Achieveing the Implementation of Strategic Human Resource Management Practices: a review of the International scientific articles

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Abstract

The present paper critiques and analyses three articles 'Measuring Employee Expectations in a Strategic Human Resource Management Research: Job Satisfaction' which appeared in the journal 'Procedia Social and Behavioral Sciences', published in 2011, 'Shattered but smiling: Human resource management and the wellbeing of hotel employees during COVID-19' which appeared in the journal 'International Journal of Hospitality Management', published in 2021, and 'Innovation Culture and Strategic Human Resource Management in Public and Private Sector within The Framework Of Employee Ownership' which appeared in the journal 'Procedia Social and Behavioral Sciences', published in 2015. This review will begin by summarising the articles. It will then briefly analyse the effectiveness of the article based on how it was structured – investigating how the information is set out and whether the readers can access it effectively and with ease. And finally the article will be critiqued based upon its authority and accuracy, and how current and relevant the information presented is. The review will also analyse any graphs and tables before finally judging the article's accessibility and credibility. The central theme of the paper is to present a 'conceptual framework encompassing a range of organization's overall issues relevant to strategic human resource management'. The framework provides a foundation for organising the existing and the growing literature on international competition and 'creating a map of the field'. The chosen articles can be used for both teaching and future research, but more importantly they are most beneficial for manager of multinational corporation. Which is aimed at providing then with 'relating and synthesizing the different perspectives and prescriptions that are currently available for global strategic management'.

I. Introduction

The strategic human resource management (SHRM) emerged in the middle of the 1980s and is currently seen as a relevant research field and practice in business administration (Kaufman, 2015). Its academic relevance has been gaining a growing international emphasis, considering the importance of the strategic performance of human resource management (HRM) (Jackson, Schuler, & Jiang, 2014). In this regard, it is possible to define SHRM as the vertical connection between HRM practices and the organizational strategy and horizontally as the congruence amongst the several procedures

of human resource practices (Wright & McMahan, 1992). It can also be understood as the HRM integrated to the strategies of the organization, aligned with HRM practices that are consistent with the different HRM units and with the several hierarchical levels, being accepted and used by managers and employees (Schuler, 1992). Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

The concept of strategy over time has been addressed by several authors. One of them is Chandler (1962), who proposes that the strategy is the definition of the long-term goals and objectives of a company, the adoptions of actions, and the allocation of necessary resources for the achievement of the objectives. For Andrews (1971), the strategy is the model of the objectives, policies, purposes, goals, and plans to achieve them addressed in such a way that they define in which business the company is or will be. According to Porter (2008), the strategy is to select the set of activities in which a company stands out to establish a sustainable difference in the market; the differentiation arises of the activities chosen and how they are the carried out.

The most important and critical resource of organizations in a rapidly changing environment of business, competition and entrepreneurship is the qualified, knowledgeable and competent man force (Drucker, 1986). Hence, organizations aim to strengthen their employees with a positive approach by infusing them with concepts such as autonomy, creativity, and flexibility and supporting them. Empowered employees are emotionally committed to their organizations through employee ownership and are satisfied with their jobs (Uslu, 2014: 7).

The subject of this article is to review the literature on the conceptual framework encompassing a range of organization's overall issues relevant to strategic human resource management'. Some authors define strategic human resource management as the effective application of the organization's human resources to accomplish the organization's overall strategies (Greer, 2011). Human Resource plays an important and strategic role in supporting organizations. Employees are the most important assets of an organization that is very strategic instrument for a company's market competition.

Among the themes, it is possible to emphasize "Achieving SHRM implementation" because according to the authors, even after decades of developing the field, there is still a lot to know about the role of implementation and strategic practices of human source management and its relationship to organizational performance, considering that most studies were still not able to justify the importance of the personal unit to the accomplishment of strategic goals. This way, we emphasize the importance of employee engagement and strategic practices of human resource, such as the aspects that enable an effective implementation of SHRM; otherwise, the HR field will continue to be seen only as an administrative field – playing a functional and supporting role.

And therefore, in order to fill such gap, the purpose of our study is to identify and characterize the studies from the previous writings cited in the abstract and attempts to develop an understanding the strategic human resource management (SHRM) which is especially a critical activity for companies. Moreover, strategic human resource management and tools have important tasks such as improving the effectiveness of social

interaction and communication between employees. With top-down and bottom-up management of organizational communication, it is also aimed that both the organizational and individual creativity are improved. However, in terms of results that stage and compare the way the corporate applications and strategic human resource management influence the employees as individuals, there is lacking information in the literature.

