

METHODOLOGICAL BASIS OF STRATEGICAL HUMAN RESOURCES MANAGEMENT

Mustafa TANDOĞAN

ABSTRACT

These days, the survival and the ability to gain competitive advantage of organizations depend on their available qualified human resources and how well they can keep these resources. The transformation that changed traditional personnel management to human resources management is not enough against rapidly changing environmental conditions. Structural changes carried out by the businesses themselves are not enough to create radical changes and they are also not enough to provide businesses with sustainability. To have weight in competition, to keep up with the times and most importantly, to survive, organizations need to transform and they need to approach human resources from a strategic perspective.

INTRODUCTION

Technological, economic and social changes of our days caused organizations to place more importance on the human resource to reach their goals (Baird and Meshoulam, 1988: 116). There are some developments in the field of human resources management in this context. Traditionally, human resources department is associated with sub-functions such as personnel selection, training, performance reviews, rewarding etc., but the scope of this department has been expanding and a strategic approach has come into usage for human resources management, used to reach organizational goals. Since the start of 1990's, the literature on human resources has focused on the relationship between the human resources management functions and organizational strategy, and some changes have been made in the definition of human resources management in this regard. Concordantly, the definitions within the literature define human resources management as all activities designed to influence the behavior of individuals in creation and application of organizational strategy (Schuler, 1992) or as human resources activities systems designed to achieve organizational goals (Wright and McMahan, 1992).

1. Analysis of Methods in Human Resources Management

Businesses have realized that they need to adapt to constantly advancing and changing technologies that increase the intensity of competition, and they have also realized that their success depends on correct and accurate job analyses. For this reason, job analysis has become an important human resources application for businesses (Çelikten, 2005). The general definition of job analysis is that it is a process that involves gathering, evaluating and categorizing job relevant information. Job analysis states the composition of the work that will be carried out within the business and it can also be defined as the process that states the environment in which the work will be carried out, the conditions that the work has, the skills and knowledge that the worker who will be doing the work needs to possess, the worker's education level and his physical and psychological condition. The goal of job analysis is to determine task responsibilities and working conditions and also to determine the skills, knowledge and education level of the worker who will be carrying out the work (Tortop, 2006: 55; Okakin, 2008: 13). If the limits, duties, responsibilities and condition of a job in a business are unknown in a business, this lack of knowledge might cause stress and lack of motivation in workers and they might face dilemmas while they are working. But if accurate, well placed and up to date job analyses are used in a business, it will provide order to the business and it will provide information on his job to the worker (Ofloğlu and Bircan, 2007).

Job analysis can be counted among the primary functions of human resources management. The reason behind this is the fact that job analysis arranges other human resources management applications such as selection of workers, training, performance reviews etc. to fit the structure of the business. To even mention selection, training and evaluating workers, the current structure of the work needs to be known (Çelikten, 2005). This is only possible with job analysis. Job analysis allows a job to be examined closely and through this examination, the most fitting worker can be selected, trained and evaluated.

In short, job analysis can be counted among the most important applications for increasing a business' efficiency. It plays a role that makes the job of the worker easier as it gathers information about the job, it teaches the business the limitations and know-hows of the job, it determines the duties and responsibilities of the work and it also involves most human resources applications.

2. HR Strategy as the Basis of Human Resources Management

Today, a look at the functions of the human resources management shows that it has responsibilities such as planning human resources, finding, selecting and evaluating workers, planning the careers of the workers, training workers, determining the pay and working hours of the workers, organizational planning, worker health and safety etc.. In short, human resources have the responsibilities that involve the personnel of a business (Sabuncuoğlu, 2009: 6). Competition conditions between international and global businesses, the efforts made to become the leader among rivals and the desire to make businesses survive for many long years has led workers into creating new and creative ideas, and the businesses wanting to advance by determining their own functions such as mission, vision, goals and interior and exterior analysis has led the concept of strategy being included in human resources management. Strategic human resources management is an approach that represents the best possible harmony between human resources applications and intra-business strategies, it perceives workers as strategic assets in gaining competitive advantages and it shows its effects on the long term. In the past, humans were only seen as tools that helped the businesses in reaching their goals but with the advent of strategic approach to human resources, they have gained more importance and became the most critical asset for businesses. The primary reason behind this is the facts that need for humans have increased and human resources management has been replaced by strategic human resources management (Cingöz and Akdoğan, 2013). Strategic human resources management has been in use as a concept since the start of 1980's. Since then, strategic human resources management has gained more and more interest. First study made in this context was by Devana et al. and this research was published in the journal "Organizational Dynamics" in 1981 (Gürbüz, 2011; Akgün, 2010).

Strategic human resources have taken over all of the responsibilities of human resources management and in addition, it aims to make its company a leader among its rival companies with its work. It evaluates both internal and external analyses. International human resources management also includes the human resources management of business on the local level. From the perspective of international work and other business that business has agreements with, this brings strategic human resources to mind. This is because strategic human resources management also involves national subjects while making business analyses.

