

Human resource management strategy and its role in achieving organizational change requirements

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Abstract:

The different experiences and practices in many institutions, and in changing environments, have demonstrated that any change or improvement process that does not include human resources is bound to fail, because the real development is not in buildings, technology or equipment, but in human resources.

On the other hand, strategic human resource management represents a sophisticated intellectual methodology that directs management processes and activities in an organized manner towards the goals and objectives for which it was established.

Keywords: Strategic Human Resource Management, Human Resources, Organizational Change; Economic institutions.

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1. INTRODUCTION

Economic establishments of all kinds and multiple fields of activity are active in an environment that prevents them from achieving their objectives.

The change in various factors has continually and surprisingly required the institution to monitor these changes with a particular interest in the acquisition of various resources and how to integrate them according to the requirements of its strategy .

All this forces the company to adopt strategic management to create the secret of its superiority and competitiveness and to ensure its sustainability. A type of human resource management, known as strategic human resource management, has emerged from this management, as it is a strategic resource that gives superiority and leadership to the extent that it is taken care of. The role of human resource management is no longer limited to the executive and procedural side or even to the administrative side by vested interests. It is seen as an entry point for making strategic decisions regarding the organization's employees in the light of the institution's overall strategy, so that it has become an advanced intellectual methodology based on the human element that directs operations and management activities

in an organized manner in order to achieve the goals and objectives for which the institution was created, at the forefront of which is access to the best and highest possible performance. On this basis, we will address in this topic the following elements:

Firstly - What is the concept of strategic human resources management?

Secondly - The concept of organizational change and its importance for institutions?

Thirdly - The implications of change in the strategic activities of human resources management

Firstly: The concept of strategic human resources management:

Because the environment in which institutions operate is an unstable, some institutions may be successful in exploiting opportunities, while others may not exploit opportunities even if they have the same resources, especially human resources.

The reason lies in the ability of each institution to improve and optimize management systems for its various functions from a strategic perspective, particularly with regard to the human resource management function, because it contains the most important resource, which is the human element.

1- Definition of strategic management of human resources:

There are many definitions of strategic human resource management and it is clear that each definition focuses on a specific angle. It focuses on the acts that distinguish the institution from its competitors¹ (Armstrong, 2008); and on the fact that human resources management is those acts that are related to the organization, and therefore it is a general definition that has not been clarified as being related to human resources.

Strategic human resources management is also defined as the decision-making process that aims to achieve the adaptation of the human resources system to the competitive environment, and there forfeit is a set of strategies and plans to achieve changes in the human resources system and this work is to support the institution's strategy in the face of environmental changes (SamirAhmad, 2009)².

2- Elements of strategic management of human resources:

In the past, human resources were seen as costs to be reduced, but today, on the contrary, institutions see their human resources as an investment in which the social function plays an important role in order to increase the institution's degree of competitiveness through participation in the realization of the organization's strategy, and the institution found itself obliged to place human resources at the heart of its strategy (Bosquet)³ by virtue of the inevitable relationship between corporate strategy and human resources management (; Bosquet C. H.)⁴, and we will address the elements of strategic human resources management as follows:

2-1- Definition of the mission of the institution and its strategic objectives:

Concerning the mission of human resources management, it is considered as a part related to the management of the human element within the organization and as part of the mission of the organization. This mission also clarifies the limits within which the organization carries out its various activities that can lead to a better performance of the organization. The human resources management mission is divided into three missions that have been developed to support the organization's strategy, which are:

*** Acquiring skills:** In the context of this mission, the social function provides the institution with the distinct skills it needs to implement its strategy. Whereas, these practices and measures taken in order to acquire skills require the organization to undertake internal or external employment.

*** Motivational skills:** The acquisition of competencies for the organization means nothing unless it motivates and encourages the organization to actually use them in its professional activities; therefore a professional human resource management mission is known as a clear message to increase performance as indicated in the following Vroom's performance equation:

$$\text{Performance} = (\text{motivation} \times \text{skills})$$

This message translates materially into the creation of a fair (equitable) and motivating remuneration system.

