

# Strategic Practices for Managing Human Resource and Its Impact on the Performance of the Employees

Samiah Alrumaih

University of International Business and Economics, Beijing, China

## Abstract

The importance of administrative performance is rapidly increasing, particularly when greater dynamic and competition is found in a market. Through different indicators administrative performance is been measured, in order to guarantees the permanence of the association to be competitive in a world-wide marketplace. Generally, the performance implementation indicators can be achieved by human resources. Human resources can be considered as the key for protection the position of the association in the market and Keeping it so competitive. In order to reach the required standard performance of the association, human resources must be managed effectively. It is important to manage the strategies of the human resources and to be adjust with administrative strategy. The main objective of this paper is to study the influence of the human management strategies and human resource on organizational performance. This paper was accomplished based on both primary and secondary human sources. What amount of associations which seem competitive in the market through accomplishing the execution indicators? How vital is the administration of HR in accomplishing administrative performance? Then, through the behaviours, skills and attitudes which would be predictable by human resources to reach the required performance in the association.

**Keywords:** human resources, performance of employees, strategic practices

## 1. Introduction

Associations are looking to make much rivalry between them, taking more market, more clients, more deals, and so on. Fast changes coming from globalization, progression of data frameworks and different components have brought on higher rivalry. Numerous associations are driven by the market to set their objectives in their execution. A portion of the objectives are: cost lessening, accomplishing deals levels, expanding the quantity of clients, expanding the market rate, enhancing efficiency and quality, imaginative items. The acknowledgment of these objectives will be accomplished through the human resource administration in associations. Workforce, as the way to achievement and key of success, will empower the accomplishment of authoritative execution. Human resources are described as one of the most significant sources of today's corporate. Because the usage of other assets in administration, create competitiveness and appreciate objectives, Human resources organisation is more vital than the other competitive sources. Associations must comprehend the desires of their workforce with a specific end goal to accomplish the coveted execution. The acknowledgment of the desires of workers will empower the coveted conduct of representatives in the association. A portion of the coveted results of the association in dealing with their workforce are: ability, participation of representatives with chiefs, collaboration of workers between them, demonstrating the capacities of representatives; inspiration, duty and fulfilment; state of mind and nearness; worker practices. The general objective of execution administration is to make a culture as superior in which people and groups to assume liability for the constant change of business procedures and their abilities and contribute in accomplishing the objectives set by administrators. Specifically, administration execution can be communicated as the estimate of individual targets of representatives with authoritative goals gave that workers bolster the way of life of the association. It accommodates desires to be characterized and concurred as far as part obligations and record capacities (anticipated that would do), aptitudes (anticipated that would have) and practices (anticipated that would be) (Armstrong, 2006).

However, this paper is keen on the change administration and the effect of progress administration in improving adequacy of organizations' performance. The scientist will audit past research and writing in the subject of the review keeping in mind the end goal the impact of the Strategic practices for managing human resource on the performance of the employees

## 2. Aims and objectives

The drive of strategic human resource management is to enhance business execution through individuals' administration. The associations need to deal with their HR adequately and effectively to accomplish the coveted objectives and destinations. The accomplishment the objectives and targets interpret likewise in better execution. All in all, the issues raised for talk are: How ought to associations deal with their fundamental source – HR? Does vital human asset administration help to address the issues, the objectives and goals of the business? As ought to be adjusted key human asset administration to understand the execution? In what manner ought to adjust vital administration of HR to increment authoritative execution?

For this paper, the main objectives are:

- To detect how applicable is in practice the theoretical aspect of strategic human resource management for the achievement the organizational performance.
- To detect if organizations use the strategy of human resource management for the achievement of their performance objectives.
- To detect the significance of these strategies in the association and in their performance.

### 3. Literature review

The accomplishments of authoritative targets can be diverse in various associations. The reviews underscore the effect of HR-4 on authoritative execution . Essentially, and different reviews here, call attention to that it is important to accomplish authoritative goals and administration of HR ought to be vital.

Additionally, the methodologies of human asset administration ought to be coordinated with the general hierarchical procedure with regards to accomplishing the required execution. There has been much research on key human asset administration that influences hierarchical execution. The talks and definitions will be isolated in two sections of discourse: the vital administration of HR and hierarchical execution.

#### 3.1 Strategic HR concept

Strategic HR is a procedure that includes the utilization of all-encompassing ways to deal with the improvement of HR methodologies, which are coordinated vertically with the business methodology and on a level plane with each other. These techniques characterize aims and plans identified with the general hierarchical contemplations, for example, authoritative viability, and to more particular parts of individuals' administration, for example, resourcing, learning and improvement, reward and worker relations. Key HR concentrates on activities that separate the firm from its rivals (Purcell, 1999) .

It is proposed by Hendry and Pettigrew (1986) that it has seven implications:

- the utilization of arranging;
- a sound way to deal with the plan and administration of work force;
- frameworks in light of a business arrangement and workforce methodology;
- frequently supported by a "reasoning";
- coordinating HR exercises and arrangements to some unequivocal business methodology;
- seeing the general population of the association as a vital asset;
- accomplishment of upper hand (Armstrong, 2006).

