



**INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM) ON
CONVENTIONAL HUMAN RESOURCE MANAGEMENT PRACTICES OF AN
ORGANIZATION: A THEORY BASE REVIEWED**

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ABSTRACT

Thus, human resource is the unique resource for an organization, organization need to do care on managing the human resource of an organization effectively than past. In today contemporary work setting to manage the human modern approaches are come to the organization setting. So, this study examines the influence of modern strategic human resource management (SHRM) practices on traditional human resource management practices of an organization. This study reviews the existing literature on SHRM practices and influence of SHRM practice to conventional HRM activities and organization performance. The literature highlights that integration of modern SHRM practices to the organization setting is vital and SHRM practices enable to influence traditional HRM practices in this dynamic environment setting.

Keywords: Human Resource Management, Strategic Human Resource Management and Organizational performance

Introduction

Human resources management (HRM) has been documented as the most vital source of competitiveness, since it is the human wealth who use organisational assets to generate competitiveness and to realise organisational objectives. Strategic competence is a trendiest word current era of competent based economy. Today's business organizations, formation and exploitation of competent strategy have become a competitive advantage.

Today, most of the companies are operating in complex and dynamic environments, where competition is constantly emerging. The traditional sources of competitive advantage can no longer guarantee the sustainability of organisations, creating a need for rapid adaptation. This situation is leading to redefinition of SHRM practices and business strategies (Antonio, Gregorio and Arleen, 2015; Pfeiffer, 1994; Wernerfelt, 1984).

The aim of this paper is to review the influence of SHRM practices to conventional HRM and its performance based on the existing literature. It is hoped that the study makes incremental contributions to the body of knowledge. From the practical perspective, it is hoped that the findings could serve as a reference on what are the SHRM practices that the firm should concentrate on to most influential business operations and to increase the performance of organization.

Strategic Human Resource Management (SHRM)

In spite of the similarity in names, HRM and SHRM are two different practices where SHRM is a part of the complete HRM process. SHRM has emerged out of the parent discipline of HRM. Much of the early or so-called traditional HRM literature treats the notion of strategy superficially, rather as a purely operational matter, the results of which cascade down throughout the organisation. There is rather an unsaid division of territory between people-centred values of HR and the ‘hard’ business values where corporate strategies belong to.

HRM encompasses SHRM, which is a more specific approach of managing people (Boxall & Purcell, 2008; Dorien et al., 2018; Schuler & Jackson, 2005). A very popular definition of SHRM is expressed in terms of a series of planned HR activities and deployments designed to achieve the goals and mission of an organisation (Dele et al., 2015; Wright & McMahan, 1992). Sims (2007) defines SHRM as ‘the linking of human resources with strategic goals and objectives in order to improve business performance and develop organisational culture that foster innovation and competitive advantage’ (p. 323). To an organisation, SHRM means ‘to accept and involve the functions of HR as a strategic partner in formulating and implementing the strategies of a company through HR activities which may involve recruiting, selecting, rewarding and training company personnel’ (p.323). In other words, SHRM is an approach to management which encompasses those HR strategies designed to improve organisational performance and measures the impact of these strategies on organisational performance (Boxall et al., 2007).

SHRM therefore assumes that HRM activities need to be integrated with organisational strategic objectives and organisational context. SHRM considers human to be as speculation resources and HR the executives as vital as opposed to receptive, administrative or regulatory in nature. (Budhwar et al., 2014). This definition has recently been developed to incorporate the Huma Asset Frameworks and Subframeworks investigation and their joint efforts with the internal and external settings of the association. (Jackson et al. 2014, in French). SHRM identifies how HR strategies are used by associations to achieve vital objectives and to communicate with their environment. In other words, it describes how the organization works.

The center point of SHRM is to address and solve problems that effect management programmes centering on people in the long run. It is more than often that the main goal or objective of SHRM is to increase productivity not only in the employees but also in the overall business by focusing on business problems and obstacles outside of the range of HR. SHRM identifies important HR

areas where strategies can be implemented for the improvement of productivity and employee motivation.

