

Human Resources as a Key Strategic Factor

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Abstract

This research paper is vital in addressing the issue of why Human Resources is a key strategic factor that can be used for the success by any organization across the world. To effectively achieve this, the research paper is divided into various parts such as the introduction that gives background information regarding the issue, the problem statement that addresses why it is important to research over the issue, and the major objectives of the study. The importance of why this research was conducted has also been duly addressed. A theoretical framework of this research coupled with the testing of the hypothesis has also been presented. Various examples of how human resources is a strategic factor have been given under the literature review of the paper and a discussion of the findings have also been addressed. Finally, the paper gives numerous recommendations on how the issue of Human resources should be embraced as being a key strategic factor by organizations all over the world.

Introduction

Human resources have different definitions in the contemporary society. For instance, human resources are defined as a single employee or a single person within an organization. On the other hand, human resources are defined as being an organizational function that is tasked with the responsibility of dealing with issues and individuals which are associated to people in the organization such as performance management, training, hiring, and compensation (Moutinho & Vargas-Sanchez, 2018). Human resources, also known as HR refers to the recruitment and hiring of the new employees, their orientation, as well as the training of the current organizational employees. As a factor of production, human resources normally reside in the skills, motivation, and knowledge of people in the organization.

There has been an increasing importance regarding people issues which require organizational managers to effectively comprehend how individuals significantly contribute towards the organizational success. The management of human issues thus plays a vital role in ensuring that there is a mastery of organizational ambiguity. Human resource skills in the contemporary world are quite essential towards the managerial success and this can only be achieved through the skilful management of individuals by organizational managers (Bryson, 2018). It is quite evident that the better management of people by managers in an organization will quite definitely enhance the outcomes of the organization in that not only do they focus on the human resource practices that affect people's attributes such as their skills and knowledge but they also affected their drive in using such attributes. The effective management of human resources is capable of enhancing the performance of such companies while the individual "human resource activities" are also capable of paying off handsomely.

The domain that is associated with human resource management is pegged on the fact that the effective management of people is capable of influencing each and every component or aspect of an

organization. This is attributed to the fact that human resource management actually involves employment relationships, the goals as well as the activities that have been given focus. It is therefore prudent for organizations to ensure that they embrace appropriate Human resources goals as well as practices which will aid them to attain competitive advantages during this 21st century. It is thus the responsibility of individuals practicing human resource management in organizations to put more focus and emphasis on the activities associated with the management of people (Chadwick, 2017). Even though such human resource management activities are quite important, it is important to note that they are only a means to an end. As a result, it is important for organizational managers to put more attention on results as opposed to just activities. Else, the issue of human resource management will merely be a set of administrative decisions that are insignificant and disjointed.

Problem Statement

It is quite a common fact and occurrence that some of the organizational managers across the world do not have the key competencies that can enable their organizations to succeed in the contemporary competitive world. As a result, they have easily succumbed to numerous management fads which have ultimately been resisted by the workforce. Such managers have been known to only prepare for most obvious or evident business obstacles while failing to develop effective strategies that are flexible and capable of dealing with the most “wildest-case scenarios” that may be encountered by their organizations.

It is not strange that some of the business entities across the world have taken on excessive debts with an assumption that the current business success that is being experienced by such organizations will always continue. Unfortunately, this is not the case and this ultimately results in not only business downturns and divestitures, but also to layoffs and in some cases bankruptcy of such organizations. In order to prevent organizations from suffering from such problems, it is important for organizational managers to understand that Human resources is indeed a key strategic factor that should never be underestimated (Bratton & Gold, 2017). This can thus be done through effective management of people that will lead to creation of both sustained and consistent competitive advantages through effective mastering of the management of their individuals or human resources.

Research Questions

- Why are human resources a key strategic factor in modern organizations?
- How do human resources affect organizations?
- What are the challenges facing organizations in the implementation of human resources?
- How does effective utilization of Human resources help an organization to achieve a sustainable competitive advantage?

Research Objectives

- To ascertain how human resources are a key strategic factor in modern organizations.
- To ascertain how human resources, affect organizations.
- To ascertain the challenges that is facing organizations in the implementation of human resources.
- To ascertain how the effective utilization of human resources can help an organization to attain a sustainable competitive advantage.

Research Importance

This research study is quite important because it helps an organization to attain its vision, mission, goals, and strategy. This research is also quite essential and important because it will present more

information to organizational managers to know that there is need for them to recognize the link between helping their individual employees, their department, and their team so that they perform better in the HR strategy and contexts. Through this research paper, organizational employees will not be help back through clinging on the outdated and conventional notion that human resource function is only about the serving of employees.

The research paper will thus help organizational managers to be in a better position of knowing that instead of just helping and serving an organization's employees, HR should actually be tasked with the responsibility of developing, supporting, enabling, and encouraging organizational employees in order to build capacity. This implies that it will help the relevant organizational stakeholders to ensure that human potential is harnessed and channelled in the appropriate direction that will ensure the attainment of the goals and objectives that have been set by an organization (Rees & Smith, 2017). This research study is also quite important because it will enable the organizational managers and the employees to comprehend that having a strategic human resource department is capable of not only enabling but also empowering and engaging organizational employees or workers for the purposes of the organization or business.

Research Structure

To effectively address the issue as to why Human Resources is indeed a key strategic factor, this research study will be divided into various subsections or parts and this includes the abstract, introduction, problem statement and research objectives. It also includes the research importance, the research structure, the research hypothesis, and the literature review. That apart, this research study is also comprised of the theoretical framework, the hypothesis testing, a discussion of the findings, and a conclusion. Finally, the research paper presents numerous recommendations as to what should be done in order to make Human Resource as a strategic factor that can be used in the enhancement of an organization's success (Olson et al, 2017).