Strategic human resources applications are also viewed as a basic tool for businesses that aim to gain competitive advantages. Strategic human resources applications will ensure the creation of a hard to imitate -since they work on the basis of humans- and valuable business structures that have superior characteristics (Genç, 2009).

Strategic human resources management has the effect of positively increasing the intra-business performance. To ensure sustainable advantages in competition, it integrates human resources applications with each other and also with the strategic choices of the business (Cingöz and Akdoğan, 2013).

3. The Model of Human Resources Management System

Various models can be constructed in relation to the planning the future personnel that the business will need. These models can be constructed in detail or globally based on what is expected of the model, the production activities of the business, local or temporal data, expectations of the certain decision making bodies and they can also be examined in a way that only provides conceptual answers to the problem. (Kaynak T., 1996: 75)

Conceptual Models in Planning Human Resource Needs

The models in question examine how the concept of human resources planning can be examined conceptually. These are two models are: The Minnesota Model and the Schematic Conceptual Model.

Global Models in Planning Human Resource Needs

Long term based planning for human resource needs are named global models in the literature. Or they are accepted as models that are acceptable in the practitioner's language. These are based on mathematics and statistics and they use calculations based on past numbers or sources. These are: Trend Extrapolation Method (Extrapolation with Linear Function - Extrapolation with Second Degree Parabola Equation -Other Trend Method), Regression-Correlation Analysis Methods (Linear Regression and Correlation Method - Curvilinear Regression and Correlation Method - Multiple Regression and Correlation Method - Partial Correlation Method), Simultaneous Planning Method (Integrating Human Resources Planning with Itself - Integrating Human Resources Planning with Business Planning - Examining Various Sub-Processes of the Business within the Framework of Human Resources Planning Models), Past-Based Global Model Methods.

Detailed Models in Planning Human Resource Needs

As opposed to global models, these models are effective and operational in short or middle term periods. The difference between these models and other models is that these models work with simpler, more accurate and less detailed data. These characteristics make the subject easier to understand and easier to use when planning human resource needs. These are: Work Load Analysis Method, Workforce Analysis Method and Location Planning Method.

CONCLUSION

Increasing competitiveness, advances in technology, changes in customer expectations all have led businesses that want to achieve advantages in competition into making extraordinary changes. At the same time, these changes have increased the importance that business place on human resources and made these businesses approach human resources management from a strategic standpoint. Businesses have realized that achieving competitive advantages rely on the innovation and entrepreneurship performances of their workers and they have started providing the workers with more freedom using proper strategic human resources methods to benefit from their entrepreneurship and innovative and creative ideas. The businesses that view humans as nothing more than tools to reach an end and never use human resources beyond the point of managing personnel have lost relevancy, and working individuals, with their innovative and enterprising approaches have become the most important resource that businesses need. Strategic human resources that goes beyond just managing personnel to analyze internal and external environments of the businesses to create applications that will provide advantages in competition has gained great importance.

REFERENCES

1. Çelikten, M. (2005).Nedenişanaliziyapılmalı ?..SosyalBilimlerEnstitüsüDergisi, 18(1): 127-135.
2. Tortop, N., Aykaç, B., Yayman, H. veÖzer, M. A. (2006), İnsanKaynaklarıYönetimi. Ankara: Nobel Basımevi, 55.
3. Okakın, N. (2008). ÇalışmaYaşamındaİnsanKaynaklarıYönetimi(BirinciBaskı). İstanbul: Beta Basım,13-15.

4. Ofluoğlu, G. ve Bircan, H. (2007). Sağlık Hizmetlerinde İş Analizi Etkileri ve Zonguldak Atatürk Devlet Hastanesi Uygulaması. Kamu-İş, İş Hukuku ve İktisat Dergisi, 9(2): 75-118.
5. Sabuncuoğlu, Z. (2009). İnsan Kaynakları Yönetimi Uygulamaları ve Örnekleriyle (Dördüncü Baskı). Bursa: Alfa Aktüel Yayıncılık, 6-15.
6. Cingöz, A. ve Akdoğan, A. (2013). İnsan kaynakları yönetiminin stratejik bir boyut kazanması için gerçekleştirilen faaliyetlerin belirlenmesine yönelik bir araştırma. Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, (42): 92.
7. Akgün, F. (2010). Stratejik İnsan Kaynakları Uygulamalarının, Girişimci Odaklılık ve Öğrenme Odaklılık ile Firma Performansına Etkisi, Yüksek Lisans Tezi, Gebze İleri Teknoloji Enstitüsü Sosyal Bilimler Enstitüsü, Gebze.
8. Gürbüz, S. (2011). Stratejik insan kaynakları yönetiminin örgütsel bağlılığı ve iş tatminine etkisi: İnsan kaynakları yöneticileri üzerinde bir araştırma. Atatürk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 15(2): 397-404.
9. Genç, K. Y. (2009). Stratejik İnsan Kaynakları Yönetimi- Örgütsel Performans İlişkisi ve Türkiye'nin Büyük İşletmelerinde Yapılan Bir Uygulama, Doktora Tezi, Karadeniz Teknik Üniversitesi Sosyal Bilimler Enstitüsü, Trabzon.