II. Review of Literature

2.1 Strategic human resource management and its implementation

The interventions occurred in an organization can or cannot stem from an articulated HR strategy. Some policies can be implemented without a previous explicit planning, and other planned strategies may never even be effectively implemented (Truss & Gratton, 1994). As reported by Kaufman (2015), some critical success factors to a large-scale organizational change, which is necessary for the effective adoption of strategic HR models, are the commitment of leaderships and a carefully planned and managed implementation. For such, it is necessary to manage programmed organizational changes properly and to act promptly on the cultural pressure perceived by all levels of the organization (Guest, 1987). Such premises are associated with the SHRM perspective proposed by Wright & Snell (1998), in which the authors claim that the main role of HR is to implement organizational strategies.

HRM research has generally focused on individual level outcomes such as job performance (Wright & Boswell, 2002), job satisfaction (Seibert, Silver, & Randolph, 2004), and motivation (Bloom, 1999), strategic HRM research has focused on unit or firm level outcomes related to labor productivity (Huselid, 1995; Koch & McGrath, 1996; MacDuffie, 1995), scrap rate (Arthur, 1994), sales growth (Batt, 2002; Guthrie, 2001), return on assets (ROA) and return on investment (ROI) (Delery & Doty, 1996) and market-based performance (Huselid, 1995). These aggregate level outcomes can further be differentiated by department level, plant (site) level, business unit level, and firm (corporate) level performance measures (Colakoglu, Lepak, & Hong, 2006).

Lengnick-Hall et al. (2009) present a research agenda that highlights the need to give more emphasis on issues related to the implementation of strategic HRM, specifically regarding the vertical and horizontal alignment of HR systems. The way through which organizations place HR policies and the need to measure the effective horizontal alignment of their adjustment initiatives are also mentioned as relevant issues. As reported by Kaufman (2015), the most popular approaches related to the integration of the business strategy to HR policies stem from a rational perspective, from normative models that define how HR policies can be integrated to the reached development stage, as well as the strategic guidance adopted by the organization. In this context, SHRM aims to analyze how work relations are managed according to goal achievement because people and their interactions are essential to the accomplishment of organizational goals (Legge, 2006). Literature divides the SHRM study into three different theoretical perspectives as follows: universalist, contingency and configurational (Delery & Doty, 1996). In the first perspective, the improvement of the outcomes of an organization is associated with the implementation of a specific group of best practices for the HR strategic planning (Huselid, 1995; Huselid, Jackson, & Schuler, 1997).

Following this line of reasoning, some HR practices will always be considered better than others, and all organizations should adopt them. In order to escape from the prescription proposed by the universalist perspective, theorists that support the contingency

approach (Fombrun, Tichy & Devanna, 1984; Schuler & Jackson, 1987) claim that, in order to become successful, HR policies must be aligned with the other aspects of the organization, such as different strategic positions. Finally, in the configurational perspective (Delery & Doty, 1996; Miles & Snow, 1984; Wright & McMahan, 1992) there is a pattern of actions that provides superior outcomes whose ideal model would be the one presenting a higher level of horizontal alignment among HR subsystems. To identify and recognize each of the theoretical perspectives is important in order to contribute to the development of the theoretical framework regarding SHRM (Delery & Doty, 1996).

III. Research Method

A systematic review of literature has been carried out as appropriate methodology, in order to produce a reliable knowledge inventory, according to what is proposed by Tranfield, et al (2003). Several authors have used systematic review of literature to carry out their research, for example, Crossan and Apaydin (2010) proposed to synthesize several perspectives through an integral multidimensional framework on organizational innovation.

For this research, the searching process is limited to published literature obtained from electronic sources, mainly databases of scientific data. the searching engines used were Science Direct, and Google Scholar. The keywords used are SHRM and employees. The articles reviewed are in the area of SHRM practices and strategic planning. This research covered the review of three publications from which those three formulated journals made major contributions 'Measuring Employee Expectations in a Strategic Human Resource Management Research: Job Satisfaction' which appeared in the journal 'Procedia Social and Behavioral Sciences', published in 2011, 'Shattered but smiling: Human resource management and the wellbeing of hotel employees during COVID-19' which appeared in the journal 'International Journal of Hospitality Management', published in 2021, and 'Innovation Culture and Strategic Human Resource Management in Public and Private Sector within The Framework Of Employee Ownership' which appeared in the journal 'Procedia Social and Behavioral Sciences', published in 2015.