*** Skills development:** This third mission is considered essential in the strategic vision because of the social function. It means the ability to change and adapt the institution's skills in a well-directed function the fact that there is a direct relationship between the development of skills within the organization and the success of its strategy.

2-2- Definition of strategic objectives: Human resource management objectives, whether strategic or function, are highlighted in the light of the general objectives. Among the most important objectives that the human resources system seeks to achieve are the following (Ahmed)⁵:

- Attract the appropriate human resources and skills needed by the organization.
- Human resource development.
- Motivating human resources within the organization.
- Improving and developing productivity.
- Maintaining human resources.
- Develop employee satisfaction and strengthen their sense of belonging to the organization.
- Formulate human resources policies in line with the environmental conditions and the organization's strategies.

The objectives set for human resources, as well as the general objectives of the organization, must be measurable and specific, achievable, written, acceptable, flexible and with clear priorities, inclusive, and they must also be coordinated with the rest of the objectives and set by deadlines in order to constitute a working guide for the admission in its decision making.

2-3- Environmental analysis : This is done through:

Analysis of the external environment (study of the surrounding environmental factors): It aims to accurately identify and actively monitor the elements and components of the environment and the changes that occur in it, and includes everything that surrounds, directly or indirectly, the organization as well as the institutions or groups active in the same field of activity.

Analyzing the internal environment: The internal environment represents the energy, and the material, human and financial potential that the organization possesses, whether current or future, in addition to the value of individuals at the level of its general management, which greatly influences the objectives and strategies of the organization, and these aspects may constitute assets for the organization that must be capitalized and organized, or they may constitute weaknesses that should be avoided or at least mitigated their negative effects.

Therefore, the results of the analysis of the internal environment are to identify the strengths and sources of excellence of the organization as well as the weaknesses and causes of the underdevelopment it suffers from. Thus, this analysis helps to identify the factors that can strengthen or weaken the organization, and from there determine the specific actions that the organization will need to take in the future (Ahmed)⁶.

2-4- Strategic guidelines for human resources management: Human resources management practices (policies) differ according to the strategy adopted by the institution, such as:

According to the strategy of stability: With regard to this strategy, the strategic management of human resources is oriented towards:

- Retaining its workers, as in the selection and recruitment of highly qualified workers and employees.
- Granting enriching rewards (Namshiya, 2007)⁷

According to the growth strategy: the establishment adopts according to this strategy:

- **Employment:** which is very necessary within the framework of this strategy because it is linked to the need for the organization to attract the best skills it needs to develop rapidly and ensure its growth and prosperity.

- **Salaries:** they must be attractive and based on individual and collective performance, where the evaluation is not only about results but also about behaviors, because the working capacities come from the team.

- **Skills development:** which remains linked to training in the opportunities available, in addition to promotion, which is an important element in view of the rapid development of activities.

As part of a recession strategy: The Company adopts in this strategy:

- **Employment:** which should not be completely dry, but rather the fact that the institution needs new skills and abilities in key positions in order to develop new activities, especially within the institution itself, where there are resources that help it to move towards other new activities.

- **Salaries:** for the institution that follows this strategy, it hopes to maintain the loyalty of its staff because of the very limited means of attraction available to the institution due to many obstacles.

- **Skills development:** The institution seeks here to develop new skills that play an important role, so that the institution is allowed to return to depend on its own resources to develop new activities (Bosquet C. H.)⁸.

2-5- Execution and evaluation of the human resource strategy: After having clearly defined the mission and objectives of the strategic human resources management and having carried out an internal and external human resource analysis, comes the execution of the strategy and policies, and then the control phase in order to avoid possible deviations from what was planned (Sulaiman, 2001)⁹.

Strategy execution: for the human resources strategy, execution is linked to the centralization or decentralization of the strategic human resources management functions themselves. Therefore, where centralization is the dominant model, the central human resources administration undertakes the implementation of the established strategy and oversees the commitment of the different sectors to it. However, in institutions that follow the decentralization model in strategic human resources management, each unit of the institution is responsible for implementing its own human resources strategy.