Because of this, modern-day organisations are increasingly adopting SHRM for attaining sustainable advantages. SHRM is basically concerned with the integration of HRM with the strategic management process of the firm (Azmi, 2014) since HRM in most organisations had remained disjointed and haphazard, giving little consideration to organisational strategy (Werther & Davis, 1996). The debates in the 1980s and early 1990s, however, suggested the need to explore the relationship between strategic management and HRM more extensively (Boxall, 1992; Guest, 1991). These debates highlight the growing proactive nature of the HR function and its importance to organisations (Lengnick-Hall & Lengnick-Hall, 1988; Schuler, 1992).

Consequently, Human resources are argued as an asset capable of providing a competitive advantage because it is often difficult for rivals to duplicate and difficult to replace even within the same organization (Abdulkadir, 2012). Human resource practices on the ability, motivation and opportunity to work(ing) indicate that offering job resources has a positive effect on the ability, motivation and opportunity to continue working (Pak, Kooij, Lange & Veldhoven, 2018). At the same time, SHRM is praised as one of the present drivers of competitive advantage in organizations to help them survive in today's more competitive, customer-focused business climate. Companies use SHRM to significantly enhance the efficiency of important procedures affecting economic and non-financial performance of organizations (Dele, 2015).

Practices of SHRM on conventional HRM

In recent years, there has been much interest in the notion of 'best practice' HRM. This is sometimes referred to as HPWS (Appelbaum et al., 2000; Berg 1999), 'high commitment' HRM (Guest, 2001a, 2001b; Walton 1985) or 'high involvement' HRM (Wood, 1999a). Whatever the terminology is, the idea is that a particular set (or number) of HR or SHRM practices has the potential to bring about improved organisational performance for all organisations. Since the 1990s, a number of US publications have explored the links between HRM and performance (e.g. Appelbaum et al., 2000; Arthur, 1994; Batt et al., 2002; Bartell, 2004; Cappelli & Neumark, 2001; Delaney & Huselid, 1996; Delery & Doty, 1996; Huselid, 1995; Huselid & Becker, 1996; Ichniowski et al., 1997; MacDuffie, 1995; Pfeffer, 1994, 1998; Youndt et al., 1996). This has been supplemented by an increasing number of studies in Britain (e.g. Guest & Conway, 1998; Guest et al., 2000a, 2000b, 2003; Wood, 1995, 1999b; Wood & Albanese, 1995; Wood & de Menezes, 1998; Patterson et al., 1997; Purcell et al., 2003), several of which have been published by the Chartered Institute of Personnel and Development (CIPD).

Guest (1997, p. 263) argues some time ago that there is 'little additive value in these and whilst statistically sophisticated, they lack conjectural rigour'. Despite an appeal for more theoretical models to underpin empirical research, this has not stopped even more of these sorts of studies taking place, and there remains concern about the strength of the conclusions that can be drawn from them. There are also more serious and deep-seated disagreements about the extent to which high commitment HRM is something all employers might wish or be able to implement, to what

extent the precise mix of practices differs between countries and types of employer, as well as whether or not it is equally attractive to workers.

Marchington and Wilkinson (2005) focus on the list of high commitment HR practices outlined by Pfeffer (1998) and adapt these for the UK/European context. Their analysis made use of a wider definition of employee involvement and information sharing that incorporated the notion of employee voice (Dundon et al., 2004; Marchington & Grugulis 2000). The following outline the components of best practice/high commitment HRM: (1) Employment security and internal labour markets; (2) Selective hiring and sophisticated selection; (3) Extensive training, learning and development; (4) Employee involvement, information sharing and worker voice; (5) Self-managed teams or teamworking; (6) High compensation contingent on performance; and (7) Reduction of status differentials or harmonisation.