IV. Result and Discussion

4.1 Research Results

In this session we present the outcomes related to the theme "Implementation of Strategic Human Resource Management" based on the analysis and identification of the characteristics of the three chosen articles. Regarding the articles reviewed herein, we describe the results for the submitted search, as shown in Table 1.

Table 1. Summary of three articles

Author (Year)	Objectives Of Research	Theoretical Framework	Method and Participants	Key Findings
Yasemin Oraman, Gökhan Unakitan, Ufuk Selen.	Examining employee job satisfaction in a strategic human resource management	Strategic Human Resource Management, Job Satisfaction	Ols Regression Model. 150 Employees Of The Firm, Face-To-Face Inquiry	Job satisfaction played an important role to employees' attitude towards jobs because it would lead employee

(2011)	Research with a model of job satisfaction.		Method	resigned when their job satisfaction is low. The results indicate strategic human researchm anagement practice has positively and significantly correlation with job satisfaction.
Promila Agarwal (2021)	Explorinig the human resource management (HRM) practices adopted by hotels during Covid-19 and to examine the impact of Covid-19 on the wellbeing of hotel employees.	HRM practices in the hospitality sector, wellbeing, HRM practices and wellbeing.	Qualitative methodology called as thematic analysis through in-depth semi-structured interviews, 41 participants from 9 hotels in India.	Hotels and employees benefitted when HRM practices crossed the conventional boundaries of hrm at the workplace and moved into employees' personal lives to enhance their job performance and express concern for them. Further, the findings contradict the view that HRM practices exclusively benefit the employer and can cost the organization if the HRM practices are designed to suit employees' needs. The results strongly support the notion that wellbeing-based HRM practices can positively and collectively impact both employees and hotels, supporting the "mutual-gain" perspective of HRM.
Tuna Uslu	Identifying The	Strategic	Field Survey	Employee ownership

(2015)	Mediating Effect Of Innovation Culture On The Job Satisfaction Between Strategic Human Resource Management And Employee Ownership.	Human Resource Management, Job Satisfaction	Using Questionnaires, 479 Participants	as a critical psychological factor was able to create a step between the organizational factors and job satisfaction.

4.2 Discussion

The authors selected research articles from the field for review and analysis. The methods were thorough. Our intent was to integrate the findings that had already been reported into a single article that could be the starting point for future research.

Oraman, et al (2011), in their article entitled 'Measuring Employee Expectations in a Strategic Human Resource Management Research: Job Satisfaction', explained that some authors have defined strategic human resource management as the effective application of the organization's human resources to accomplish the organization's overall strategies. Human Resource plays an important and strategic role in supporting organizations. Employees are the most important assets of an organization that is very strategic instrument for a company's market competition. Based on the research objectives of Oraman, et al (2011), they stated that the purpose of the research was to examine employee job satisfaction in a strategic human resource management research with a model of job satisfaction. The research method they used was through conducting face-to-face inquiry method, and an Ordinary Least Squares (OLS) regression was conducted using job satisfaction as the dependent variable. The results of their research stated that job satisfaction played an important role to employees' attitude towards jobs because it would lead employee resigned when their job satisfaction is low. The results indicate that strategic human research management practice has positively and significantly correlation with job satisfaction.

Agarwal (2021), in her article entitled 'Shattered but smiling: Human resource management and the wellbeing of hotel employees during COVID-19', explained that this study presented HRM practices that organizations can use to effectively manage employees in uncertain times. There is compelling evidence that employee-centered HRM practices strongly impact on employee well-being. Based on the research objectives of Agarwal (2021), she stated that the purpose of the research was to explore the HRM practices that hotels are using to manage their employees during COVID-19. The second focus of this study is to investigate the wellbeing of employees working in hotels during COVID-19. The research method she used was Qualitative methodology called as thematic analysis through in-depth semi-structured interviews, and the data were obtained from 41 participants from 9 hotels in India. The results of her research stated that Hotels and employees benefitted when HRM practices crossed the conventional boundaries of hrm at the workplace and moved into employees' personal lives to enhance their job performance and express concern for them. Further, the findings contradict the view that HRM practices exclusively benefit the employer and can cost the organization if the HRM practices are

designed to suit employees' needs. The results strongly support the notion that wellbeing-based HRM practices can positively and collectively impact both employees and hotels, supporting the "mutual-gain" perspective of HRM.