Vital HR has an unmistakable concentrate on executing key change and developing the expertise base of the association to guarantee that the association can contend adequately later on (Holbeche, 2004). SHRM encourages the advancement of a human capital that meets the prerequisites of business focused methodology, so that hierarchical objectives and mission will be accomplished (Guest, 1987). System of human asset administration is a necessary piece of business methodology. The principle centre of this system is to accomplish hierarchical goals. Along these lines, procedure, then, is an arrangement of key decisions, some of which might be formally arranged. It is inescapable that much, if not most, of an association's procedure develops in a flood of activity after some time (Boxall and Purcell, 2003)

#### 3.2 Organizational execution idea

Campbell's (1999) hypothesis characterizes execution as conduct or activity pertinent to the achievement of an association's objectives that can be scaled, that is, measured .

In addition, work execution is characterized as what one is paid to do, or what one ought to be paid to do . The hypothesis expresses that the estimation choices, be they evaluations from a manager, associate, or self, a mimicked work test, or hard criteria (e.g. counting income produced, costs spared, client objections, or some variation of a mechanized execution evaluation) other than being legitimate, solid, and not lacking ought to be free of sully from wellsprings of variety that are not under the control of the individual (e.g. contrasts in innovation affecting a man's execution) .

Situational enhancers or limitations, if not considered in an evaluation, can defile the mean, fluctuation, or both with respect to an individual's execution. Perception and elucidation hold the way to the foundation of viable criteria. However, a continuous issue in assessing individuals is the absence of dependability in the perception of their conduct (Ronan and Prien 1971) .

This inconsistency is to a great extent ascribed to surely understood rating mistakes, for example, "initial introductions", "corona", and "comparable tome". Lifson (1953) found that up to 33% of execution estimation change is because of ratter contrasts notwithstanding the way that the onlookers had significant involvement in watching and assessing individuals in the work environment. Spear (1994) validated this finding .

Encounter, notwithstanding, is not a substitute for preparing. To take care of the issue with respect to absence of unwavering quality, an onlooker must be prepared. In this area, preparing programs that have been

appeared to be successful are depicted, and the need of considering is clarified (Boxall, Purcell and Wright, 2007).

Authoritative execution is a standout amongst the most comprehensively and broadly utilized ward factors in hierarchical reviews today, but, in the meantime, it stays a standout amongst the most uncertain and inexactly characterized builds (Rogers and Wright, 1998).

In the procedure writing, the emphasis of consideration on this develop has been concerned totally with monetary measures of execution. Reasonably, authoritative execution has been characterized as the correlation of the esteem delivered by an organization with the esteem proprietors anticipated that would get from the organization (Alchian and Demsetz 1972).

Venkatraman and Ramanujam (1986) show that a limited meaning of execution concentrate on the utilization of straightforward result based monetary markers that are expected to mirror the satisfaction of the financial objectives of the firm. The writing uncovers that reviews into the HRM execution have not decided a particular and exact significance for the authoritative execution build. A few reviews have utilized subjective measures to assess firms' execution, for example, representative fulfilment, consumer loyalty, and officials' recognitions about the organization's execution, non-appearance, worker duty, and other conduct perspectives. Different reviews reference different target measures for assessing firms' execution, for example, money related and showcase pointers. Therefore, there is no normal hypothesis concerning authoritative execution, and specialists use distinctive markers or factors to quantify this develop. Hence, there is require an exact hypothesis of hierarchical execution (Janssens and Steyaert, 2009) and HR scientists and experts may give critical and extraordinary thought to filling such a crevice (Guest, 2011). Another way, the idea of execution has been communicated by Brumbrach (1988) as takes after: execution implies both practices and results. Practices exude from the entertainer and change execution from deliberation to activity. Not only the instruments for results, practices are likewise results in their own particular right – the result of mental and physical exertion connected to errands – and can be judged separated from results. This meaning of execution prompts the conclusion that while overseeing execution both sources of info (conduct) and yields (comes about) should be considered. It is not an issue of essentially considering the accomplishment of focuses, as used to occur in 'administration by targets' plans. Competency components should be incorporated into the procedure (Armstrong, 2006). So, a hypothesis of execution is important to decide: significant measurements of execution, execution gauges or desires identified with execution levels, confinements on how the circumstance ought to be measured while evaluating execution, the quantity of execution levels or angle and the degree to which execution ought to be based upon total versus relative correlation gauges (Boxall, Purcell and Wright, 2007).

