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A PANORAMIC VIEW ON EVOLVING STRATEGIC HRM CONCEPTS IN GLOCALISATION: A HR LEADERSHIP PERSPECTIVE

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Abstract: Strategic Human Resource Management (Strategic HRM), now in the globalised world is evolving as the fulcrum of modus operandi, in long term planning, adopted to achieve profitability for any kind of Organisation, be it production, service or even the charity organisation. SHRM operates primarily with two forms of resources. The **first resource** is an organization's human capital—the knowledge, skills, and abilities of its employees. The **second resource** is an organization's systems specifically HR policies and practices that serve to support the development of human capital. Core research in strategy is concerned with identifying both the external and internal factors that enable firms to shape a competitive advantage and achieve superior performance (Harrison & Enz, 2005). With the support of technological advancements SHRM is now a much sought after planning tool for any operating organisation in any corner of the world be it big or small.

Key Words: **Strategic, Human Resource , Challenges, Employees, Competitive Advantage, Technological Advancements, First Resource, Second Resource**

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Introduction: The challenge for HR strategic decision makers is to transform human capital into a firm capability that is valuable, rare, and difficult to imitate (Amit & Shoemaker, 1993; Barney, 1991). SHRM is shaped by **four primary challenges,** in the era of glocalised operations of business and service organisations, with the **first challenge** is to bring out the intellectual and skill-based prowess of a company's employees, and utilise the KSA (Knowledge, Skill and Aptitudes) set to the organization's best advantage. Several researches around the world in SHRM are finding employees as a source of human capital and develop this valuable resource into a firms' capability that creates competitive advantage. The **second challenge** is to turn an organization's HR infrastructure or HR initiatives and development initiatives into a source of competitive advantage. This happens through setting procedures, which supports the firm's human capital to appreciate in value. The **third challenge** is to determine a firm's HR initiatives that supports the overall firms' strategy, and reflects its results in the way of return on investment (ROI), in short-term and long-term financially based trade-offs. The **final challenge** is to apply HR tools, such as **metrics and analytics**, to aid in strategic decision making. These challenges are emerging as major challenges across the world in every kind of organisation.

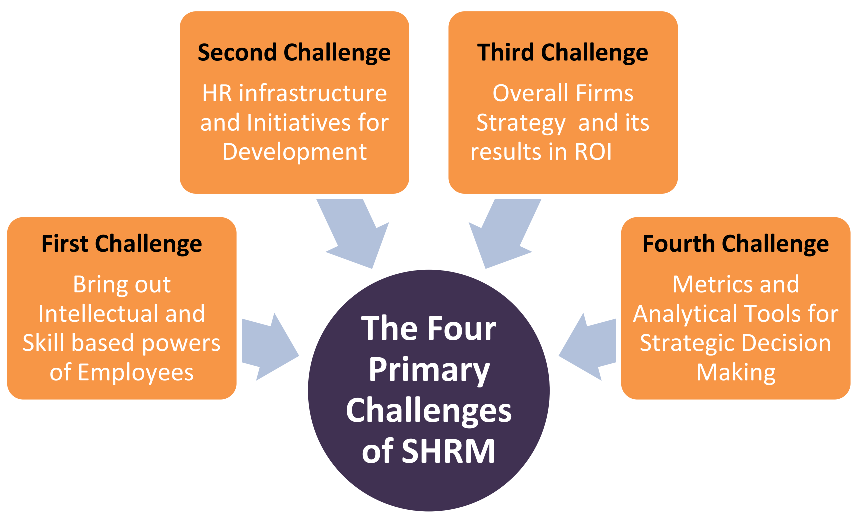

Figure I: The Four Primary Challengs of SHRM: Concept Graphic Design: Prof Dr.C.Karthikeyan

Main Objective; Is SHRM contribution measured and why Strategic HRM is not practiced in all organizations in India

Sub Objectives; (i) to analyse the importance of SHRM in organizations in general

(ii) to examine any developments in understanding SHRM in India

(iii) to evaluate the scholarly literatures versus the practice of SHRM practices

(iv) to find whether SHRM practices are still an utopia for Indian organizations

Methodology; Secondary data analyses of previeous researches conducted and Literature review on previous research findings

Nature of Study; Analytical and Longitudinal literature research

Research in professional service firms reveals, on the value employees bring to their organizations as human assets (i.e., Hitt, Bierman, Shimizu, & Kochhar, 2001; Kannan & Akhilesh, 2002; Sherer, 1995; Zucker, Darby, & Brewer, 1998), very little research on the value of employees performing **low-skilled service work**, such as those hired for hotels, restaurants, and other types of hospitality service organizations. The common management pratice to curtail investments in employees, still prevails as the thought that employees will soon leave the organization.