Although 26 individual HR practices were recognized by Boselie et al. (2005), they were divided into a narrower amount of more generalized classifications. Popular categories include those referred to by Pfeffer (1998) and Fey et al. (2000) containing seven and six items, respectively. Best practice and best-fit approaches to application of SHRM usually involve one or two chosen practices. The more latest literature tends to support various methods in configurational bundles, but the structure of bundles changes from study to study (Marchington & Wilkinson, 2005)

Recruitment and selection, training and development, performance management and teamwork are the most prevalent best practices for any sector associated with SHRM (Browning et al., 2009 ; Gould-Williams & Mohamed, 2010; Kroon et al., 2013; West et al., 2002) although information-sharing (Bruce, 2013; Kuvaas & Dysvik, 2010), employee empowerment (participating management) (Kuvaas & Dysvik, 2010) and compensation (Bosalie et al., 2005; Boxall & Macky, 2009; Bruce, 2013) are also considered, but to a lesser extent, that of greater significance than which specific practices constitute SHRM is the impact that they will have upon the behaviours and attitudes of employees as these are the determinants of the extent to which they can influence performance outcomes (Park et al., 2003). Successful SHRM should therefore include operations that foster favorable perceptions of SHRM procedures (Arachchige & Robertson, 2015 ; Gould-Williams & Mohamed, 2010).

SHRM practices are measured using seven dimensions [integration of HRM with corporate strategies (work design), delegation of HR practices to line managers, innovative recruitment and selection system, training and development system, performance appraisal system, compensation system and career planning system] as proposed by Abdulkadir (2012). In addition, a well-functioning career planning system based on merit may also encourage employees to take more responsibility for their own development in order to motivate employees toward improved organisational performance (Abdulkadir, 2012; Milkovich & Boudreau, 1998).

Yang and Lin (2014) propose three key SHRM practices (empowerment, high-performance job systems and career management) because HRM is described as management practices that incorporate organizational objectives with HR tasks to enhance organizational performance in fields such as empowerment, HPWS and career management. Competitors may have n because of

the social complexity and causal ambiguity intrinsic in SHRM, competitors can neither easily copy these practices nor can they readily replicate the unique pool of human capital that such practices help create (Yang & Lin, 2014); thus, SHRM contributes to organisational competitiveness and performance. These strategic HR activities may include effective communication channels, team-based designs, flexible workforces, quality improvement practices, employee empowerment and talent development (Yang & Lin, 2014).

However, different studies have focused on different HR practices when examining the impact of HRM on organisational performance and, as the literature demonstrates, it is rare to find two studies that have used the same HR practices. As a result, one of the most important gaps in the HRM-performance link is the absence of a consensus on what combination of HR practices is able to enhance organisational performance (Paauwe, 2009; Guest, 2011).

In Kenya, Mbugua (2015) carry out a study on the determinants of staff retention in commercial Banks in Kenya. The objectives of the study were to determine the influence of strategic recruitment on employee retention, determine the influence of strategic training on employee retention and determine the influence of strategic performance management on employee retention. He concludes that the SHRM practices influenced employee retention, traditional HRM and firm performance.

SHRM Leads to Better Firm Performance over Conventional HRM

Previous studies have inspected the impact of HRM practices on different kinds of firm performance, such as on productivity (Chen, Liaw & Lee, 2003), on efficiency and employee turnover (Huselid, 1995), on financial performance (Huselid, Jackson & Schuler, 1997), on customer satisfaction (Koys, 2003), as well as on turnover, absenteeism, productivity and quality (Richard & Johnson, 2001).

