



An Investigation on the Relation between Human Resources Management and Organizational Developments

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Abstract

Social capitals provide essential conditions for human and physical capitals productivity so it is very important to managers in organization to create and save social capitals by talking logical and suitable strategy. In this paper we have an investigation on relation between staff confidence and personal competence with creation social capitals in the model SRP. Paper is descriptive-survey that has been implemented and analyzed using descriptive and analytical statistics. The results show that there is undeniable relation between committed strategy and social capital in the organization.

Keywords: Human resources management, organizational developments, physical capitals productivity, committed strategy.

Introduction

Organizational success at the first level depends on precise selection of staff and their training and at the second level counts on member's performance. Researches reveal a strong relation between companies' set of economic performance and its power to conduct human resources, and a company's strategic approach of human resources management can provide its success. So that application of efficient strategies of human resources affects on effectiveness of organizational performance. On the other side, it must be noted that access to purposes and development requires examination of basic plans in which creation of social capital besides human and physical capitals as an effective variable of plan has been recognized recently¹. According to many scientists, social capital refers to relations and links between members of a network as a valuable resource which paves the way of goals by reducing costs of exchanges and communication through compliance with norms and mutual confidence, inter members cooperation and facilitating social relation. In the absence of social capital, other capitals lose their effectiveness, so that development of various aspects will be difficult. Then social capital may be considered as an important principle to succeed, and provides knowledge transaction and a proper trend of learning between group members².

Today, in a large number of organizations, a relationship based on confidence, cooperation, supportive culture of novelty and active learning, accountability and obligation has been reduced and substituted for various supervisory institutions, guidelines and directives. Such alterations can affect negatively on the quality of social relations in organizations. Payam Nur University as one of higher education systems in order to access to education development in country is not excluded and its

managers and planners should be sensitive toward such changes in the quality of human communication and exchanges, by making proper policies and strategies of human resources try to prevent from detrimental outcomes. Obviously formation of social capital plays a significant role in improvement of organizational resources performance, and in this regard, efficient human resources strategies, such as compilation of Strategic Reference Point (SRP) as an operation model, with high flexibility and using obliged strategy in this model, provides an opportunity that according to central criteria of the field—flexibility culture, personal merits, organizational commitment, mutual relations, cooperation and public involvement and confidence—results in spirit of empathy, cooperation and solidarity, obedience to norms, moral senses, obligation and confidence, in other words, social capital the university³.

The main purpose of this paper is to study obliged strategy of the model SRP in human resources strategic management so as to create social capital at the universities of the province Zanjan, using the hypothesis that there is a significant relation between obliged strategy and creation of social capital, as follows.

The expression and significance: New researches show that human resource strategy is recognized as an essential component to improve organizational performance and address it to increase the effectiveness and efficiency of operations management in human resource development⁴.

The main goal from development and implementation of HR strategies is creating a connection between strategic human resource and human resources. HR strategy has a special feature such as internal consistency of personnel policy, external

coherence with the overall strategy of the organization, increasing the collective spirit, commitment and emphasis on innovation and the role of managers as "Help", "enabling" and facilitator.

Most organizations has declined relationships based on trust, cooperation and participation in cultural and pro-active learning, accountability and commitment to people. Several institutions have been replaced with it by regulatory guidelines and circulars. The changes in the quality of social relationships can have a negative effect on organizations. Payam Noor University as one of the pillars of the educational system in Iran is not exempted from this rule. Definitely creation social capital plays an important role in the improvement of organizational resources⁵.

In this regard, effective human resource strategies, including the SRP as an operational model with high flexibility, makes it possible to shape, flexibility, competent individual, organizational commitment, reciprocity, cooperation and public participation and confidence, cooperation and solidarity, respect for norms, ethics, commitment and a sense of trust and social capital in this University⁶.

Research objectives: The main objective is to investigation the committed strategic in the SRP model at management human resource strategies to creation social capital in the province of Zanjan.

Secondary objectives: i. Investigation of the relationship between resilience and social capital, ii. The relationship between organizational commitment and social capital. iii. The relationship between personal and social competence, iv. The relationship between employee participation and social capital, v. The relationship of trust between employees and social capital.

The main hypothesis: There is a significant relationship between strategy and committed social capital of Zanjan Universities. There is a difference: H1, There is no difference: H0

Alternative Hypothesis: There is a significant relationship between flexible culture and social capital. There is a difference: H1, There is no difference: H0.

There is a significant relationship between organizational commitment and social capital.
There is a difference: H1
There is no difference: H0

There is a significant relationship between individual competence and social capital.
There is a difference: H1
There is no difference: H0

There is a significant relationship between employee participation and build social capital.
There is a difference: H1
There is no difference: H0

The trust relationship between the employee and creating social capital.
There is a difference: H1
There is no difference: H0

Strategic Planning of Human Resources and its Importance in Organizations:

According to Dyer and Holder (1998), human resources strategies displays that what actions on performance and policies of human resources management an organization is going to do, and how they are related to each other and to the organization strategy. These strategies make an organization measure progression and assess outcomes regarding purposes. Compilation of an appropriate human resources strategy can be much important because organizations have been aware that in the 21st century a knowledge-based human force is the most precious capital and there is no doubt that this capital is not achieved spontaneously, but it must be obtained, maintained and exploited in order to formulate added value in an optimal way which needs thought and action. Therefore human resources strategic planning indicates mechanism of emphasis on human force and occupation of it as a constant and endless capital so as to dynamism of organization. Compilation and conduction of a proper and efficient human resources plan provides chief results for company⁷. i. Obtain and nurture necessary skills of organization development. ii. Reduction of non function-oriented contradictions and conflicts of organization. iii. More discipline, harmony and cohesion in implementation of affairs by staffs. iv. Growth in staff eagerness to do duties. v. Create a sense of understanding and increase in confidence between staff.

