and contingency approach. (Arthur, 1994, Dootei, 1996) believe that best practices propose a set of activities for human resources functions which all organization despite of their size, industry and business strategy should follow them for their operations.

Best practices take strategic human resources management as an important factor for improving the performance of all companies and argue that strategic human resources management can help all companies to increase their profitability, work efficiency, innovativeness, capabilities and productivity. Pfeffer (1994) relate high efficiency performance with seven activities which consist of : job security, careful selection and recruitment, self control teams, high temporary wages based on performance, extensive trainings, reducing situational complexities and sharing more information's (Wang et al, 2005).

Unlike best practices, contingency approaches mention that human resources strategy can only be effective when it's significantly considered with respect to each organization's own content and structure and get combined with it's unique context. in addition to that contingency approach topics are far more complicated than best practices because it contains a lot of interactions between elements which best practices simply take them as linear relations (Venkatraman, 1989). contingency approach mention that the relation between dependant and independent variables get more complex by addition of contingency uncertainties and most of it's studies is about the balance between external and internal conditions and how to achieve that like balance between organization's activities and organizational and contextual factors (Chang et al, 2005).

Strategic human resources management models

Business based models (business strategic model)

Deals with those human resources activities which had been implemented previously to reinforce company's competitive strategies. in another definition miller describe these business based models as follow : those decisions and activities which are related to management and staff in all levels and also those which are oriented to create and sustain solid competitive advantages (Hajarian & Ashourizade, 1388).

1.2. Strategic coordination model

walker describe strategic human resources management as a tool for creating balance between human resources management and business's strategic content, which means strategic human resources design get integrated with business strategy and guarantee its success (vertical integration), it also use integrated approach to develop human resources related techniques like development and training of staff, employee relations and reward systems (horizontal integration). coordination as a set of ideal procedures (best practices approach), coordination with respect to company's conditions (best accordance approach) and coordination based on categories (single figure approach) are three possible attitudes toward strategic human resources management (Hajarian & Shourizade, 1388).

1.3. Strategic human resources management applications

Strategic human resources management is an essential requirement for any organization. its applications can lead to innovative activities in organization, because these procedures help organization to create new skills and knowledge (Scarborough, 2003).

Human resources management applications also consider those tasks and activities which are implemented in both small and large organization to provide them with appropriate and unified staff which can be used to fulfill organizational goals. Mazen and Kayaly (2004) mentioned six function for strategic human resources management which consist of :

1. Planning, selecting and recruiting human resources
2. Training and improving human resources
3. Rewards and benefits
4. Security and safety
5. Work and employees relations
6. Search for human resources

1.4. The importance of strategic human resources management

The purpose of strategic human resources development is to create a pervasive general framework to train employees. Most of human resources development processes attend providing desired context in which employees are encouraged to learn and extend their knowledge and skills. These development programs may include traditional training schemes, but the main focus of these activities is on developing the organization's intellectual capital and to increase individual, group and organizational mobility. Improving the capabilities and competencies of organization's staff should seriously be considered as one of main policies for developing human resources. the main purpose of strategic human resources management is to create a general viewpoint which give us the ability to deal with employees fundamental issues. strategic HR management give organizations access to skilled, motivated, faithful employees which assist them in their efforts to achieve sustainable competitive advantages(Armstrong, 2006). using strategic human resources management give organizations a bright future. one other application for this approach is that it gives people a sense of being directed and purposefulness which can be an essential priority in today's stressful environment, so organization's business goals and it's members individual and collective needs can be met by means of designing and implementing coherent practical human resources plans and policies. Dyer & Holder (1998) and Armstrong (2006) believe that strategic HR management should create a single, extensive, contingency framework which is also integrated.

2. LITERATURE REVIEW

In a study about the effects of strategic human resources management applications on organizational innovation it was found that there is a significant relationship between strategic HR management and technical and administrative innovation and knowledge management can have an intermediary role between these procedures and organizational innovation (Chen & Huan, 2009).

A study about factors which can have an impact on efficiency of teaching-learning processes in Chicago state universities showed that one of main factors for organization's efficiency is the implementation of strategic human resources management procedures like providing human resources, professional development trainings, communication and participations, reward and appreciation systems, monitoring and evaluation in their organizations (Smylie & Wenzel, 2006).

While using Bomberger and Mecholem 's strategic HR management model In his research entitled as "strategic human resources management in police forces " Yavari Bafghi(1384) also developed beneficial strategies for recruiting processes in police forces and present his commitment based strategic model for possible applications.

In a research entitled as “strategic human resources management based on contingency approach is the basis for moving toward fulfilling development Prospects” Pesaran Ghader (1385) consider three field of theoretical background, literature review and comparative analysis to develop his own local model.

3. CONCLUSION

Having a strategic viewpoint over human resources management is an inevitable issue which seek out more attention as time pass and environmental aspects change more quickly. This study discuss the effects of strategic management on organizational promotion. These days, human resources as part of organizational capital get more attention from managers. Human resources in organizations can cause innovation, competitiveness and improve efficiency. any organization dream of having powerful human resources and undoubtedly they need strategic plans to reinforce their human capital. Strategic human resources management tries to recruit and utilize skillful employees and then promote, protect and encourage them to create competitive advantage for organization. if we take appropriate strategic solutions while dealing with human resources, we can improve organizational performance significantly.

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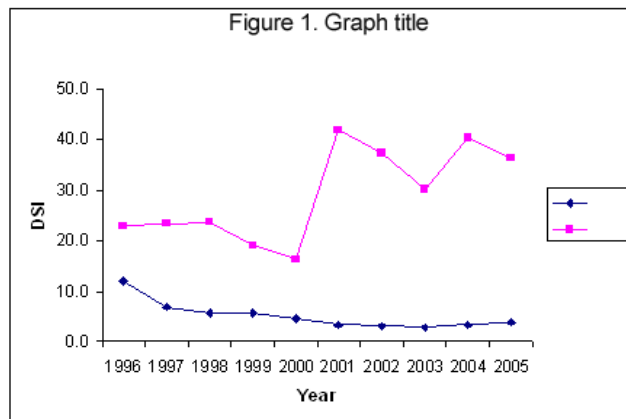


Figure 1: Legend for figure 1



Figure 2: Legend for figure 2

Table 1: Legend for table 1

Legend for table 1	Reading 1	Reading 2	Reading 3	Reading 4
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Day1	data	data	data	data
Day2	data	data	data	data
Day3	data	data	data	data
Day4	data	data	data	data

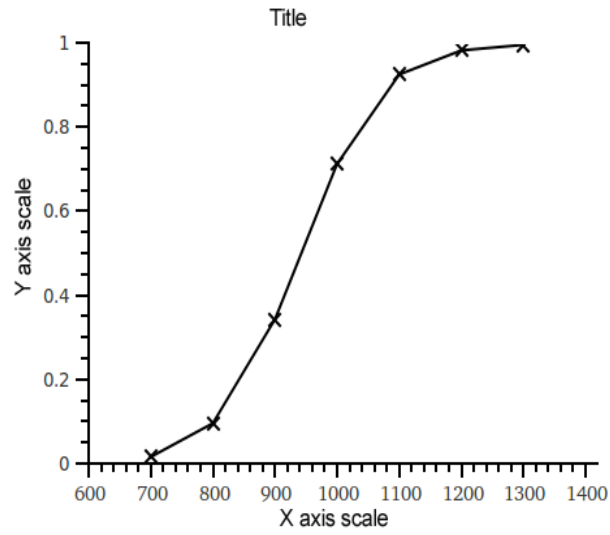


Figure 3: Legend for figure 3