In latest years, scholars have said on a number of criteria of operational performance measures. Amongst them, Skinner (1974) who mentioned short and dependable delivery, superior quality, fast new product development, volume flexibility and low cost. Wheelwright (1978) emphasises on efficiency, dependability, quality and flexibility. After the previous research, Wheelwright in collaborations with Hayes agreed upon changing the efficiency factor into cost (Hayes & Wheelwright, 1984). Schmenner (1982) and Hill (1989) have also identified various dimensions of operational performance measures such as cost, quality, delivery and flexibility. Later, Leong, Snyder and Ward (1990) identify five main aspects: cost, quality, delivery, flexibility and responsiveness. Vickery, Droge and Markland (1997) introduce the rate of new product launching, so-called 'speed', as another dimension of the measures.

The present research findings have shown that perceived measures of performance can be a reasonable substitute of objective measures of performance (Wan-Jing & Tung, 2005) and have a significant correlation with objective measures of financial performance. Moreover, cross-industry organisational performance is influenced by external economic factors (Bamberger & Meshoulam, 2000), hence subjective evaluations may even be more proper than the objective measures. Studies

by Youndt et al. (1996) identify the difficulty in obtaining objective measures of performance and suggest asking managers to assess their firm performance. Besides the scholars described above, there are more contributors to the operational performance measures (Droge & Markland, 1994; Ferdows & DeMeyer 1990; Krajewski & Ritzman 1987; Vokurka, O'Leary-Kelly & Flores, 1998; Youndt et al., 1996). Specifically, Youndt et al. (1996) suggest four dimensions: cost, quality, delivery, delivery flexibility and scope flexibility. Delivery flexibility is the timing of the introduction of new products and on-time delivery. Scope flexibility is about the variety of things, i.e. adjusting product mix, handling non-standard orders and producing products in small quantities (Jayaram, Droge & Vickery, 1999).

David et al. (2002) examined the relationship between strategic HRM and organisational financial and HR performance in Singapore. Using descriptive statistics and regression analysis model to analyse the data collected from heads of HR departments in 191 companies, the results indicate that with the exception of team-based work and performance-based pay, all the other strategic HRM components have a positive impact on the financial performance of a firm. The results also show that all the strategic HRM variables have a positive impact on HR performance.

Singh (2004) investigated the relationship between six HRM practices and firm level performance in India. About 359 firms were drawn from the Centre for Monitoring Indian Economy (CMIE) database. Of these 359 firms, 82 responded to the survey. Using regression and correlation analysis to analyse the data obtained, the findings indicate that there is a significant relationship between two HR practices, namely training and compensation, and perceived organisational and market performance of firms.

In their comparative study of 137 large manufacturing firms, Budhwar and Boyne (2004) differentiated the HR practices in public sector and private sector companies in India. Their findings suggest that against the established notion, the gap between the Indian private and public sector HRM practices (structure of HR department, role of HR in corporate change, recruitment and selection, pay and benefits, training and development, employee relations and key HRM strategies) are not very significant but in a few functional areas (compensation, training and development), private-sector firms have adopted a more rational approach than their public sector counterparts.

According to Armstrong (2004), people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organisation, are now recognised as making a significant contribution to organisational success and as constituting a major source of competitive advantage. Hence, the practices of SHRM such as resourcing, training and development, employee relations and reward management are concerned with how people are employed and managed in organisations so as to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce.

Similarly, Cole (2004) emphasise that the HR function brings in the strategic value of people in organisation by making contribution to value added and contribution to competitive advantage. Effective HRM strategy systematically organises all individual HRM measures to directly

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influence employee attitude and behaviour in a way that leads business to achieve its competitive strategy (Huang, 2001). In view of the fact that the goals and the necessities of each of the competitive strategy types are different, the management of HR of the firm should be aligned with the overall corporate strategy. The firm can thus obtain a competitive advantage and thus achieve superior performance (Kelliher & Perret, 2001).

Gooderham et al. (2006) examined the relationship between HRM practices and perceived firm performance in 3,281 firms located in 29 European Union countries. Whilst controlling for firm strategy, firm size, market conditions, degree of unionization, industry and country, the results indicate that calculative and intermediary HR practices have a significant impact on performance and that collaborative practices do not have a significant impact on firm performance.

