Strategic Human Resource Management

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ABSTRACT

To meet competitive challenges facing organizations today and achieve profitability targets and sustaining the current dynamic component of success for organizations focused on enhancing the strategic role of human resources management. The objective of Strategic human resources management, to create a vision that is so fundamental issues related to the employee regarding. Hence, is given the importance of human resources as the most important factor in the production of Organization. In this paper, the history and the concept of strategic management and human resource management, the concept of strategic human resources management model to explain. It went on to discuss the concept and model of strategic human resources management and discussion describe the relationship between strategic human resources management such as strategic human resources management objectives will be explained.

Key words: Strategic Management, Human Resources Management, Strategic Human Resources Management, Strategic decision;

Introduction

In today's competitive and environmental challenges affect all organizations today are varied and dynamic. Who must choose strategies that they use to survive. Strategic management is the art and science of formulating, implementing and evaluating strategies that will enable the organization to achieve its long term goals, yet we know that the most important factor in organizational processes is staff. So for one of the impact elements for strategic management implementation is activities in the field of human resource.

We are looking for comprehensive foresight in strategic human resources management, organizational innovation of human resources organization, training and development, and finally the maintenance of proper and effective use of this strategic resource. In most organizations usually about financial strategies and priorities for improving the operational processes, there is a high degree of consensus among managers. In the case of education and human resource development strategies, there is little consensus. In other words, managers have little noticed about the most important organizational asset. Thus there is a need to evaluate the role of strategic human resource management in organizations. This paper remarks the concept of strategic human resource management goals to take an important step toward the organization's sensitive competitive position (globalization) and could be associated between human resources and the strategic activities organization.

Literature:

However, since the late 70th century [13] Strategic human resource management concepts have been posed as part of the work, but, strategic human resource management is started as a paradigm of works of Teiki, Smith, Dyer [7] as well as Wales and Dyer [7]. However, during the following years, the strategic human resources management was marginalized. As This section often managers often were not made decisions laid out. [5] And managers of organizations have no place in strategic planning [15].

In such circumstances, Ulrich interpreted as a strategic partner for HR administrators to apply the word spread quickly and the role of human resources and was accepted by organization HR experts. The impoverishment of the human resources function in non-core businesses had been caught in the value creation, and new spirit. Ulrich posed the questions like that, how can be linked between business strategy and human resource? And how can HR help to create the intangible value for the organization?

In 1987, Miles and Snow's research, which was classified as strategic organizations, was encompassed HR systems after development. Then also in other research, human resource strategies were proposed and designed which were fitted with Michael Porter's Competitive Strategy.

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In recent years, Strategic management of human resources in our country has been used in some organizations. The following refers to the number of them:

In 1386, Ansari and colleagues studied as a research field of strategic human resource management, conducted by the Ministry of Communications and Information Technology. This study examined the internal and external environment ministry, explaining the opportunities and threats and internal strengths and weaknesses offered guidelines for developing effective strategies in the field of human resource managers.

In 1385, Pesaran Ghader Haghighi studied as strategic human resources management, based on the contingency model of excellence for the development vision of the country, so native model that tries to achieve in the field of human resources development in the country. He researched three areas of theoretical, and posed providing a comparative study of their native models.

In other research, Yavari baghfi [24] studied, a strategic human resources management in the police force, meantime the use of human resources strategies of Bamberger and Masholam model, surveyed the formulation of strategies for the recruitment of police. And presented the model it is committed to implementing the strategies.

**Strategic Management:**

Strategic management can be defined as the art and science of formulating, implementing, and evaluating multi-functional decisions that enable an organization to achieve its long term goals. As can be inferred from the definition of strategic management, some factors are emphasized for organizational success. Coordinate the management, marketing, finance (accounting) production (operations) research and development, and computer information systems.

Strategic management is a reasonable, objective and systematic methods for major decisions in an organization. It is trying to manage qualitative and quantitative information that can be set up to make decisions under uncertain conditions and will take effect.

The strategic management process is based on the belief that organizations are compelled to constantly monitor the trends of internal and external events, so, at the appropriate time and in accordance with their need to adapt to changes.