Uslu (2015), in his article entitled 'Innovation Culture and Strategic Human Resource Management in Public and Private Sector within The Framework Of Employee Ownership', explained that improving entrepreneurship and innovation capacity in local area are highly important in this century. In this process strategic human resource management (SHRM) is a critical activity for companies. Some vehicles are required to realize these activities as regulating the environment and for development. Based on the research objectives of Uslu (2015), he stated that the purpose of the research was to identify the mediating effect of innovation culture on the job satisfaction between strategic human resource management and employee ownership. The research method they used was field survey using questionnaires from 479 participants. The results of his research stated that Employee ownership as a critical psychological factor was able to create a step between the organizational factors and job satisfaction. And therefore, it is apparent that an innovative workplace directly supports employee ownership.

Associated with the authors' research in this review, there are several variables that can be used in line with the chosen themes, namely Strategic Human Resource Management, employees in an organization, and the organizational behavior. The reasons are as follows, first, strategic human resource management refers as the effective application of the organization's human resources to accomplish the organization's overall strategies. Second, employees in an organization. Employees are the most important assets of an organization that is very strategic instrument for a company's market competition. It is also necessary to employ the right mix of incentives to motivate and engage employees who then can concentrate improving their performance, and also provide the right set of training and development programs on an on-going basis to every level of employees. Third, at its core, organizational behavior is essentially important. Organizational behavior analyzes the effect of social and environmental factors that affect the way employees or teams work. The way people interact, communicate, and collaborate is key to an organization's success.

From the three articles of journals regarding Strategic Human Resource Management, it can be declared that there are similarities in the concepts used by them, namely the three formulated studies in the journal are the result of adaptation and development of the HR Practices concept, which was later known as the SHRM (Strategic Human Resource Management) concept. The SHRM concept is a refinement of the Elaborating HR system components and structure concept, and places more emphasis on the perspective of customer behavior. The role of line managers in implementing HR practices was the central piece of a model developed by Sikora and Ferris (2014), who identified some influencing factors related to the ability and willingness of line managers to implement HR practices in the organization-social interactions, organizational culture, organizational environment and political considerations. Such factors also influence other outcomes, such as employee turnover, job satisfaction and job performance. In this sense, before the several factors that can interfere in the process of implementation, studying such themes while taking into consideration the SHRM reality is important to apply in order to evaluate the contextual aspects of the organizations and their influence on SHRM issues. Based on the results of the paper analysis that has been described above, then The concept of strategy over time has been addressed by several authors. One of them is Chandler (1962), who proposes that the strategy is the definition of the long-term goals and objectives of a company, the adoptions of actions, and the allocation of necessary

resources for the achievement of the objectives. For Andrews (1971), the strategy is the model of the objectives, policies, purposes, goals, and plans to achieve them addressed in such a way that they define in which business the company is or will be. According to Porter (2008), the strategy is to select the set of activities in which a company stands out to establish a sustainable difference in the market; the differentiation arises of the activities chosen and how they are the carried out. In addition, the indicators of each variable have been tested statistically, both for validity and reliability. However, there are most importantly some modifications to the research indicators that are adapted to the object of research.

V. Conclusion

Based on results obtained in this line of research, this review has both summarised and critically reviewed three formulated articles published by Elsevier in the journal 'Procedia Social and Behavioral Sciences' (two articles), and in the journal 'International Journal of Hospitality Management' (one article). The structure, accessibility, content, strengths and limitations of the article were analysed and critiqued along with the tables which was included. The authors and journal are credible, accurate and current. The articles' information is accessible, well-structured, relevant and presented in an objective way.

By way of conclusion, as the articles described the implementation of SHRM for organising framework, the provided tables and diagrams clearly display and outline its framework. For example, when the authors were describing the relationship between strategic HRM and employee satisfaction (article 1), HRM Practices and Wellbeing (article 2), and SHRM and Employee ownership (Article 3) thus allowing the readers to clearly see the correlations. Those research-based papers are also stable as resources. The articles have contributed to the literature in terms of its valuable critique of current research study on existing and the growing literature on international competition and the implications provide possibilities for future research in this field. The articles have contributed to a better understanding amongst the community organization of the advantages and disadvantages, for the implementation of strategic human resource management.

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