

Creating HRM Value by Strategic Human Resources Management with an Extension Approach: Ten Steps to Strategic HR

Javad Tajmiriahi¹, Alireza Sadeghian²

^{1,2}Phd Candidate, Human Resources Manager, Private Company in Isfahan

Abstract: *In this paper, attempts have been made to develop human resource management value through strategic human resource management. First, a review of previous research is proposed: Successful organizations usually have powerful and influential leaders. These leaders led the organizations toward its long-term goals. Undoubtedly, the optimal use and a maximum human resource in each organization is necessary for the success of an organization, which will result in creating values and a competitive advantage. A company that values its customers will gain competitive advantage (Porter, 1985). The findings show that the leaders of human resources usually face a variety of organizational barriers (Longenecker and Fink, 2011). In order to become successful, first the barriers should be prioritized and then it should be resolved ultimately. In 2013, according to the Longenecker and Fink findings, seven actions were identified. In this paper, based on theoretical foundations and practical experiences of writers in more than 50 private companies in Isfahan in order to maximize the valuable assets of the organization, which are known as human resources. In the following parts the actions will be developed based on the experiences and they also will be explained.*

Keywords: Human-resource management, Competitive Advantage, Strategic Human Resources Management

1. Strategic Thinking and Planning of Human Resources

Thinking is necessary for planning, and first the focus should be on the topic of planning.

If the plan is strategic, some items which can help it in long-term should be considered too.

In other words the plan needs more thinking and concentrations to get succeed. If different aspects not get enough attention, different problems will occur while performing.

2. Intelligent Recruitment of the Employees

Given the fact that the most valuable asset of an organization is its employees, and they can improve the organization with their own abilities, it is necessary to ensure that enough talent is available on the organization.

So the leaders should understand that a strategic look to the recruitment process can have a significant impact on the success of the organization. Thus planning for the human resources in identifying, selecting and attracting the best talents will be the first step and more importantly its development and maintenance is more important.

3. Developing the Talents

One of the prerequisites of the success in an organization's future is paying attention to the needed skills in future which are not needed now.

A purposeful training can develop the employees and their skills for future. The important point in this part is that the required skills should be identified so that the time of organization and individuals not get spent on non-functional skills. In other words, the development must be done in accordance with the goals of the organization, and otherwise

it will be a waste of resources. One of the differences in the concepts of development and training is that education is done for the current state of affairs while development is done to achieve the desired future, so one of the essential activities for the long-term success of the organization, the strategic approach, in the sense of development.

4. Editing the Evaluation Indicators and Performing a Management System

If you want to manage something, you need to measure it. For measuring, the tools and rules are necessary. Creating a managing system with clear performance and a measurable one can affect the success of the organization, provided that it gets performed completely and the individuals get its feedback on time.

The organization's outline can be a general map for editing the managing indicators.

5. Designing a Manager's Competency Model

One of the infrastructure activities in the field of human resources is identifying the manager's dimensions of qualification and editing a qualified model for them. If the model gets conducted in a proper way, it can become a basis for attracting the managers, and it can also be very influential for developing and it draws a map for enhancement of the qualification.

6. Knowledge Management

Creating, acquiring, sharing and using knowledge for improving the performance and enhance the learning is called knowledge management (Scarborough, 1999), which can affect the organizational knowledge and maintaining the competitive advantage of the organization.

Transforming tacit knowledge into an obvious knowledge of the most important activities of knowledge management.

7. Participatory Management

Choosing the management style in a way that the employees feel that they are involved in decision making and voting is very good for them and they feel that the organization is theirs, and this feeling will increase which will increase the competitive advantage of the market.

8. Designing the Motivational and Compensation system

If the output of the evaluation system doesn't get used in individual's ranking, the system will lose its value, but the complete performance and the correct management and its logical connection to a payment system will create a synergy for both systems.

The existence of motivational systems in the organizations is very important for keeping the employees and its non-existence has irreparable damages.

9. The Importance of Developing Manager's Role in HRM for All of the Managers

In some of the organizations the work and technical issues of the employees is related to the direct managers and the personal works are related to human resource section, while it is one of the important factors in all organizations is the same understanding of the managers.

So it is really important to teach how to defend to all of the managers. If the human resource moves in a good way, the competitive results will enhance.

10. Developing the Ethical Culture

One of the most important factors in organizations is to improve the ethical culture. If such a culture is present in the organization, all of the individuals will behave in an ethical way, even when they are under pain. Performing in a way with ethical manner by the managers will develop it and it can become a good model for employees.

Also monitoring the ethical behaviors and providing some notes will be done when an unethical action has taken place. The responsibility of creating a proper basis for developing an organization is on the human resources. Repeating these behaviors will cause an increase in the capital in the organization and the co-workers.

11. Conclusion

The findings show that the strategic human resource management will lead to create some values in a continuous way and it will help the organization. The experts of human resources who work in an operational way can see the effect of the above mentioned things.

But the question;

Does your organization do every important human resource activities?

If your answer is no you should say that why is it like that, and what factors should be considered.

Is the weight of ten activities in this research is equal to the strategic management of the human resources?

Future studies are recommended for the future.

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