#### 4. Conclusion

Associations are attempting to make as much competitive in the market, coming to deal with their HR in accomplishing hierarchical execution required. A portion of the objectives are cost diminishment, accomplishing deals levels, expanding the quantity of clients, expanding the market rate, expanding item quality, creative items, enhance profitability. HR are assuming an imperative part in accomplishing these execution pointers. In any case, before that, associations ought to understand the desires required from representatives thus the workers demonstrate their aptitudes, be persuaded and carry on in the way required by the association to accomplish execution. Key HRM is a point by point prepare for human asset administration all through the association that it's coordinated with the association's general procedure. It empowers the association having representatives with the correct aptitudes and placing them in positions as indicated by the level of their capability and abilities. Distinctive creators have attempted to give diverse definitions for hierarchical execution. By and large, authoritative execution is identified with the accomplishment of the destinations required by the association. The accomplishing authoritative execution is an aftereffect of the conduct of representatives in the association. Approaches and practices of associations inspire workers and they give effect on authoritative execution. Some of these are: human asset arranging, enrolment, choice, preparing and advancement, pay, execution administration and worker relations. A connection between Strategic HRM and authoritative execution has been created by creator Michael Armstrong. As indicated by him, the execution is an element of the Ability + Motivation + Opportunity (AMO). By accomplishing the desires of workers, it will be achieved the execution required by the association. Associations need to consider human asset as an apparatus to increase upper hand expected to make suitable strategies and practices.

#### References

- Alchian, A. A., & Demsetz, H. (1972). Production, information costs, and economic organization. *American Economic Review*, 62 (December), 777-795.
- Armstrong, M. (2006). *A Handbook of Human resource management practice*. 10th edition. Cambridge University Press.
- Armstrong, M. (2006). *Performance management: key strategies and practical guidelines*. 3rd edition. Kegan

Page Limited.

- Armstrong, M. (2006). *Strategic human resource management: A guide to action*. 3th edition. Thomson-Shore, Inc.
- Boxall, P., Purcell, J. & Wright, P. (2007). *The Oxford handbook of Human resource management*. Purcell, J. and Kinnie, N., *HRM and Business Performance*, (pp. 533-551). Oxford University press.
- Boxall, P., Purcell, J. & Wright, P. (2007). *The Oxford handbook of Human resource management*. Latham, G., Sulsky, L. M., and MacDonald, H., *Performance Management*, (pp. 364-384). Oxford University press.
- Boxall, P., Purcell, J. & Wright, P. (2007). *The Oxford handbook of "Human resource management"*. Gerhart, B., *Modelling HRM and Performance Linkages*, (pp. 552-580). Oxford University press.
- Boxall, P. & Purcell, J. (2003). *Strategy and Human Resource Management*. Basingstoke and New York: Palgrave Macmillan.
- Brewster et al. (2000). *Contemporary Issues in Human Resource Management: Gaining a Competitive Advantage*. Oxford University Press, Cape Town.
- Brumbach, G. B. (1988). Some ideas, issues and predictions about performance management. *Public Personnel Management*, Winter, 387-402.
- Campbell, J. P. (1999). The definition and measurement of performance in the new age. In D. R. Ilagan & E. D. Pulakos (Eds.), *the changing nature of performance. Implications for staffing, motivation, and development*, (pp. 399-429). San Francisco: Jossey-Bass.
- Dyer, L., & Reeves, T., (1995). *Human resource strategies and firm performance: What do we know and where do we need to go?* Paper presented at the 10th World Congress of the International Industrial Relations Association, Washington, DC.
- Guest, D. E. (1987). *Human Resource Management and Industrial Relations*. *Journal of Management Studies*, 24 (5), 503-521.
- Guest, D. E. (2011). *Human resource management and performance: still searching for some answers*. *Human Resource Management Journal*, 21 (1), 3-13.
- Hendry, C., & Pettigrew, A. (1990). *Human resource management: An agenda for the 1990s*. *International Journal of Human Resource Management*, 1, 1743.
- Holbeche, L. (2004). *How to make work more meaningful*. *Personnel Today*, 26.
- Janssen, M., & Steyaert, C. (2009). *HRM and Performance: A Plea for Reflexivity in HRM Studies*. *Journal of Management Studies*, 46 (1), 143-155.
- Lance, C. E. (1994). *Test of a latent structure of performance ratings derived from Wherry's (1952) theory of ratings*. *Journal of Management*, 20, 757-771.
- Lifson, K. A. (1953). *Errors in time-study judgments of industrial work pace*. *Psychological Monographs*, 67 (355).
- Noe, R., Hollenbeck, J. R., Gerhart, B., and Wright, P. M. (2007). *Fundamentals of human resource management*, (2<sup>nd</sup> Ed). Boston MA, McGraw Hill.
- Pfeffer, J., (1998). *Seven practices of successful organizations*. *California Management Review*, 40(2), 96-124.
- Purcell, J. (1999). *High commitment management and the link with contingent workers: implications for strategic human resource management*. *Research in Personnel and Human Resources Management*.
- Rogers, E. W., & Wright, P. M. (1998). *Measuring organizational performance in strategic human resource management: Problems, prospects, and performance information markets*. *Human Resource Management Review*, 8 (3), 311.
- Ronan, W. W. & Prien, E. P. (1971). *Perspectives on the measurement of human performance*. New York: Appleton-Century-Croft.
- Venkatraman, N., & Ramanujam, V. (1986). *Measurement of business performance in strategy research: A comparison of approaches*. *Academy of Management Review*, 11, 801-814.