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Abstract:

Researchers agree on this point that human resource management (HRM) is the evolved form of traditional employment. They also agree that HRM exceeds the traditional management functions such as recruitment, training, compensation and performance appraisal and includes skill development, job enrichment, motivation and manpower planning strategy. The aim of the present study is strategic development of human resources using human resource management tools.

Keywords: human resource management (HRM), human resource strategy, human resource management tools

1. Introduction:

Challenges and Current Trends in Human Resource Management

In the 21st Century, the public sector human resource management is an organizational role focusing on resolving the challenges associated with attracting, retaining, managing and growing highly qualified and motivated individuals to meet the needs of modern governmental organizations. Current literature also supports this view. For example, most literature indicates that human resource management is re-invented and facing ongoing challenges to meet the needs and expectations of the workforce. Researchers found that HR managers need to respond to the changes occurred in the nature of HRM, procedures, policies, organizational mission and vision (Chiavenato, 2001; Hays and Kearney, 2001; Housel, 2004). Furthermore, the literature indicates that the reinventing process to improve government performance is directly related to human resource management.

2. Strategic Management of Human Resources:

The recent research on the human resource management practices and organizational performance ignored the role of line managers and supervisors (Purcell and Hutchinson, 2007). Nowadays, the role of line managers is considered to support the concept of strategic management of human resources (Chien, 2004; Daly et al, 2002; Schuler and Jackson, 2005; Wright and McMahana, 1992). In addition, the researchers believe that to create a link between human resource management strategies and the overall and partial organizational goals is a challenge for organizations (Wright and McMahana, 1992; Wright and Rudolph, 1994).

According to Wright and McMahan (1992), the strategic management of human resources is a carefully planned pattern of settlement and human resource activities to enable an organization to achieve its overall objectives” (p. 298). According to the researchers, this definition stresses on two aspects distinguishing the strategic management of human resources from traditional HRM: (a) this definition creates a link between HRM practices and the strategic management practices (b) it emphasizes on consistency between different methods of human resource management.

Huseled, Jackson and Schuler (1997) found that those methods of strategic management of human resources emphasizing on the importance of management development, succession planning and employee contributions
have been continuous productive actions. Schuler and Jackson (2005) discussed two basic assumptions about the strategic management of human resources: (a) the effective human resource management requires an understanding of the integration of organization's strategic goals and (b) the effective human resource management leads to improved organizational performance.

The main essence of strategic human resource management is summarized as follows:

1- Vertical integration: Understanding of organizational terms and conditions
2- Historical integration: To create integrated human resource management systems
3- Effectiveness demonstration: To show the impact of human resource management systems on organizational performance
4- Partnership: the collaboration of HR experts with line managers and private sector staff

In a qualitative case study, Chen (2004) examined the improvement of organizational performance through strategic management of human resources. He identified the following five factors affecting the organizational performance: (a) motivation pattern, (b) leadership style, (c) organizational culture and environment, (d) job design, and (e) human resource policies. According to Chen, the human resource management is a highly effective approach for linking organizational performance to personnel management functions. In order for an organization to achieve and maintain a competitive advantage, the managers need to understand and improve the factors involved in the strategic management of human resources affecting the organizational performance.

3. Conclusion:

Traditional management concepts provide the productivity infrastructures in relation to the effectiveness and efficiency of governmental organizations. In addition, traditional management theory gives insights about the formal structure of organizations. This theory identifies the main tasks of management and introduces concepts and terms related to important management issues (Frederickson and Smith, 2003). Nowadays, these concepts affect the organizational effectiveness and efficiency. Furthermore, the above concepts also affect organizational culture and the behavior of management with employees of public sector organizations.

References: