

## ARTICULATING STRATEGIC HUMAN RESOURCES MANAGEMENT: CONCEPT PERSPECTIVE TO PRACTICE OF MANAGING HUMAN RESOURCES

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### ABSTRACT

This article proposed the integrative pattern of strategic human resource management design, by articulating strategic human resources management. We investigate logical steps on articulating strategic human resources management (SHRM). It was proposed from the concept perspective to human resources management (HRM) in practice. Conceptual perspective included the theoretical perspective and theoretical approach. Setting up the Human Resources strategies is influenced by typology and architectural of human resources management. Design of SHRM was also proposed be limited by competitive advantages, and sustainable system development. This study concluded that the conceptual background of the basic principles of knowledge, conceptual perspective lead the model theory. Design of SHRM was also cognitively controlled by their environment, and was drove by the model theory as well. These propositions of this study was occurred on the space of practical evidences, and suggested for further study to explore the causal ordering of this model to help rule out potential alternative explanations for these results.

#### Keywords:

Theoretical assumption, theoretical perspective, model of theory, SHRM Design, SHRM in practice

### INTRODUCTION

Although the theory building in strategic human resource management (SHRM) was starting to increased attention among scholars, the practice approach of SHRM was still poor conceptually. Few scholars recognized the importance of theory building in maturing thought and practice in human resource development (HRD). Although, Lynham (2000) examined what is meant by good theory and theory-building research in HRD, the dark side complexity of multi-paradigm research perspectives, is still questioned. Therefore, the theory building in HRD need to high lighted and clarified in case of the key theory-building concepts and terms and why theory building is important to the HRD profession. Gioia and Pitre (1990) and Kuhn (1970) proposed a research paradigm is grounded in differing fundamental assumptions about the nature of phenomena (ontology), the nature of knowledge about those phenomena (epistemology), and the nature of ways of studying those phenomena (methodology). Furthermore, Burrell and Morgan (1979) offered a useful matrix of four different research paradigms namely the functionalist, the interpretivist, the radical humanist, and the radical structuralist (Lynham, 2000).

During the last decade there has been a dramatic shift in the field of human resource (HR) management. This shift has broadened the focus of HR research from the micro to a more macro or strategic perspective. Despite the growing body of empirical SHRM research, the field has been criticized for lacking a solid theoretical foundation (Bacharach, 1989; Dyer, 1985). This criticism arises, in part, because three different modes of theorizing have been employed in the field, but the differences among the alternative perspectives have not been explicitly acknowledged. Some authors have adopted a universalistic perspective (Dewar & Werbel, 1979) and argued for a "best practices" approach to SHRM (Delaney, Lewin, & Ichniowski, 1989; Huselid, 1995; Osterman, 1994; Pfeffer, 1994; Terpstra & Rozell, 1993). A second group of researchers has adopted a contingency perspective (Butler, Ferris, & Napier, 1991; Dyer, 1985; Fombrum et al., 1984; Golden & Ramanujam, 1985; Gomez-Mejia & Balkin, 1992; Lengnick-Hall & LengnickHall, 1988; Milkovich, 1988; Schuler & Jackson, 1987a). A third group of SHRM theorists has developed arguments that are consistent with the configurational approach that is emerging in the organization theory and strategic management literatures.

Previous explanation confirmed that lack of previous research and Future challenge on theory building occurred. Although Lynham (2000) highlighted the importance of theory building in the maturing of the profession and described important challenges to theory building in an applied field like HRD. However, the universal adoption of all HR practices is not completely appropriate. There were complex relationships between the management of human resources and organizational performance (Delery, et al 1996). Some HR practices are more appropriate under certain strategic conditions and less appropriate under others. Human resource managers must align some key organizational HR practices with business strategy (Jackson & Schuler, 1995). It would give effects on at least three practices, internal career opportunities, results-oriented appraisals, and participation/voice, may exhibit this contingency relationship.

Although research on the Research based value (RBV) has found significantly and independently influenced the fields of strategy and SHRM (Wright, 2001), it has brought strategy researchers to inescapably face a number of issues with regard to the management of people (Barney, 1996). Few strategy researchers are well versed in the existing research base regarding the effectiveness of various specific HR tools and techniques (Wright, 2001). Point of the explanation, this study aimed to conjoint of previous studies on relationship among conceptual theory, design SHRM and HRM practice. We proposed the integrative pattern of strategic human resource management design, by articulating strategic human resources management, beginning from concept perspective to practice of managing human resources.

## **THEORETICAL BACKGROUND AND PROPOSITION**

### **Human Resource Management theory building**

There is a growing recognition of the importance of theory building in maturing thought and practice in HRD. A review of the existing body of knowledge on theory building in HRD reveals a limited number of articles on the topic (Dubin, 1976, 1978; Hearn, 1958; Cohen, 1991; Patterson, 1986; Bacharach, 1989; Gioia and Pitre, 1990; Eisenhardt, 1989; Van de Ven, 1989;

Weick, 1989; Whetten, 1989). Researches have started to turn their attention to theory building (Chalofsky, 1996, 1998; Hansen, 1998; Hardy, 1999; Hatcher, 1999; Marsick, 1990; Mott, 1996, 1998; Ruona and Lynham, 1999; Shindell, 1999; Swanson and Holton, 1997; and Torraco, 1997). Gioia and Pitre (1990), proposed the theory is a coherent description, explanation, and representation of observed or experienced phenomena. Theory building is the process of building a theory, a process that is informed and influenced by one's view or definition of theory. Torraco (1997) provided a crisp description of theory building as a process of modeling real-world phenomena. Theory building is important to the HRD profession to advance professionalism, maturity of the field developed (Chalofsky 1996; Hatcher, 1999; Marsick, 1990, 1998; Mott, 1996, 1998; Swanson and Holton, 1997; Torraco, 1997), help dissolve the tension between HRD research and practice, and develop multiple and inclusive methods of research for theory building and practice in HRD (Lynham, 2000).

The theory built from multiple perspectives, paradigms, or worldviews are more comprehensive and inclusive. It was also offer a more complete view of human, social, and organizational phenomena. Thus, a multi-paradigm view of knowledge production influenced transforming contexts of human and organizational reality (Gioia and Pitre, 1990). Theory can be developed from multiple domains of HRD. The core known is an importance of both theory and theory building in guiding the practice and advancing the HRD profession as a whole (Lynham, 2000).

It is important to consider some of the voids, or unknowns, in the knowledge of theory building in HRD, as well. Multi paradigm approaches to theory building not only can generate a more complete body of knowledge but also may broaden the concept of theory and the theory building process itself. There are two considerations regarding the dynamics approach theoretical framework on theory building, external and internal context of organization. The direct contribution of external context is union. Union issues such as wages, working conditions and safety. Unions give voice to their members. Labor Market issues influenced include unemployment levels such as unemployment drops, wages and costs, and profits and investments decline. Industrial characteristics issues included public versus private sectors, regulated versus unregulated industries, high versus low stability and manufacturing versus service industries. National culture issue which is the framework of national culture were individualism, masculinity, uncertainty avoidance, power distance (Hofstede), time orientation, informality, materialism and chang orientation. Political Consideration, in the process of attending to the legal environment, the field also responds to the social and political environments that give rise to and shape the promulgation, interpretation, and enforcement of acts of Congress, executive orders, tax codes, and even funding for HRM innovations. Civil laws and religious laws co exists and jointly define a legal context for HRM. Institutional theory and resource dependence theory appear to be particularly useful guides for research on how the legal, social, and political environment affects HRM.

Internal context consideration included technology, organizational structure, and business strategy. Technology would influence to the degree of continuity in the production system, the type and levels of knowledge required by the system, the degree to which tasks are routinized and predictable, and the linkages and interdependencies among tasks and people

to transform the input to more usable output. Technologies was based on human capital theory & system theory imply firms using advanced technology will engage HRM, based on role behavior theory imply firms using flexible specialization will engage performance appraisal, and based on implicit role behavior theory imply climate for technical updating.

Organization structure was mean by the allocation of tasks and responsibilities among individuals and departments, designates the nature and means of formal reporting relationships as well as the groupings of individuals within the organization Life Cycle Stage. The form of structure Structural forms alternative included functional departmentalization, product-based divisionalization, geographical divisionalization and matrix structure.

Business Strategy included prospector, analyzer, and defender. Prospectors was actively seek new products and markets, seek to growth, more concerned about recruiting and using performance appraisal results for evaluation than long-term development. Analyzer was seeks to growth, but in a more stable and predictable way through the internal development of new products rather than creation of new market. Defender was seeks to maintain the same limited product line with emphasis on high volume and low cost, less concerned about recruiting new applicants externally also more concerned about developing current employees. Performance appraisal is used more for developmental purposes than for evaluation.

#### **Perspective Modes of theorizing in strategic human resource management**

There are three major perspective modes of theorizing in strategic human resource management; the universalistic, contingency, and configurational perspectives. Universalistic Perspective arguments are the relation between a given independent variable and dependent variable is universal across organization populations; best practice i.e. participation, empowerment, incentive pay, employment security, promotion from within, training and skill development, job rotation, TQM, etc.

Contingency perspective argument are the relation between relevant independent variable and dependent variable (will be different for different level of the critical contingency variable, such as organizational strategy which is based on product, service, innovation rates); consistency to the other organizational aspects i.e. consistent with different strategic positions and relate to firm performance. Configuration perspective arguments are the configuration (non-linear synergistic effects and higher-order interaction as ideal type of theoretical construct) or pattern of HR practice to maximize the horizontal fit and link to alternative strategic configuration to maximize the vertical fit.

Pattern of multiple independent variables is related to a dependent variable, i.e. HR deployment plan pattern enable to achieve organizational goals (Delery et.al, 1996). Fundamental assumptions (ontology, epistemology, and methodology) grounded differently, expected significant effect on building the perspective in both SHRM research and practice. Thus, this article proposed,

Proposition (1) : Fundamental assumption (Ontology, epistemology, methodology) was effected on the theorized modes of perspective in HRM (universalistic, contingency, and configurational perspectives)

### **Model of theory on strategic human resource management approaches**

Recent SHRM scholars have relied on various theories from the organizational literature as a basis for developing a more fully articulated theory of human resources management. These theories if organization may provide necessary theoretical foundation that has been lacking in SHRM research. These theories are applicable to strategic HRM decision making, focus on the institutional and political determinant and tend to explain the non-strategic and possibly even dysfunctional determinants of HRM practice. We proposed the SHRM approach from each model of theories; behavioral perspective, cybernetic model, agency, transactional cost model, resources based view (RBV), power resources dependent model, institutional, and human capital.

Behavioral perspective was model of theory based on the general acknowledgment of management concept included input, process and output. HRM input was both skill and behavior on both individual and collective level. While process of HRM stages were mean how HRM system work included acquire competence, utilized competencies, and retain competence. Behavioral perspective theory goals were performance and satisfaction as the key accountabilities of HR practice objectives.

The behavioral perspective role has expectations which is all of role partner can influence the behavior of organizational members. Shifting the focus from individuals to social systems characterized work by multiple roles, multiple role senders, and multiple role evaluators. The role behavior was the recurring action of an individual, appropriately interrelated with the repetitive activities of others to yield a predictable outcome. While the HRM functioned to send the role information through the organization, support desire behavior, and evaluate role performance. Behavioral perspective model was implied to the effectiveness of HRM that helps employees meet the expectations of role partners within the organization (i.e. supervisors, peers, subordinates), at organizational boundaries (i.e. customers and clients), and beyond (i.e. family and society). HRM practice pattern and related employee behavior serve as mediator between strategy and firm performance and contribute to the effective performance upon the firm strategies. This approach was viewed as strategic approach. Thus, we proposed:

Proposition (2) : Fundamental assumption and theorized modes of perspective in HRM will direct Behavioral perspective model

Agency theory was based on conditions in internal and external environments of organizations. It was include human resource practice, government regulations, and their enforcement of technologies, union activities, and labor market conditions. The situation of the principal and agent have conflicting goals and difficulty or expensive for the principal to monitor the agent's

performance, occupied on based differences of Job pricing method and Pay variability would achieve Alternative contract such as Salary-plus-merit pay and commissions. In agency theory, principle party would delegate work to agent party achieving Cost & potential gain. Thus, we proposed:

Proposition (3) : Fundamental assumption and theorized modes of perspective in HRM will direct Agency theory model

Transactional cost model, assumed business enterprises choose governance structured that economize transaction costs associated with establishing, monitoring, evaluating, and enforcing agreed upon exchanges, included behavioral assumptions for decision-making on both bounded rationality and opportunism. It would available in the external labor market, the costs of acquiring them from the external market, the organization's capability for developing them internally and the cost of doing so, would able to determine whether the types and amounts of skills and knowledge a firm needs by on Bounded rationality & opportunism to structured governance, explicit and implicit contracts. That means everything is cost. Then, it is strategic. Thus, we proposed:

Proposition (4) : Fundamental assumption and theorized modes of perspective in HRM will direct Transactional cost model

Resources based view (RBV); strategy relied preliminary on single framework, strengths, weaknesses, opportunities, threat to structure research (barney, 1991). In order to gain competitive advantage, the resources available to competing firms must be variable among competitors and these resources must be immobile. The unique of its implementing of a value-creating strategy was competitors cannot easily copy and sustain and the resources would not ready substitutes. RBV provide the testing evidence of the resources. They have to meet 4 requirements; the resources must add positive value to the firms, the resource must be unique or rare among current and potential competitors, the resource must be imperfectly imitable, and the resource cannot be substituted with another resources by competing firms. This approach was viewed as strategic approach. Thus, we proposed:

Proposition (5) : Fundamental assumption and theorized modes of perspective in HRM will direct resources based view

Human capital was the productive capabilities (Skill, Experience, knowledge) of people. Human capital has value in the market place. The potential value of human capital can be fully realized only with the cooperation of the person. Based on Contextual factor such as market conditions, Unions, Business strategies, and Technology, moderate by cost estimation, increase human capital (Alternative) by both "buy" it in the market (by offering desirable compensation package) or "make" it internally (by offering extensive training and development opportunities). Thus proposed to increase the value of human capital in organization and anticipated return moderate by decision-making. Thus, we proposed:

Proposition (6) : Fundamental assumption and theorized modes of perspective in HRM will direct Human capital theory model

Cybernetic model was a strategy among strategies, through competence and behavioral management firm strategy can lead to perfect output. The critical point is that the system model allows changes to reduce any discrepancies. The key path offers feedback. In other words, this theory has impressive potential for examining how SHRM practice change or need to be changed. This approach was viewed as strategic approach. Thus, we proposed:

Proposition (7) : Fundamental assumption and theorized modes of perspective in HRM will direct Cybernetic model

#### **STRATEGIC APPROACH OF HUMAN RESOURCES MANAGEMENT**

As long as a SHRM used in a practice, its strategic was initiated with such approaches. This study used the conceptual and practical application of HRM as a strategic approach of HRM. In nature both internal and external context considered on strategic approaches on typology, architectural, competitive advantages, and sustainability of strategies.

The type of HR strategy developed by Miles and Snow (1978, 1984) have three basic types of strategic behavior and supporting organizational characteristics that we have called the Defender, Prospector, and Analyzer. In a brief, each of strategy was clearly described as followed. Defenders have narrow and relatively stable product-market domains. These organizations seldom need to make major adjustments in their technology, structure, or methods of operation. Instead, they devote primary attention to improving the efficiency of their existing operations. Defender characteristics include a limited product line; single, capital-intensive technology; a functional structure; and skills in production efficiency, process engineering, and cost control. Prospectors continually search for product and market opportunities and regularly experiment with potential responses to emerging environmental trends. These organizations often are the creators of change and uncertainty to which their competitors must respond. However, because of their strong concern for product and market innovation, these organizations are usually not completely efficient. This strategy has characteristics & behavior such as changing structure and technology, Technologies in people not machines, Dominant coalitions are marketing and R&D, Key executives as likely to come from outside as inside and Planning is broad. Analyzers operate in two types of product-market domains-one relatively stable the other changing. In their stable areas, these organizations operate routinely and efficiently through use of formalized structures and processes. Analyzers strategy was organized on mixed in product-market domains, one relatively stable, the other changing, stable areas with routine operation and efficiency by formalized structures and processes, turbulent areas with close eye on their competitors for new ideas, and then rapidly adopt which appear to be the most promising. Thus, we proposed:

Proposition (8) : Proposing the defender, analyzer and prospector strategy was influenced by the path of fundamental assumption and theorized modes of perspective in HRM through the models of HRM approach

According to the three approaches to relate the HRM to firm business strategy; managerial style-strategic matching, forecasting manpower needs on strategic objectives and HRM-strategy integration, Lengnick et al, (1988) propose typology that guide to gain an improve competitive position on HR contribution to firm performance. By assume of strategic choice has not been made, HR contribute to strategic formulation and implementation directly, and condition of strategic was vary, approaches focus on responding to environmental change or matching HR to existing condition suffer from an excessive concern with developing fit and presume fixed goals and directions. The typology for SHRM based on corporate growth expectation and organizational readiness were redirection, development, productivity and expansion. Thus, we proposed:

Proposition (9) : Strategic choice of typology situation (redirection, development, productivity, and expansion) was influenced by the path of fundamental assumption and theorized modes of perspective in HRM through the models of HRM approach

HR Architectural (Lepak, et al, 1999) was based on HR Characteristics; unique and valuable. The value of human capital is inherently dependent upon its potential to contribute to the competitive advantages, or core competence of the firm. The value of human capital can be influenced by a multitude of source, such a firm's strategy and technologies. The uniqueness can strongly influence the decision to internalized employment. These uniqueness may result from skill are used in exceptional circumstances or possibly interdependent arrangement, practice as team base production and unique operation procedure, and because of skills were often involve idiosyncratic learning process, thus can not found in the open labor market. More over the skill can not either imitated or duplicated by other firms. This mode guide to developed employment modes such as development, acquire, contract, or alliance. Thus, we proposed:

Proposition (10) : Strategic choice of employment mode (uniqueness and valuable) was influenced by the path of fundamental assumption and theorized modes of perspective in HRM through the models of HRM approach

Most of HR practice on SHRM has attentions on the developing of competitive advantages. Human resources capable of yielding sustained advantage are which meet tests of rare value, and relative immobility and superior appropriability. A firm that recognized as having sustained competitive advantage is a relatively enduring form of competitive superiority based on some distinctive and enviable competence or capability. Human Resource Advantages can be understood as the product of two key categories: the firm's human capital and its organizational process advantages. Human resources provide the basis for sustained competitive advantage when they add rare or exceptional value in the firm's industry or strategic group.

Proposition (11) : Strategic choice of HR Application was controlled by competitive advantages (rare value, relative immobility and superior appropriability).



For further on achieve sustain competitive advantage through firm-specific competencies will require continues monitoring by the firm because competency patterns may change overtime. This sustainability guarantee was support by organizational competences. Organizational Competences described as firm-specific resources and capabilities that enable the organization to develop, choose and implement value-enhancing strategies. Include all firm-specific assets, knowledge, skills and capabilities embedded in the organization's structure, technology, processes and interpersonal (intergroup) relationship. Enhancing HR System through Competencies on organizational competencies was achieve all of managerial, input base, transformational and output base competencies. Utilization/development of managerial competencies work on HR management play a key role in the articulation of strategic vision, in the formation of organizational capital and in the enactment of beneficial firm-environment alignment also HR managers and professionals can exert upward influence on top management through synthesizing information and knowledge. Acquisition and mobilization of input-based competencies by contribution to the mobilization and utilization of input-based organizational competencies through number ways, including hiring employees for the organization as a whole, external labor market, developing efficient of internal labor market. Development/utilization of transformational competencies by contribution to these transformation-based competencies to the extent that it plays significant role in harnessing innovation and entrepreneurship, fostering organizational learning and promoting an innovation-based organizational culture. Developing and exploiting output-based competencies such as facilitate the development and utilization of output-based organizational competencies through eliciting employee involvement and commitment to the firm, fostering idiosyncratic exchanges between the firm's internal and external stakeholders.