Research Hypothesis

- H1: Human Resources affect the organizational success.
- Human Resources is about serving employees.
- Human Resources help an organization to achieve sustainable competitive advantage.

Literature Review

Human Resources and the achievement of sustainable competitive advantage

For each and every organization across the world to grow, then it must not only acquire but also use its resources in both valuable and unique ways. To be able to achieve this, there is need for these organizations to fully utilize its resources which include among others its human capital, organizational capital, and physical capital in order to gain a sustainable competitive advantage. To achieve a competitive advantage, there is need for need for organizations to influence the quality and nature of its available resources which cannot easily move between the various organizations. Indeed, organizations across the world are capable of having unique competitive advantages if they can easily find ways of increasing or enhancing the quality of their available resources or use such resources in a more effective way as opposed to their competitors. However, it is prudent to note that such competitive advantages can only be deemed to be sustainable if they cannot easily be copied by an organization's competitors.

It is also important to note that there are various ways through which resources can help in the achievement of sustainable competitive advantages by organizations. For instance, sustainable

competitive advantage for an organization can actually be caused through resources which not only add some value addition to such organizations but also by resources which are rare or unique among the competitors. In addition to that, sustainable competitive advantages in an organization can actually be caused through resources which cannot be easily and perfectly be imitated by the competitors of an organization (Miles & Cleaf, 2017). Having human resources that cannot easily be substituted by the resources which are possessed by other competitive organizations can also help organizations to achieve sustainable competitive advantages.

Challenges facing the inability of an organization to effectively use Human resources

The recruitment of managers who are not well aware of what it requires to implement human resources may make such organizations to fail to achieve their set goals and strategies. That apart, the conventional approaches by people tasked with the responsibility of utilizing human resources on the basis of only serving employees may also ultimately make such organizations to fail in meeting their set goals and strategies.

Theoretical Framework

Numerous materials both primary and secondary exist regarding the issue of human resource. These are very important because they can help organizations to effectively strategize their business management (Mahoney et al, 2017). The implementation of effective strategies in Human resources can indeed be quite a difficult as well as overwhelming task. However, the issue of Human resource should be embraced by managers as being a leading factor towards ensuring that there is implementation of organizational strategies.

Hypothesis Testing

In order to ascertain the fact that Human resources is indeed a key strategic factor, it was important to ensure that managers running some of the successful and failed organizations around the region were interviewed. The interviews were carried out with a view of ascertaining how such organizations took the issue of human resource and how they applied it. Through this, it will be easier to ascertain the level of seriousness in which both the failed and successful organizations embrace the issue of Human Resources as being a strategic factor.

Discussion of the Findings

Based on this research study, it was found out that most of the organizations despite being aware of the term human resources were not keen on what entails to be done with this terminology. As a result, most of the organizational managers have in their endeavours to implement Human resources as a key strategic factor highly concentrated on serving employees instead of putting emphasis on other aspects which should be integrated with human resources to ensure that there is success in their respective organizations (Chuang & Lin, 2017). As a result, there is great or dire need for organizational managers to understand the fact Human Resources is indeed an interdepartmental and extensive issue that has to be practices all over an organization.

There is therefore need for individuals tasked with the responsibility of implementing it in the organizations to ensure that HR interacts with the entire organizational processes. It was found out that the effective implementation of any business strategy in a given organization intrinsically calls for the cooperation of the entire workforce whose domain is still the human resource department. That apart, it was also found out that the best human resource strategies were those that did not only deal with the best interests of the organizational employees but rather dealt with the interests of the entire organization (Amiri et al, 2017). It is important for all and sundry in an organization to ensure that

they become valuable organizational assets that will serve the ultimate goals of their respective organizations.

Conclusion

Based on the above contents of this research study, it is quite apparent that there is more that has to be done by organizations through its managers in order to make Human resources to become a key strategic factor for an organization. It is quite evident and apparent that Human Resources has actually proven itself as being a useful fact in not only the innovative development of organizational ideas but also the organizational strategies. It is prudent for the contemporary HR professionals in organizations across the world to ensure that they push past their organizations' "strategy development phase" ensure that their plans are effectively put into action. This is due to the fact that implementation of the Human resource strategy in organizations is indeed a key essential element that can be used in guaranteeing the success of business entities (Kavanagh & Johnson, 2017). This calls for need for HR authorities and personnel in organizations to become positioned uniquely so that they can effectively pioneer realization of achievement of the set organizational goals and strategies. It is therefore the responsibility of an organization to ensure that they effectively utilize their resources in order to ensure that there is success of their respective organizations.

Recommendations

Based on the contents of this research paper, it is important that some recommendations are made in order to ensure that there is effective application of Human resources for the success of the organization. The implementation of Human resource management should not be the responsibility of the organizational managers a lot. Rather, it should be a collective responsibility of all the stakeholders who should work together as a team to ensure that the goals and objectives that have been set by their respective organizations are achieved with ease. In order to make human resources a key strategic factor that can play a significant role in the achievement of an organization's success, it is important to ensure that the people tasked with the responsibility of implementing it do not just base on serving employees. Rather, they should also place emphasis on other factors of human resources that ought to be effectively integrated in order to guarantee the success of their respective organizations. Success in any organization can thus only be achieved through ensuring that all the departments and personnel in the organization work together hand in hand towards the achievement of organizational goals.

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