Using a stratified random sampling by industry, Kai et al. (2007) surveyed 231 firms listed on the Australian Stock Exchange. Using descriptive statistics and correlation analysis, the results indicate that strategic integration and devolvement of HRM are practiced to a moderate extent in the firms sampled, and that the degree of alignment of HRM with business objectives and strategies have a positive relationship with the perceived firm financial performance.

Green et al. (2006) reported that organisations that are vertically aligned and with horizontally integrated HR functions and practices perform better and produce more committed and satisfied HR functional employees who exhibit improved individual and organisational performance.

Tessember and Soeters (2006) examined how, when and to what extent HR practices affect performance in Eritrea, the youngest and poorest country of Africa. They reported that successful implementation of HR practices could enhance individual and civil service organisations of Eritrea, but the economic and political environments within which HR practices operate are not conducive. Their study tries to shed some lights on the HRM-performance debate within the context of a developing country.

Som (2008) sampled 69 Indian companies with a view to examining the impact of innovative SHRM practices on firm performance. Using descriptive statistics and regression analysis, the results indicate that innovative recruitment and compensation practices have a positive significant relationship with firm performance. Their results also show that recruitment, role of the HR department and compensation practices seem to be significantly changing within the Indian firms in the context of Indian economic liberalisation. The synergy between innovative HRM practices is not found to be significant in enhancing performance.

Ayanda (2012) sampled 21 Nigerian Banks with the perspective of 50 heads of HRM looking at the effect of imaginative HRM rehearses on firm execution. The after-effects of his exploration have shown an apparent level of appropriation of creative HRM rehearses by banks in Nigeria.

Oladipo and Ayanda (2012) examined the effect of SHRM practices on firm financial performance. Using descriptive statistics and regression analysis model to analyse data, the

findings indicate that all of the SHRM practices have significant effects on organisational performance of a firm.

A large portion of existing examination in SHRM practices considers the impacts of HPWS on the execution of firms in the assembling segment. With a couple of exemptions, the key commitment of HRM in the monetary business is especially understudied. In an early and to a great extent requested commitment, Delery and Doty (1996) observed that benefit sharing and work security practices are connected to the profits of banks on resource and value. Frei et al. (1997) demonstrate the significance of adjusting HR, innovation and other firm advantages in getting unrivaled execution in managing an account industry. In the same way, utilising a special longitudinal information set gathered through site visits to branch operations of an extensive bank, the study of Bartel (2004) found a positive relationship between the fulfilment of workers with HPWS and branch execution measured by yearly deals and capital stock. In a later research, Pardo and Moreno (2009), expanding on the suppositions of the RBV and the behavioural hypothesis, explore the linkages amongst HPWS and execution of money-related firms in Spain. HPWS is found to be emphatically identified with firm execution, human capital and HR results.

Onyango and Okech (2008) examined how performance of hotels in Kenya is affected by their HR systems and competitive strategies. About 125 managers and employees in four hotels in Nairobi and Mombasa are sampled using stratified sampling technique. Using Spearman's correlation coefficient, Kruskal-Wallis one way analysis of variance and chi-square goodness of fit test as methods of statistical analysis, the results indicate that functionally flexible HR systems in conjunction with differentiation strategies are associated with high organisational performance, whereas numerically flexible HR systems and cost-reduction strategies are linked with low organisational performance. Functionally flexible HR systems emphasise on mutual obligations between management and workers. By contrast, numerically flexible HR systems are based on a straight work-for-hire relationship, in which employment is subject to unilateral termination at any time by employee or employer.

Conclusion

In conclusion, it must be said that conventional HRM practices are affected by the modern SHRM practices in today's organizational setting. Further, above review reveals that SHRM practices enables to have a better performance for the firm in present dynamic environment. Thus, SHRM practices are vital to organizational performance and to maintain competitive edge for an organization.

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