Tim Blumentritt tells the strategic management of an organization is how to develop their strategies and palpate objectives and goals of the organization with missions and visions of it. It begun when organizational orientation was identified. Strategic management is going forward during the analysis of strategy and strategic planning. And continues with applying program and ends at the evaluation of past.

Kravchenko Maria [12] states that strategic management does not replace with traditional management practices such as strategic management, budgeting, planning, monitoring, marketing, reporting and controlling. But also have integrated them into a broader context and have considered the total overall purpose of the organization and the external environment and internal capacities and orientations.

Sangjin Yoo and Lester Digman [22] describe the benefits of strategic management as follows:

1. Makes it easy to anticipate future problems and opportunities.
2. Provides employees with clear goals and future direction of the organization.
3. Creates Better performance and more effective strategic management of organizations then the other has not.
4. Provides staff satisfaction.
5. Provides more timely information for decision makers.
6. Will result in better and wider decisions.
7. Save costs.

**Strategic management process:**

The strategic management process involves three steps: Strategic formulation, strategic implementation and evaluation strategic, the purpose of Strategic formulation is to determine the mission of organization. To identify factors in the external environment which threaten or create the opportunities for organization, to identify internal strengths and weaknesses, long-term goal setting, to consider the various strategies and select specific strategies to continue. Strategic implementation will require the organization to consider the annual goals to determine policies, to motivate staff and allocate resources so that formulated strategies to be implemented. Evaluation Strategic is considered the final step strategic management. Managers need to know specific strategies when is not worked.

Basically evaluation Strategic means that should be gathered like this information. All strategies are subject to future changes because the internal and external factors are constantly changing.

Three main strategies for evaluation activities to be done as follow:

1. To check internal and external factors those are the basis for current strategies.
2. to Accounting and Measure Performance.

**Strategic management models:**

Strategic management models are numerous and so for designing human resource strategies, can select a model or combination of models.

Three essential models are:

The high-commitment management model: Form of management that stresses the obligation, so
Managers adjust and control behavior of the employees and do not change their behavior through threats and pressure. Meanwhile, a high-trust relationship within the organization is based.

The high-performance management model: Is defined carefully recruitment, selection procedures, helpful and extensive training, management development activities, incentive pay systems and performance management processes.

The high-involvement management model: The method involves treating employees as partners to take their interests into consideration and respect the right to vote and have their own issues. This method is emphasized to communicate and participate with employees. One of the important issues in organization is a discussion about human resource management it’s process. People as center of focusing issues of organizational behavior and human resource management are particularly important in new management.

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Human Resource Management including the processes to achieve the most effective use of people involved in the organization is necessary. It can be considered as a key process in an organization. Which influence in selecting and utilizing of human resources and labor relations as well as how they are perceived by them.

So the most elegant and the most important part of human resource management is the management of the organization. Remarking human resource need are usually funded by analysis programs and planning that are limited specialist personnel in programs such as education and employment. Planning experience and published data state that human resource need is determined by organizational applications strategies. But the most impact on the human resources of the organization will not be considered.

**Strategic Human Resource Management:**

Strategic human resource management implies that HR objectives have to be chosen in accordance with the general strategy of the organization. These objectives reflect the organization’s intended future development.

Organizational macro-concerns, for instance with respect to the organizational structure, matching resources to future needs, the quality of services and products, are closely linked to issues. Culture, values and employee motivation are all influenced by organizational structures and processes and they influence organizational processes and structures in turn. HR issues and other strategic goals are thus intertwined.

Strategic human resource management encompasses the direction and general approach toward long-term employee-related issues in the organization. All organizations have a strategy, or at least some idea of direction they wish to take going forward. Although it may not always be written down or deliberately formulated, there is some notion of the future direction. This strategy determines organizational behavior and the way the organization copes with external and internal changes.