Monitoring of strategy implementation and evaluation of results: Strategy execution is monitored at the strategic level to ensure the soundness of the strategic direction of human resources, as well as, at the tactical level to ensure the implementation of the strategic plan and the application medium-term programs. Finally, monitoring is at the operational level to track detailed activities at the direct operational level in the short term.

Secondly: the concept and characteristics of organizational change: most organizations are affected by changes in the external environment and by any changes in the economic,

social, technological, political and cultural variables of that external environment. As organizations are systems linked to an environment characterized by constant dynamism, they need to keep pace by making internal changes to their essential components in order to achieve their goals of survival, growth and adaptation.

1- Definition of organizational change:

Change has many definitions, the most important of which are the following:

The Change represents the various processes and developments that accompany the life of all organizations to cope with the imbalance and continuous development of their environment, and change cannot be avoided, rather it must be competently conducted and managed (Al-Zoubi, 2009)¹⁰. Change is the transition from one point or situation during a well-defined period of time to another point or situation in the future (Arqsousi, 2008)¹¹.

On the other hand, change is defined as intentional collective action to bring about optimal adaptation and includes individual behavior, organizational structures, performance systems and their evaluation in order to interact and adapt to the surrounding environment (Habil, 2008)¹².

2- Objectives of change in institutions:

Institutions plan and study the need for change in order to achieve a set of objectives they are seeking to achieve, the most important of which are (Hadi, 2013)¹³:

2- 1 to increase the capacity of institutions to adapt to the local and global environment by achieving a certain level of competition, distinction and production.

2- 2 improve the organizational and administrative level to develop administrative efficiency and effectiveness and qualify them towards innovation, creativity and quality.

2- -3 Developments of values, beliefs and behavioral patterns in the institutions in order to achieve the desired mission and objectives effectively, which requires changing the culture of the institutions and their old ideas and habits towards a positive change:

-Definition and Appreciation

-Morale

-Clear targets

-Strategic planning

-Leadership Model

-Team spirit

-Participation

-Focus on contribution

-Operations management

-Knowledge and skills

-Empowerment

-Effective communication

3- Types of change: There are several types of change, which are the following:

3-1- Unforeseen changes: These are changes that occur independently of the organization's desire due to the natural development and growth of the organization.

3-2- Planned changes: they occur and are planned by the management in an orderly and regular manner.

3-3- Imposed changes: they are often mandatory for employees by the supervising authority.

3-4- Participatory changes: These are those that occur with the participation of workers in the change process.

3-5- Functional changes: Functional change is related to new systems, procedures, structures and technologies that have a direct impact on work organizations in any sector of the organization (Zahir, 2011)¹⁴.

4- Change strategies: There are many different types of change, the most important of which are listed below:

* **The reconstruction strategy:** it is a step-by-step strategy that is implemented by removing the old system and deepening the understanding to reject and change it and limits the forces that defend it, while preparing the climate for the new system and laying the solid foundations on which the new system will depend during the reconstruction phase.

The establishment of the main structure of the new system is also the stage during which the characteristics of the new system emerge, and if this strategy is successful, the second phase will be transferred:

* **Upgrading and growth strategy:** it represents a strategy to consolidate the path to change through expansion, inclusion and multiplicity in the areas of change to allow more work and adopt a philosophy of change based on the development of principles and liberal ideas with progress and reform so that the principles take their way into real and practical application in order to gain the experience and effectiveness of the leaders of change through the real experience of their ideas and principles. Therefore, this strategy is characterized by practical realism, not recklessness and haste.

* **The strategy of domination:** After this, the increase in power and capacity occurs cumulatively with the previous strategy. The strategy of domination is based on taking advantage of the realities of power that the administrative unit has achieved and attained in the previous stages, as well as attracting a range of benefits and exceptional advantages (Khudairi, 2003)¹⁵.

5- Approaches of change :

Scientific sources have identified four main approaches to achieving change:

5- -1 Functional approach: This approach concerns the objectives and policies of organizations and how to develop them.

