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THE IMPACT OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE

T PRAVEEN KUMAR
RESEARCH SCHOLAR
BHARATHIAR UNIVERSITY
COIMBATORE

DR. R. S. MANI
PROFESSOR
DEPARTMENT OF MANAGEMENT
BHARATHIAR UNIVERSITY
COIMBATORE

ABSTRACT

This paper aimed to examine the effect of HRM practices towards employee performance this surveys, organizes, and critically discusses the literature on the role of Human resource practices for explaining innovation outcomes. We specifically put an emphasis on what is often called "new" or "modern" HRM impacts practices that imply high levels of delegation of decisions, extensive lateral and vertical communication channels, and the use of reward systems. We discuss how individual practices influence innovation, and how the clustering of specific practices matters for innovation while drawing attention to the notion of complementarities between practices. Moreover, we discuss various possible moderators and mediators of the HRM/innovation link, such as the type of knowledge involved (tacit/codified), knowledge sharing, social capital, and network effects. We argue despite substantial progress made in the pertinent literature that the precise causal mechanisms underlying the HRM/innovation links remain poorly understood. Against this backdrop we suggest avenues for future research.

KEYWORDS

HRM practices, employee performance complementarities, delegation, knowledge strategic human resource management (SHRM), performance.

1. INTRODUCTION

Human capital is a key, and by all accounts increasingly important, part of the resource-base of firms. Human resources have been called the "key ingredient to organizational success and failure" (Baron and Kreps, 1999), including success and failure in company innovation performance. It is important to understand why and how human capital encourages innovation, and what deployment of human resource management (HRM) practices inside the firm can produce desired levels of innovation performance. Individual employees, founders, or executives may *directly* give rise to superior innovation performance (Felin and Hesterly, 2007), as in the cases of "innovative genius" (Glynn, 1996) and "stars" (Lacetera, Cockburn & Henderson, 2004) among. Such human capital is substantially above-normal in innovative capacity, whether this is innate (personified, perhaps, by Bill Gates or Steve Jobs) or acquired through training efforts. University researchers that create entrepreneurial start-ups exemplify the direct link between human capital and innovation performance. Superior innovation performance may also be the result of the "capabilities" stemming from the interactions Within a firm's human capital pool (Lepak and Snell, 2002). The organizational set-up of the firm, notably its human resource management practices, also matter to the contribution of human capital to innovation performance, and it this effect that we mainly address in this chapter. Thus, management deploys training arrangements, makes decisions on reward structures, sets up teams, allocates decision-rights and so on, and these arrangements have implications for the contribution of human capital to innovation. The influence of these practices may be modelled both in terms of mediator (human capital mediates the influence from HR practices to innovation performance) and moderator (practices weaken or reinforce).

Extant research suggests multiple mechanisms through which such HRM practices influence the relationships between human capital and innovation. Employee communication networks, as partly shaped by organizational structure, may influence innovation (Tsai, 2001). Motivational research demonstrates that the kind of creative behaviours that underlie successful innovation is stimulated by some kind of rewards but reduced by others (Ryan and Deci, 2000). Managerial styles, the use of feedback, the setting of goals, the use of teams and projects, have all been argued to influence creativity and innovative behaviours. Organizational practices related to the sourcing, deployment, and upgrading of human capital have been identified in various literatures as influencing innovation performance at the level of firms (Henderson and Cockburn, 1994; Galunic and Rjordan, 1998), networks and industries (Kogut, 2000), and regional or national innovation performance (Almeida and Kogut, 1999; Furmanet al., 2002). These practices are important constituent components of "innovation" or "dynamic capabilities" (Teece, 2007). A significant part of such practices are those organizational practices that relate to the attraction, selection, training, assessment, and rewarding of employees. They also include organizational practices that may not conventionally be seen as HRM, such as quality circles, extensive delegation of decision rights, management information systems, and formal and in formal communication practices in the firm (see Chapter by Phillips). In this chapter we survey, organize, and discuss the literature on the role of organizational practices for explaining innovation outcomes. We discuss how individual practices influence innovation, and how the clustering of specific practices matters for innovation outcomes (cf. Ennenand Richter, 2010). Relatedly, we discuss various possible mediators of the HRM/innovation link, such as knowledge sharing, social capital and network effects. We argue that the causal mechanisms underlying the HRM/innovation links are still ill-understood, calling for further research.