In addition researches reveal that running an appropriate strategy can produce a flexible organization in which cooperation in making decision, soul of changeability, and creative acts can be seen to a higher extent. In such organization, individuals are constantly looking to learn to promote their abilities, communication networks are strengthened to boost group interactions, and due to more interaction between individuals, organizational confidence and obligation rises too.

Compilation Models of Human Resources Strategy: A variety of models can be applied to compile human resources strategic plans. Here Management some of them are mentioned below.

Model of Strategic of Staff Benefits (systemic attitude): Systemic thought displays a five-step framework to explain and run strategic planning of human resource. It starts planning with regard to the future.

The Model of Culture-oriented Human Resources Strategy (Cultural Model): This model introduces “organizational culture” as pivot of strategic logic of human resource. At first, using knowledge on the trend of outside environment of company (customers, investors, legislators, competitors, technology, globalization) the expected future of company can be shaped through which in fact prospects-guidelines, purposes and priorities are compiled.

The Model of Strategic Points: This model introduced by “Bamberger” and “Meshoulam” consists of two aspects (way of control and market of providing force) which result in extraction of four strategies namely paternal, contract, obliged and secondary strategy. Strategic reference points are determined by using job features, expected specifications of staffs, and characteristic of human resource subsystem⁸.

Social Capital: Social capital is a set of norms (good behaviors) in social systems which lead to increase in cooperation of society members and decrease in costs of exchanges and communication. From Pier Bourdieu viewpoint, social capital is the sum of the resources, actual or virtual, that accrues to an individual or a group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition, in other words, membership in a group which each of members provides themselves with support of collective investment⁹.

Importance of Social Capital: Social capital deemed as a substantial constituent of organization and staffs’ success at the communication period, is the wealth which can attain organization purposes via interpersonal interaction and communication. Nowadays, in the field of development, managers have more need for social capital than economic, physical and human capitals¹⁰. i. By strengthening communication networks, the creation of knowledge, sharing and applying knowledge with regard to common confidence would be facilitated. ii. Being obedient to norms, discipline, coordination, cohesion and solidarity can be developed between individuals.

Conceptual Model of Research: The current study in order to examine human resource strategic planning in creation of social capital, concerning literature review, relies on the model of strategic reference points from which utilizes obliged strategy regarding its characteristics to develop social capital.

Material and Methods

Information related to the theoretical part as well as literature review has been collected via library method. Then data collection to examine hypothesis has been performed using researcher-made questionnaire according to theoretical basis, literature review and similar studies as well as variables of hypotheses. Likert scale has been managed to score questionnaire options (from 1= very low to 5= very high). Its

validity has been recognized on the basis of experts’ opinions and judgment, so the compiled questionnaire was sent to several dominant professors and executive specialists of the field and after essential corrections and pre test, the content validity was signified. Internal consistency via Cronbach’s Alpha (0.879) verified reliability using the software SPSS. Descriptive analysis of data was accomplished by descriptive statistics such as frequency, frequency percentage, cumulative percentage via graphs and tables to process demographic information. Additionally, frequency tables of variables display Mean, Mode, and Standard Deviation. The test of Kolmogorov-smirnov was utilized to examine normal distribution of variables. To study hypotheses inferential statistical tests like Pearson correlation coefficient as well as multivariate regression. To specify the significance of regression, results of One-Way ANOVA, test F were employed. Ranking variables according to respondents’ viewpoint was completed through Friedman Test. All data process has been acted using the software SPSS.

Results and Discussion

According to Morgan table, 170 participants are categorized as 44.1% female and 55.9% male by gender; by education 13.5% diploma, 3.5% associate degree, 65.9% bachelor degree, 15.9% master degree and 1.2% PhD; by terms of service: 1-5 years 39.4%, 5-10 years 45.3%, and more than 10 years 15.3%; by job titles: 5.9% managers, and 94.1% staffs. About five components of Obligated Strategy, average score of flexibility culture (3.15), organizational commitment (3.65), personal merits (3.122) staff cooperation (3.41) and inter staffs confidence (3.408) reveals that almost all of them are more than mean score. Also total mean of social capital with 3.78 is higher than the theoretical mean (3).

Since the value of Sig for each variable was higher than 0.05, normality of variables is verified at the 95% confidence intervals. According to the results, F value in ANOVA is significant at $\alpha=0.05$.

Friedman Test to Prioritize variables of hypotheses: As can be seen, the hypothesis of compeer variables is rejected at the significant level of 0.05 and 95% confidence intervals. Therefore in respondents’ viewpoint, five variables are prioritized with different priority as follows: i. Organizational commitment, ii. Inter staffs confidence, iii. Staff cooperation, iv. Flexibility culture, v. Personal merits.

Conclusion

There is undeniable relation between committed strategy and social capital in the organizations between components of human resource strategic planning and the creation of social. So it can be concluded that establishment of social capital in every organization needs to preparation and drawing predisposing factors into attention.

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