5- -2 Structural approach: It concerns the distribution of work, the formation of administrative units and their linkages, the means of communication, powers and responsibilities.

5-3 Technological approach: this refers to the introduction of technical means and new working methods, such as the use of high-performance computers and automation or robotization equipment.

5-4 Human approach: This involves influencing the values and attitudes of individuals and groups and their skills through training and qualification of the staff (Bachaitar, 2009)¹⁶.

It is clear that change in the organization does not deviate from one of the four domains (structure, technology, individuals, tasks), but it can affect only one, or some or all of them, and it must be stressed that the human approach is the best approach to achieve change, because it can affect the other three approaches to change, because change, whatever its domain, always aims at the human element and can therefore only be achieved by the human.

6-Methods of change:

The methods of change are those that determine the methodology of change development that we discussed earlier. The change option follows two methods: "imposed change" and "negotiated change", and both methods are used respectively:

6-1-Change imposed : The actors in the institution with the highest decision-making and authority believe that their current organization is inadequate and inefficient, so they decide

to carry out the change based on the perception of a specific organizational objective in order to meet the conditions of the next phase according to new effective standards. Therefore, the point of the change path is determined from situation "A" to situation "B", and the decision-makers in general of the change methodology simply train the employees to equip them with the skills they want in light of the new organizational form, which expresses the imposition of an indisputable behavioral vision.

6-2-Negotiated change: The second conception of change depends on a democratic approach following methodical steps. The first is to reveal the shortcomings of the organization in its current form by conducting a set of negotiation and communication processes aimed at the realization of the new organization.

Pierre Morin asserts that it represents a consensual scenario whose purpose is not an attempt to bring everyone together in the same model or to choose between a "dual solution:" integration "or" exclusion", but rather an attempt by everyone to find an answer to their aspirations by correcting the weaknesses of the institution (Karim, 2009)¹⁷.

7 -Fields of change management:

Change can occur in several fields and change can affect the administrative structure or administrative models, which some call administrative development and it aims to change behavioral patterns in administrative work through the development or training programs. Change can also involve modifying organizational aspects and work procedures and is referred to as organizational change:

7-1- Strategy change: Organizational change usually starts with an analysis of the organization's strategy and tasks, and on this basis, strategic change usually requires other changes such as change in technology, organizational structure and culture, and strategy change can be achieved at the organizational level or at the activity or functional strategy level.

7-2- Organizational culture change: Changing an organization's strategy requires other changes that accompany the change, such as a change in organizational culture and value system. In order to implement this cultural change, many steps must be taken, for example a group of new heroes must be created that is acceptable to all members of the organization, in order to promote the new value system that emphasizes quality, teamwork and customers, and people management play an important role in achieving this change, and are represented in the following elements:

- Sensitizing employees to aspects that deserve attention, measurement and control.
- Behaving positively in difficult situations and organizational crises.
- Encouraging role models and learning new values.
- Dealing with priorities in the same way as dealing with rewards and jobs status.
- Reconciling human resources management procedures and standards with the values it upholds.

7-3-Change in organizational structure: It includes administrative actions that attempt to improve performance by leading the formal organizational structure of the organization, as well as changing power relationships. Structural change consists of inducing changes in the nature of the function, broadening the missions of the function or enriching them, reducing specialization in the position and changing its characteristics, or increasing the number of tasks and missions assigned to the function to make the work more interesting and attractive in the constant search for a challenge. Adding meaningless tasks can have the opposite effect.

7-4-Modification of tasks: to rethink and organize the tasks, powers and functions assigned through teamwork in order to improve work management by giving each team the authority to take responsibility for all administrative aspects and to transfer decision-making responsibility to the team level.

7-5-Technological change: Technological change takes many forms, the most important of which is the use of a new automated model to increase productivity, reduce maintenance costs and improve production quality. Technological change may be reflected in the design and organization of work. This type of change aims to make adjustments in work systems and methods in the completion of the organization's work, so that it includes the introduction of new production technologies, or a new system in the process of selecting new personnel, or the use of advanced methods to evaluate worker performance.