2. UNDERSTANDING HRM

THE MEANING

The purpose of this study is to dig deeper into the idea of HRM, how it positions over personnel management and its importance in the current scenario. In this "Think and communicate" era, the role of HRM has changed with the advent of tools like LinkedIn, Facebook and Twitter leave aside the influence of globalisation, technology, change in demography and human values. For many years, academicians and practitioners have been involved in a debate which aims at demonstrating the way by which human capital resources are managed is crucial to organization performance. Recent studies indicate that HRM practices influence HRM outcomes like turnover, stress and burnout etc. which in turn influences organization performance indicators like reputation, sales per employee, sales growth, return on investments etc.

Human Resources Management is a set of practices that businesses use to ensure that they have an effective workforce in place to meet operational needs. Successful organizations are those which value, develop and nurture their human capital to achieve their organizational goals and objectives. Human Resource Management Practices is a term used by many organizations which describes the combination of traditionally administrative personnel functions with performance, employee relations and resource planning. The objective of Human Resources is to maximize the return on investment from the organization's human capital and minimize financial risk. It is the responsibility of human resource managers to conduct these activities in an effective, legal, fair, and consistent manner.

3. THE STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT

The human resource management function has consistently faced a battle in justifying its position in organizations. At good times when there are enough budgets, firms easily justify expenditures on training, staffing, rewards and employee involvement systems, but when faced with financial difficulties, such HR systems get the earliest cutbacks. The advent of the subfield of strategic human resource management (SHRM), devoted to exploring HR's role in supporting business strategy, provided one opportunity for demonstrating its value to the firm. The birth of the field of strategic human resource management can be dated back to 1984, when Devanna, Fombrun and Tichy extensively explored the link between business strategy and human resources. HRM discipline has witnessed a great deal of change over the past 25 years. These changes represent two major transformations. The first is the transformation from being the field of personnel management to being the field of human resource management. The second is the transformation from being the field of human resource management to being the field of strategic human resource management. The first transformation incorporated helped the recognition that people are an important asset in organizations and can be managed systematically. The second transformation has built on the preceding knowledge base of the discipline. This transformation is based upon the recognition that, in addition to coordinating human resource policies and practices with each other, they need to be linked with the needs of the organization. Given that these needs are reflected in the strategies of the firm, this transformation of "human resource management" came to be known as "strategic human resource management". Strategic human resource management is based upon the recognition that organizations can be more effective if their human resources are managed with human resource policies and practices that deliver the right number of people with the appropriate behaviours, the needed competencies and the necessary level of motivation to the organization. To put it another way, strategic human resource management is "the creation of linkage or integration between the overall strategic aims of business and the human resource strategy and implementation. In principle, the processes and people within the company are managed in such a way as to foster the aims of the business strategy and create an integrated approach to managing the various human resource functions, such as selection, training and reward so that they complement each other". Strategic human resource management may bring a number of benefits to the organization:

- ✓ Contributing to the goal accomplishment and the survival of the company,
- ✓ Supporting and successfully implementing business strategies of the company,
- ✓ Creating and maintaining a competitive advantage for the company,
- ✓ Improving the responsiveness and innovation potential of the company,
- ✓ Increasing the number of feasible strategic options available to the company,
- ✓ Participating in strategic planning and influencing the strategic direction of the company as an equally entitled member of top management,
- ✓ Improving cooperation between the HRM department and line managers. SHRM's spreading popularity owes much to the promise of greater organizational effectiveness achievable, through the development of internally consistent bundles of human resource strategies which are properly linked to business strategies.

Researchers in the field of SHRM have increasingly relied on the resource-based view of the firm to explain the role of human resource practices in firm performance. Resource based view of strategy is that the strategic capability of a firm depends on its resource capability, Especially its distinctive resources. Indeed, theoretical research on SHRM has suggested that systems of HR practices may lead to higher firm performance and be sources of sustained competitive advantage because these systems of practices are often unique, causally ambiguous, and difficult to imitate. HR practices can enhance firm performance when they are internally aligned with one another to manage employees in a manner that leads to competitive advantage. HR practices can create value for a firm when the individual practices are aligned to develop critical resources or competencies.

4. HOW SHRM IMPACTS ON ORGANIZATIONAL PERFORMANCE

Many organizations face a volatile market situation. In order to create and sustain competitive advantage in this type of environment, organizations must continually improve their business performance. Increasingly, organizations are recognising the potential of their human resources as a source of sustained competitive advantage. Linked to this, more and more organisations are relying on measurement approaches, such as workforce scorecards, in order to gain insight into how the human resources in their organisation add value. The increasing interest in measurement is further stimulated by a growing number of studies that show a positive relationship between human resource management and organizational performance. The relationship between HRM and firm performance has been a hotly debated topic over the last two decades, with the great bulk of the primary scientific research coming from the USA and, to a lesser extent, the United Kingdom. Both organizations and academics are striving to prove that HRM has a positive impact on bottom line productivity. The assumption underpinning the practice of HRM is that people are the organization's key resource and organizational performance largely depends on them. If, therefore, an appropriate range of HR policies and processes is developed and implemented effectively, then HR will make a substantial impact on firm performance. Much of the research over the last two decades has attempted to answer two basic questions: 'Do HR practices make a positive impact on organizational performance?'; 'If so, how is the impact achieved?' The second question is the more important one. It is not enough to justify HRM by proving that it is a good thing. What counts is what can be done to ensure that it is a good thing. Guest et al. modelled the relationship between HRM and performance as shown in Figure 1. Although there are various stakeholders in an organization, the chief strategic goal of any business is higher financial performance or maximization of wealth for the shareholders. Financial performance of an organization depends to a large extent on effective operational performance. The operational performance of an organization is a function of people, process and technology. For effective interaction of people with technology and process, the people in the organization have to be competent enough, with the required knowledge, skill and abilities. Competence of the individual is an important factor that decides operational effectiveness in terms of providing quality products and services within a short time. HRM practices such as selection, training, work environment and performance appraisal may enhance the competence of employees for higher performance.

4.1 APPROACHES OF STRATEGIC HUMAN RESOURCE MANAGEMENT

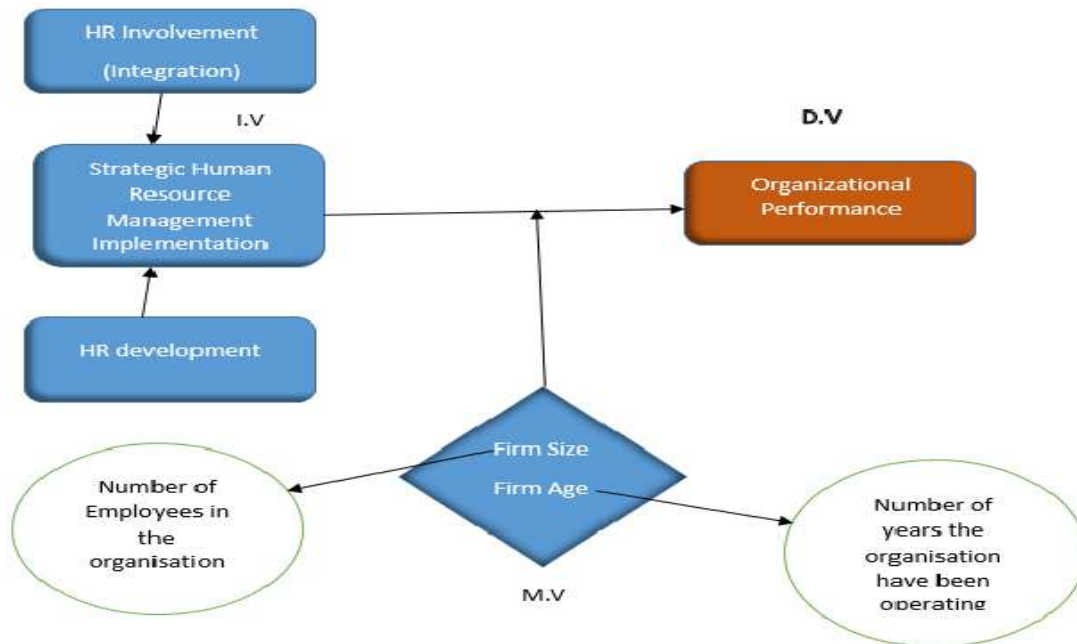
There are five approaches to Strategic human resource management. These include resource based strategy, achieving strategic fit, high-performance management, high commitment management and high involvement management.

THE RESOURCE-BASED APPROACH: the resource-based view is influential theoretical approach in the discussion on Strategic human resource management. In the resource-based, the importance is to attain sustainable competitive advantage through effective utilisation of the resources of an organisation (Wright et al., 2001). Main objective of resource-based human resource strategy, as is to develop strategic capability to achieve strategic fit between resources and opportunities and obtaining added value from the effective use of resources (Barney, 1991). A resource-based approach deals with methods to enhance the firm's strategic capability by the development of managers and other employees who can tactically plan and who understand the major strategic issues. The resource-based approach is developed on the principle that competitive advantage is obtained if a firm can achieve and develop human resources that allow it to learn quicker and apply its learning more successfully than its competitors (Hamel and Prahalad, 1989). Kamoche (1996) proposes that 'In the resource-based view, the firm is seen as a bundle of tangible and intangible resources and capabilities required for product/market competition.' According to human capital theory, resource-based theory stresses that investment in people adds to their value in the firm. The strategic goal will enable firm to 'create firms which are more intelligent and flexible than their competitors by hiring and developing more capable employees and by extending their skills (Boxall, 1996). Ulrich (1998) observed that Knowledge has become a direct competitive advantage for companies selling ideas and relationships. The challenge to organizations is to make sure that they have the potential to find, incorporate, balance and maintain the brilliant staff.

Grant (1991) presented reasonable statement to use resource-based strategy. When the external environment is in a state of instability, the firm's own resources and capabilities may be a much more stable basis on which it has to define its identity. Therefore, a definition of a business in terms of what it is capable of doing may offer a more durable basis for strategy than a definition based upon the needs (which the business seeks to satisfy). Talented employees such as their better performance, productivity, flexibility, innovation, and the ability to deliver high levels of personal customer service, are ways in which employees can contribute

to develop an organization's competitive position. Delery and Shaw (2001) stated that the choice of the resource-based view offers numerous benefits to investigators researcher in exploring the strategic nature of human resource management. There theorists also gripped in criticisms of the approach, chiefly that the resource-based view does not meet the standards for a true theoretical viewpoint and contains several tautological elements (Priem and Butler, 2001).

FIG. 1



4.2 RESOURCE BASED APPROACH TO STRATEGIC ANALYSIS

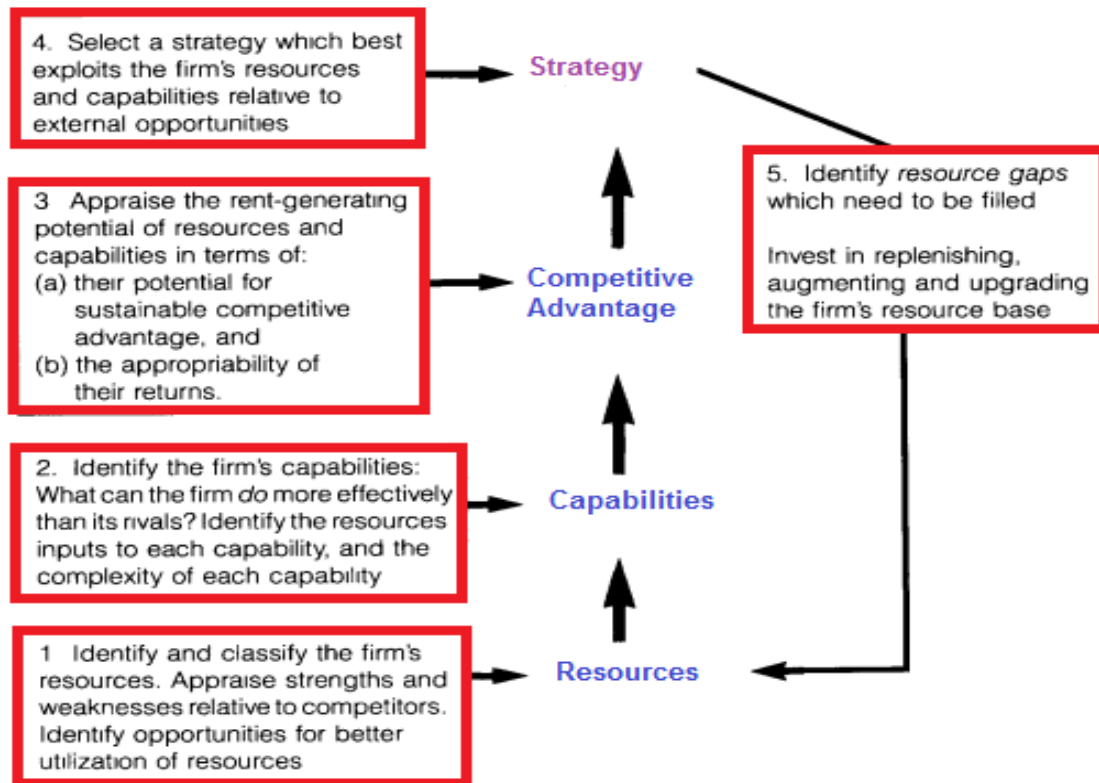
STRATEGIC FIT: The human resource strategy must be aligned to the business strategy (vertical fit). Vertical integration is essential for comparison between business and human resource strategy so that the latter supports the achievement of the former and, indeed, helps to define it. Horizontal integration with other aspects of the human resource strategy is required so that its different elements fit collectively. The main intent is to accomplish a consistent approach to managing people in which the various practices are jointly helpful. Strategic fit suggests that if firms want to maximize its competitive advantage, it must match with its internal sources and skill with opportunities available in external environment. Experts, categorized five types of fit such as best fit approach, fit as contingency, best practice approach, fit gestalt and fit bundle