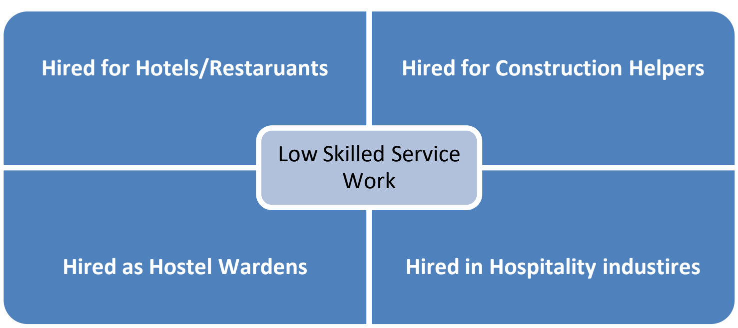

Figure:2: Low Skill Service Work and the Nature of Workers Involved:Graphically Desined by Prof Dr.C.Karthikeyan

Research reveals that human capital have knowledge, skills, and abilities that can be applied to their work to generate "rents" or value for the organization (Becker, 1962; Bontis, 1998; Bontis, Crossan, & Hullard, 2002; Coff, 1997). When they are highly competent and performing their jobs well, they are able to attend to a task at a skill level that is almost instinctive and does not require a great deal of planning or conscious thought. Such employees collectively create an organizational system or routine that is so efficient it becomes a source of advantage or firm capability that other companies cannot replicate (Argote & Ingram, 2000; Coff, 1997; Hall, 1992; Lado & Wilson, 1994; Nelson & Winter, 1982; Nonaka, 1994; Teece, Pisano, & Shuen, 1997). HR decision makers have long tried to argue on the investments made on human capital that provides a substantial return with questions of what return do they bring? What is the potential risk if employees leave the firm and bring their capital over to the competition (Coff, 1997)? Recent research has suggested intangible assets add approximately 0% to a firm's market value (Ulrich & Smallwood, 2005). The logical questioning also arise like what shall be the relationship between HR initiatives and firms value and the HR investments that make a difference?. Researchers argue that investments in the HR infrastructure, such as hiring, training, and performance management systems, create "invisible assets" that enhance firm capabilities (Becker & Gerhart, 1996). These sorts of investments (1) teach and encourage employees to improve their knowledge, skills, and abilities; (2) motivate them to exert greater effort on behalf of their organizations; and (3) improve their overall productivity (Delaney & Huselid, 1996; Youndt et al., 1996). Initiatives can include job rotation schedules, "empowerment programs, the use of participative decision making, and various forms of compensation strategies. In fact, the initiatives that appear to have the greatest impact on human capital are the presence of intensive and extensive training, competitive pay, and promotion-from-within policies.

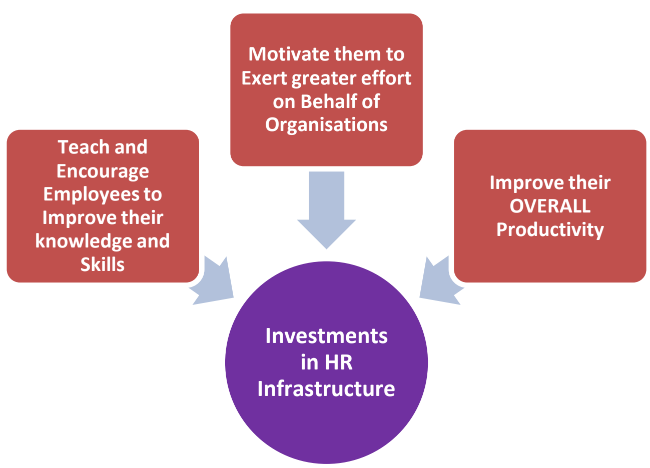

Figure:3: Investments in HR Infrastructure: graphical display by Prof Dr.C.Karthikeyan

Reevaluating SHRM: Research reveals that not all organisations are either capable or will fully agree to process SHRM, or becomes a usual practice used in all organizations, and professionals differ in explanation of the process. Reevaluating SHRM of a company at any level is extremely time-consuming and end up reconsidering their approach as a whole when they attempt to brainstorm for an HR plan, tying up time and resources for months and potentially years. The present organizations are turning "people-centered" to be make critical business decisions, and therefore cannot be considered as sales, marketing, etc. A company needs to come out from stereotype completely to proceed with every employee in the company having faith in the HR department, or else the possibility for failure is very real (Sihna).