7-6-Creating change in the career paths and skills of individuals: This change includes efforts to reorient and improve the career paths, skills and knowledge of individuals through training sessions and development programs, conferences and seminars (Marzouq, 2006)¹⁸.

Thirdly: the implications of change in the strategic activities of human resources management:

changes in the quantity and quality of human resources are considered as changes in the personnel of the organization according to the time cycle, as we can distinguish between natural, predictable change (such as retirement, promotion, etc.) and sudden or unpredictable developments or changes (such as resignation, force majeure such as death, etc.). These evolutions can also be the product of business requirements as required by technological or organizational changes, and therefore it is not necessary to replace and compensate for the skills shortage resulting solely from the time cycle only, but also as a result of the introduction of organizational changes that correlate to the change strategy to which the organization aspires.

The situation desired by the institution's management as a part of its change strategy requires clear support from several fields of human resources management, such as planning, training, development and motivation ...etc., where the human resources management strategy must be formulated in the context of meeting the requirements of each stage of change, so that human resources management programs and policies are a dynamic, changing and evolutionary process that depends on a thorough reading and understanding of change strategy adopted by the organization. On this basis, we can distinguish three stages of change and the corresponding strategic human resources management activities (B.Gazier, 2001)¹⁹.

1-Human Resources Management Strategy during the launch phase of the change process:

The start-up phase is considered the most important phase of the change process in terms of the organization's preparation and readiness to embrace change, and therefore goes beyond the period of indecision and fear of the future. For this stage to succeed, human resource management must take into consideration the specificity of this stage in all its aspects as follows:

1-1-Recruitment and employment aspect: For human resources management to provide a real support to the starting phase of change, it must work to attract young new workers and highly qualified employees with a capacity to evolve through their readiness to be open to changes and potential developments in the context of their activity within the institution (; Mahdi, 2010)²⁰.

Attracting and exploiting these skills will have a significant impact on the motivation of former staff members within the organization because of the competition that will arise

between them or because of fear of being excluded or marginalized. Therefore, the new appointments can be seen as an external influencing factor for these individuals to support the change process.

1-2-Aspect related to the system of wages and rewards: The salary grid must be motivating and flexible, that means that it must change according to the level of personal participation and involvement in the change process. As for performance evaluation, it must be carried out on a personal basis and according to individual profitability requirements. As for motivating rewards, they are distinguished by their sudden nature in terms of value and content. In general, the motivation policy during the launch phase should aim to ensure the greatest possible effective employee participation (Attiyat, 2002)²¹.

1-3-The Aspect of training and Professional and social development: The professional prospects of the workers at this stage are very promising, and it is the fact that the institution is on the verge of development and growth, and therefore the training and development strategy must be linked to the personal project of the individual on the one hand, and to the project developed by the company on the other hand, by preparing professional career plans, promotion and development of skills, especially strategic skills that serve and accompany the strategy of change in all its stages.

2- The human resources strategy during the implementation phase of the change process:

During this phase, the institution experiences a kind of hesitation so that it is affected on the one hand by the aspects of change that express the results accompanying the transformation process and on the other hand, it is affected by resistance behaviors that reflect the willingness of some parties to preserve the old situation in order to keep certain gains or simply out of fear of certain threats. Given that the trend towards change and renewal has become an obsession for administration and individuals, strategic human resources management will be led to work more towards the achievement of change objectives through its strategic activities represented as follows:

2-1-Recruitment and employment aspect: At this stage, the Human Resources Department imposes the adoption of a recruitment program focused only on individuals who are distinguished by their efficiency and high skills, as well as on people able to occupy specific jobs, namely, jobs and tasks that directly serve the project of change and in which the institution suffers from certain shortcomings.

From this point of view, the recruitment and selection procedures for job candidates must be strict and rigorous to allow the selection of the number of highly qualified and necessary skills for the institution with a high capacity for innovation, in addition to being available to harmonize with the resources of the institution and all the programs related to the change.