HIGH-PERFORMANCE MANAGEMENT: The objective of High-performance management is to make an impact on the performance of the firm through its people in the arena of productivity, quality, and levels of customer service, growth, profits, and finally the delivery of increased shareholder value. High-performance management practices include accurate recruitment and selection procedures, wide-ranging and appropriate training and management development activities, incentive pay systems and performance management processes.

HIGH-INVOLVEMENT MANAGEMENT: This practice involves treating workers as collaborators in the enterprise whose interests are valued and who can put their views on matters that concern them. It is concerned with communication and participation. The goal is to produce a climate in which a continuing conversation between managers and the members of their teams takes place in order to describe expectations and share information on the organization's mission, values and objectives. This establishes common understanding of what is to be achieved and an agenda for managing and developing people to guarantee that it will be achieved.

LIMITATIONS: The theory of strategic HRM is based on the principle that the development of strategy is a logical and linear process. This designates that the overall HR strategy flows from the business strategy and creates specific HR strategies in major fields. The process happen by reference to systematic reviews of the internal and external environment of the organization, which recognize the business, organizational and HR issues that need to be dealt with. But strategic HRM in real scenario does not usually take the form of a formal, well-articulated and linear process that flows logically from the business strategy as described by Mintzberg (1987). Mello (2001) presented eight barriers to successful strategic human resource management. The first one is the short-term orientation of firms. As most of the HR interventions or practices have long-term implications, short-term oriented actions can obstruct effective human resource management. The second barrier is the incapability of the human resource managers to think tactically. Their inadequate general management training or inability to influence colleagues in other departments is visualized as barricade to SHRM.

FIG. 2



The third hindrance of SHRM is lack of admiration for HRM as a function. The fourth barrier is lack of teamwork from the line managers and their untrustworthiness in handling HR function in their respective departments. The fifth reason that hinders HR functioning is the increasing focus on the quantifying results. The feeling of risk in investing heavily on human resources is major and sixth reason that can obstruct the development of the workers for complementing organisational performance. The seventh barrier that can slow down strategic linkage is the incapacity of the HR practices to change according to the business requirements. The final cause would be the disincentives related to changes associated with SHRM. Implementation of SHRM may involve radical changes in the work practices and other HR processes and hence may affect majority of employees. Bringing about change is a complex process and people who have faced negative consequences of an unproductive effort to change may hamper the change processes of the future.

Despite of barriers, strategic human resource management is significant for organization's success as it is concerned with the following factors:

1. Analyse the opportunities and threats existing in the external environment.
2. Devise strategies that will match the organisation's (internal) strengths and weaknesses with environmental (external) threats and opportunities.
3. Execute the strategies so formulated.
4. Assess and control activities to ensure that organisation's objectives are duly achieved.