The research problem, questions and propositions

This study seeks to address how HR managers and the management in organisations interpret and apply SHRM practices described and recommended in scholarly literature available across the world. To what extent are managers adopting and implementing SHRM, to obtain a competitive advantage, does it impact on RBV, and does it suits methodological guidelines set out by Yin (2003), the scholarly literature concerning these questions has been reviewed and several research propositions have been formulated as a framework for the study. SHRM literature is based on the premise that organisations adopt certain practices , and based on deductive reasoning.

Literature review; measuring outcomes of SHRM

Rogers and Wright (1998) questioned the use of stock price and bottom line measures in studies examining the relationship between HRM and organizational performance. As a remedy, they proposed a performance information markets (PIM) system. PIMs allow researchers to assess the extent to which the firm satisfies stakeholders in different sorts of markets and allow stakeholders to evaluate both the organizational objectives and how well the organization is achieving them. Similar to a balanced scorecard approach (Kaplan & Norton, 1996).

Way and Johnson (2005) proposed a different framework for examining the impact of SHRM. They asserted that organizational outcomes are a product of the interaction between the actual behaviors of human resources (HR outcomes) and the other functional resources and inputs deployed and used by the organization.

Wright et al. (2001) presented data from three additional studies that examined the impact of measurement error on the measurement of HR practices. Results of all three studies provided additional evidence that single respondent measures of HR practices contain large amounts of measurement error. While this debate was not resolved—and may never be resolved—it does highlight that SHRM research involves choices, both strategic and tactical, and that these choices have implications for the interpretation of results and the accumulation of knowledge **(Sackett & Larson, 1990).**

Wright, Snell, and Dyer (2005) used data from 45 business units and correlated HR practices with past, concurrent, and future operational performance measures. They found that correlations with performance measures at all three times are both high and invariant, and controlling for past or concurrent performance nearly eliminated the correlation of HR practices with future performance. Their results provided cautionary evidence to SHRM researchers about making causal inferences regarding the relationship between HR practices and organizational performance.

Wright and Haggerty (2005) further encouraged SHRM researchers to consider time, cause, and individuals in future theorizing. They noted the temporal lag between when HR practices are implemented and when results are realized as one issue that should be incorporated in SHRM theories. Regarding causality, they noted their own research which suggests possibilities for reverse causation (i.e., organizational performance causes HR systems) that should be considered. And, finally, regarding individuals, they suggested more multi-level (individual, group, and organizational) theories of the relationship between HRM and economic performance (**e.g., Ostroff & Bowen, 2000).**

Arthur and Boyles (2007) as well as **Kepes and Delery(2006)** who noted that a significant problem in SHRM research investigating the relationship between HR systems and organizational performance is in how researchers measure HR systems.

Growth stages of SHRM;

The period 2000–2005 saw advances in many fronts supported by empirical studies. Theoretical extension account for leadership styles and organizational subcultures with concepts of fit and flexibility. The SHRM practices with desired employee contributions and person–environment fit as key determinants of HR philosophy and policies are at present is in reality in well established firms across the world. The human capital now acts as a mediator between HR systems and organizational performance and leveraging human capital could be amplified in order to positively affect organizational performance is coming into practice in India too.

Transition of SHRM from theory to practice: First, research in SHRM, advocates that there is significant relationship between SHR systems and organizational performance in the present globalised era and is fast spreading across the world. **Secondly**, phenomenology of traditional and developing SHRM in countries with emerging economies are being proactively taken up since technological developments like HRIS and other HR sytems getting more analytical oriented with big data available for sharing and evaluating, and finally to decide on the course of action. **Thirdly**, attention is being paid to corporate level HR strategies, with a focus on arriving at best P-O Person Organisation fit than a random utilisation of HRM in modern organisations. **Fourth**, SHRM practices are more on implementation issues than resting as a board meeting or policy agenda. SHRM practices are evaluated with results involving HR practices and organizational performance. **Fifth**, SHRM in knowledge-based competition is continuing to be examined and explored by combing intellectual capital **(human capital, social capital, and organizational capital)** with organizational learning to develop models and frameworks for understanding SHRM. **Sixth**, human capital issues in human capital investments, distinguishing between investments in core and support personnel, supports in better understanding of how human capital diversity affects organizational performance, and more importantly from a complex phenomenon to simple practice.