2-2-Aspect related to salaries and remuneration policy: Salary policy in this situation is based on the adoption of a salary system that takes into account individual efficiency and profitability in the first place, while contributing to the achievement of collective objectives. Consequently, performance evaluation mechanisms are not only based on individual results, but also on the degree of adaptation of the individual to collective work.

To support the change process, the reward system will need to focus on the criterion of seniority in the organization as it reflects the degree of loyalty and belonging of individuals to their organization and also the extent of their responsibilities, problems and risks associated with the change process (; AlAttiyat, 2002)²².

2-3- The area of training and professional and social development: Training plays a central role during this period, so that those responsible for performing current tasks may not be able to perform them in the future if job requirements change and they fail to develop

their own skills. Therefore, the development of a training and skills development strategy must be done at the right time to support the change process will help to ensure that there are sufficient numbers of individuals with characteristics and goals that are consistent with the characteristics and objectives of the change that the institution is seeking to achieve.

The objective of the training process at this stage is to create and develop relationships of synergy and solidarity between individuals and groups of employees, thus reducing the intensity of competition and conflict by building relationships based on trust, respect and honesty.

The implementation of the training strategy during this period requires the creation of a new job for the human resources management system within the organization that can support the change process and ensure the facilitation of the circulation system between the different departments and activities of the institution (B.Gasier, 2001)²³.

The organization's ability to change may depend on the ability of its members to trust each other and this is what sensitivity training aims to achieve. Sensitivity training is the best way to develop internal relationships that help individuals to the self-awareness and the extent to which they are influenced by others. Sensitivity training leads to a growing awareness of the importance of continuing change processes and to the development of the capacity to cooperate to achieve this.

3-Human resources management strategy during the implementation of the change process: this is a step to analyze and monitor the results and confirm the desired change, and in this period, the organization seeks to test the effectiveness of the change strategies adopted to achieve the desired results and the extent of workers' commitment in all programs related to this process and their desire to continue. This is done in order to achieve the programmed objectives, and this is done through the monitoring of the activities of the Human Resources Department.

3-1-Recruitment and Employment: During this period, the organization tends to support the internal employment policy in order to sustain organizational loyalty and job satisfaction, and thus encourage individuals to adhere to the process of change and work to continue it, and that means a complete cancellation of all external recruitment activities. The latter may be practiced by Human Resources Department in order to deal with certain cases of imbalance resulting from the lack of certain specializations needed to continue the institution's activities (Attiah, 2002)²⁴.

3-2-Aspect related to salaries and rewards system: The strategic practices associated with the incentive system must comply with the following principles:

- The link between financial compensation and the short-term results of individuals and work groups.
- Performance evaluation includes numerical results and behaviors in addition to the individual level and organizational rules and procedures.
- In addition to the material motivation aimed at strengthening loyalty and job satisfaction, the Human Resources Department finds other suitable solutions for moral motivation in order to persuade employees and integrate them further into the change process. For example, diversifying the means of communication and supporting the role of workers in making and maintaining decisions related to change.

3-3-Training, professional and social promotion: Stabilizing the process of change requires a very important role of the human resources management in the field of training, especially since the results of the performance evaluation have shown a decrease in the willingness or capacity of some human resources that have an impact on the process of change.

Training programs aim at enriching the work of employees, making them enjoy their work and make them more responsive to change while working to develop confidence and insight and supporting coordination among team members during various activities within the organization.

From a strategic standpoint, it is not enough to know what we need in human resources and consequently, train individuals. Rather, we need to make workers happy through change and realize its benefits through the internal development opportunities provided by the organization at this level.

IV- Conclusion:

If human resources undoubtedly constitute the real wealth of institutions because they play a key role in the creation and success of institutions, then human resources management strategies, with their inputs and outputs, are the scientific and practical options available to institutions. The human resources management strategy must be formulated by taking into consideration the requirements of each stage of change, so that human resources management programs and policies appear as dynamic, changing and evolving.

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