Inhabit HR system through Competencies applied on managerial competencies, input-based competencies, output-based competencies and transformational competencies. The type of HR philosophy guiding HR policies, functions and practices may constitute deterrence to the development of organizational competencies. HR managers and professionals focused too narrowly on HR issues to contribute effectively to the formation and implementation of the organization's strategic vision/objective. Inhibiting/destroying input-based competencies rolled on HR system that may prevent the development of input-based competencies to the extent that its recruitment and selection system results in the hiring of individuals who do not possess the requisite firm specific knowledge-skill-attitude (KSA), and the selection of individuals whose values and beliefs are incongruent with the organizations values and beliefs. Inhibiting/destroying transformational competencies play on HR system that focus on standardization of work operations through task specialization, task formalization and work routinization through job design, written rules and standard operating procedures may inhibit the development of transformational competencies by promoting and reinforcing organizational "defensive routines". Inhibiting/destroying output-based competencies exhibit on HR managers have focused on collecting and analyzing "hard data" on employee performance in order to ascertain the economic benefits and cost associated with the attraction, development and maintenance HR. HR managers trapped by what referred as a

“paralysis-by-analysis” syndrome. HR managers fail to detect threats to performance validity stemming from criterion deficiency.

Proposition (12) : Strategic choice of HR Application was controlled by sustainability's guarantees in a input, processes and output.

## CONCLUSION

### Discussion

Propositions direct the discussion to shape strategic context on SHRM and articulate the SHRM pattern of concept to practices. In the beginning, the background of theoretical perspectives on ontology, epistemology and methodology descriptions (Lynham, 2000) leads the perspective modes of HR among universalistic, contingency, and configurational perspectives (Delery et al, 1996). Further, the HR modes will shape the *Model of theory on strategic human resource management such as behavioral perspective, cybernetic model, agency theory, transactional-cost's model, resources based view, and human capital* (Wright et al, 1992). Moreover, in a practical manner, the strategic approach on managing human resources, were leaded by the HR modes OF SHRM. HR Strategic was approached on both type, typology and architectural of HRM (Miles et al, 1984; Lengnick et al, 1988; Lepak, 1999), and controlled by competitive advantages and sustainability.

Proposition also directed on the articulation the pattern of SHRM from conceptual point of views into practices. HRM practices included recruitment-selection, training and development, performance appraisal, an compensation, are articulated by the closest approach of strategic direction of HRM (Miles et al, 1984). HRM practice on recruitment-selection issued on personal fit both on job- organization (Kristof, 1996), fit viewed as a short tem and long term perspective, also fit by the different characteristics of persons: demography (Tsui et al, 1992). These issued discussed by way on individual and organizational level view (Judge et al, 1997). Training and Development were issued on the most critical cost among input, process and output discussions. The input was discussed on criteria and selection alignment on a future use (Alliger et al 1997). Management process of training and development issued in assignment and process interventions approach (Quinones, 1995). The last issues on Training and development were goal achievement and overall evaluations and impact (Tannenbaum et al, 1991).

Performance measurement on HR practice is one of the key on strategic level of HRM. Some issued arise in performance were how the most effective and efficient way to perform the measurement (Dyer et al, 1995), the level contribution and effect of measurement practices also how it work in strategic level. Critical practice of HR practice is one of the issues of compensations. Most employees perceive the best way the employer give appreciation to them are how the employer compensated their work. Strategic perspectives of HRM are concern to how firms have competitive and attractive compensation to their employees. How they design the system of compensation was consistent on both internal and external

view (Gerhart et al, 1996). The issues of the compensation effect on company performance and build their competitive advantages (Bloom, 1999).

### Limitation and Future Research Direction

Notwithstanding these thinking contributions, this study also has several limitations. Propositions allow us to rule out the conceptual pattern of strategic on human resources management. Even the dark side complexity of multi-paradigm research perspectives, cognitively been answered, further questions occurred on the space of practical evidences, unique findings, dynamics business environment, changing of business direction, and different behavioral psychology of organizations. Thus, suggestion for further study was invited to explore the causal ordering of this model, using experimental or quasi experimental research designs is needed to help rule out potential alternative explanations for these results.

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