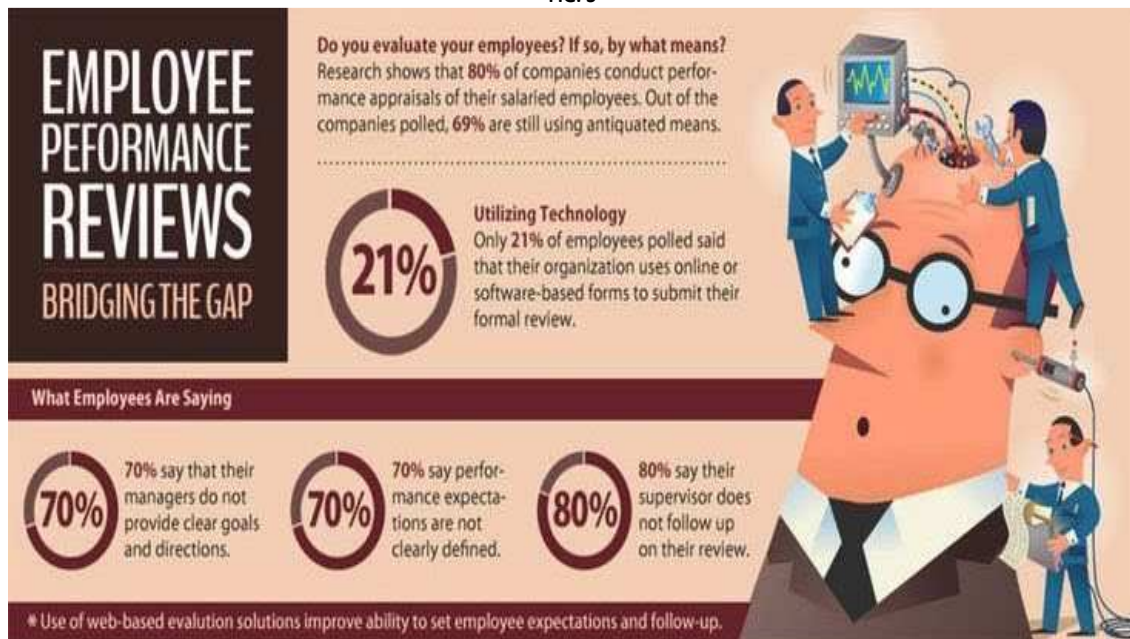
Strategic management presents financial and non-financial advantages to firms which practices it. Organizations who adopt SHRM can compete in tough business environment because it permits identification, prioritisation and exploitation of opportunities, provides an objective view of management issues, reveals a structure for improved co-ordination and control of activities, reduces the effects of unfavourable conditions and changes, enables major decisions to better support established objectives, Allows more effectual allocation of time and resources to identified opportunities, facilitates fewer resources and lesser time to be devoted to correcting erroneous or adhoc decisions, develops a framework for internal communication among personnel, assists to incorporate the behaviours of individuals into a total effort, gives a basis for the explanation of individual responsibilities, Gives support to forward thinking, Provides a co-operative, integrated and passionate approach to resolve problems and opportunities, promotes a positive attitude towards change and provides a degree of discipline and formality to the management of a business.

To summarize, Strategic human resource management is vital procedure to create human resource strategies, which are incorporated vertically with the business scheme and horizontally with one another. It is an effective process of recognizing and executing organization's mission by harmonizing its abilities with demands of its environment. It relates human resource management with strategic goals in order to improve business output and develop culture to promote innovation and flexibility.

5. THE RESULT OF THE APPRAISAL IS COMMUNICATED AND DISCUSSED WITH THE EMPLOYEES

The focus of this discussion is on communication and listening. The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance. Performance appraisal feedback by managers should be in such way helpful to correct mistakes done by the employees and help them to motivate for better performance but not to demotivate. Performance feedback task should be handled very carefully as it may lead to emotional outburst if it is not handling properly. Sometimes employees should be prepared before giving them feedback as it may be received positively or negatively depending upon the nature and attitude of employees.

FIG. 3



A research conducted by Tjinsite, underlined that in an effective organisation, assignments and projects are monitored continually. According to 46% of surveyed organisations, ongoing monitoring - periodic reviews and managerial feedback - provides the opportunity to check how well employees are meeting pre-determined standards and to make changes in unrealistic.

CONCLUSION

This study is designed to investigate the impact of Human Resource Management practices on the performance of the employees. To find out the performance determinants research model of HRM practices was used. There are many HR practices like recruitment and selection, training, performance appraisal, career path, compensation, job definition. Only three practices (recruitment and selection, training, performance appraisal) were taken to understand the impact on the performance of the employees. These factors were taken because of their utmost requirement of any textile mills of the industry. This is the interesting study proving the importance of those practices which highly affects the performance of the employees. This study will provide an insight in the textile sector that what makes an employee to perform better.

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