There are many definitions of strategic human resources management. Often strategic human resources management is defined as activities affecting the behavior of individuals in their efforts to meet the strategic needs of the business, or as a pattern of planned human resource deployments and activities intended to enable the achievement of goals. [23]

This much-cited share an emphasis on the between HRM and organizational performance as the core issue of strategic human resource management. [4]

Strategic human resource management perspective focuses on employees as a strategic resource. A definition that positions strategic human resources management in a border context is provided by Martín-Alcázar, Romero-Fernández and Sánchez-Gardey [17], who see it as the integrated set of practices, policies and strategies through which organizational context and socio-economic context.

Marler (2009) elaborate on two different perspectives that can be taken in strategic HRM:

1. Focus on the external positioning that is on how the external environment shapes the business strategy, versus,
2. Focus on internal resources and the capability of human resources available in the firm.

**Strategic decisions:**

The Marler [16] suggests when HR play no strategic role the core deliverable for human resources function is building an efficient infrastructure creates for primary administration role. When HR is seen being of strategic importance and providing competitive advantage, is that the main deliverable for HR is building human capital with a focus on creating dynamic capabilities. The primary HR role in that case implies being a capacity builder. It is assumed that connection HRM and strategic decision-making improves organizational performance. [10] and

In dead, based on data from more than 19,000 organizations [14] showed that human resource
management has a significant added value in terms of influencing an organization’s performance. The added value of HRM was strongest decisions were related to strategy.

**Strategic Human Resource Management Models:**

1. The business oriented model: Wright and Vansel have suggested that strategic human resources management organization is devoted to those activities of human resources that once have been implemented to use to strengthen the company’s competitive strategy.

2. The strategic fit model: Walker defines the content of strategic human resource management as a means of creating balance and harmony between human resource management and business strategy. In the language of HRM, strategic synchronization means human resource strategy design that integrated with business strategy and ensures its success.

![Fig. 1: Strategic human resource management framework](image1)

According to contingency theory [18,1] as well as behavioral perspective [11], human resource strategies must be combined with the competitive strategies, so enhanced organizational performance or effectiveness of human resources. In fact, the notion of strategic points to close relationship between HR strategy and organizational strategy that will motivate staff and maintain them.

![Fig. 2: Appropriateness of organizational strategy and HRM strategy](image2)

**Extracted states from Figure 2:**

H₁ model: This model states that the best fit between the organization's strategy and competitive strategy is caused effectiveness of HR strategy.

H₂ model: This model states that the effectiveness of human resources has a direct relationship with organizational performance. Indeed, the proportion of strategy’s context states that organizations can manage their resources...
efficiently. This will lead to reduced operating costs and to respond effectively to environmental and opportunities [3].

H3 model: This model states that the best fit between the organization's competitive strategy and human resource strategy will improve organizational performance. Many contingency theorists believe that Organizational performance and effectiveness shall increase when the HR strategies are aligned with the organization's human resources and competitive strategies. [8,9]

H4 model: This model represents the best fit between the organization's competitive strategy and human resource strategy to strengthen the relationship between organizational performance and effectiveness of human resources.

Strategic human resource management goals:

The basic objective of strategic management is the strategic capability by ensuring that the organization are committed by skilled staff and motivated to work towards achieving a competitive advantage. It is goal oriented in turbulence environment to provide organization business needs, individual and group work needs by designing and implementing the policies and programs of HR.

As Dyer and Helder say that the new Strategic human resource management must create a framework to be a comprehensive, integrated contingency. [2]

Conclusions:

Strategic human resource management is one factor in the current socio-economic and technological changes which could play a role in the effectiveness of the organization and achieving organizational success. Since today's human resources as the most valuable factor of production are the most important asset of any organization and the main source of generating competitive advantage and create value-added functionality. If organizations want to be in line with these changes should be comprehensive and strategic approach to human resources, to enhance the organization's strategy. In this paper, we explain the concepts of strategic management of human resources and present the model of strategic human resources management and the organization's objectives and topics to discuss about it. So it is in our country, a comprehensive effort to make better use of the power to be creative. And proper selection and training in the required fields and integer programming more efficient use of resources. We hope by presenting this topic, will see an especial attention in strategic HRM field in our country.

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