Empirical evidences for future practices; Empirical SHRM research published to date can be described as coupling (Webb, 1968), and while it is potentially useful, it is not as likely to lead to breakthrough insights. Coupling research involves extending previous work by (a) using a different subject population, (b) using a different operationalization of one or more variables, (c) including different levels of a variable than were studied previously, (d) simultaneously examining two variables that have in the past only been studied independently, (e) including potential mediating and moderator variables, or (f) extending previous work in a variety of otherways (Sackett & Larson, 1990). But more attention should be paid to **qualitative research**, of just how organizations link HR systems to strategies would be invaluable. Breakthroughs in this area likely will result from direct contact with organizations rather than studying existing literature. Contact with HR professionals also keeps the field of SHRM grounded and sensitive to the changing needs of practitioners (Cascio & Aguinis, 2008). Kepes and Delery (2006, 2007) have identified multiple internal fits that they propose must be achieved for horizontal alignment. Are all of them critical? And, as with other areas of SHRM research, studying internal fit may require distinguishing between intended and realized—in this case HR system components. An organization may have policies, programs, and practices that appear to fit from an objective, outside-observer perspective. However, how they are actually implemented may not be congruent with their intended purpose. Another SHRM attention is corporate level strategy, it refers to the overall strategy for a diversified company with the mix of businesses and the ways in which strategies of individual units should be coordinated and integrated. So integrating by what are the implications for related diversification versus non-related diversification? How can SHRM contribute to crafting the underlying commonalities that enable diversified firms to leverage their infrastructures and create synergies across products and markets? And one promising new area of SHRM research is that of leveraging human capital (e.g., Hatch & Dyer, 2004; Hitt et al., 2001; Kor & Leblebici, 2005). Leveraging human capital represents ameans bywhich organizations can achieve competitive advantage through their human resources (Sirmon, Hitt, & Ireland, 2007). Prahalad and Hamel (1990) as translated into HR by Dess and Pickens (1999) **identify six leveraging strategies**: (1) concentrating—providing a strategic focal point for the efforts of individuals, units, and the entire organization, (2) accumulating—expanding and extending anorganization's reservoir of experience and expertise, (3) complementing— blending and balancing resources that enhance their mutual value, (4) enhancing—augmenting resources by investing in their development and broad application, (5) conserving—recycling, co-opting, and shielding resources so that their value is leveraged to achieve economies of scope, and (6) recovering—expediting the rate at which benefits are experienced. Research to date has explored only one facet of the leveraging construct—

complementing; research examining the other facets is needed.The **ethical implications** of SHRM emphasize the strategic and the resource factors in SHRM activities, at times it appears that the 'human' element has been neglected. More study is needed to assess the impact of diversified HR practices for distinct groups of employees, the fatigue effects associated with a focus on continuous learning and continuous improvement, seeing employees as resources to be leveraged rather than resources to be nurtured, and a number of other related concerns that arise from a limited understanding of the boundaries for popular SHRM practices. Finally, **multilevel theory** seems particularly appropriate for studying SHRM issues. Ostroff and Bowen (2000) proposed an interesting model that to date has not been tested. Ployhart and colleagues (Ployhart, 2006; Ployhart,Weekley, & Baughman, 2006) have demonstrated howstaffing strategies can be examined across multiple levels. Additional research like theirs should shed light upon the more complex interactions that take place within organizations leading to effects on organizational performance.

Importance of Developing Research based SHRM Practices;From the above it is evident that, Indian Organisation other than public sector rarely touch upon the developments happening around and also the serious developments through research from theory to practice which never has a count. Faced with such a wealth of theory and information, far beyond any individual's ability even to monitor let alone to evaluate, how do practising managers respond? To what extent are they trying to implement practices that are recommended in the literature, to demonstrate the inconsistent and sometimes mutually exclusive descriptions and prescriptions which confront practising managers. These practical problems underpin a series of propositions occur in organizations between strategy and people is clear. People are not like inanimate resources that can be acquired, modified and disposed of in the same way as other elements in the production of goods and services. Organisations can employ people but the amount and quality of the work that those people do is not something that can be controlled. Managers have to devise and implement practices that produce the desired behaviour on the part of employees as well as to influence employees' behaviour, of intentions to produce, the type of customer which the organisation will try to attract, sources of capital, relationships with regulatory authorities and so on. An alternative perspective is that strategy and HRM practices are interdependent and cannot be considered to be in any kind of hierarchical relationship. A rational approach to strategy underpins SHRM, with its assumptions that strategy is something developed and implemented by a small group of senior managers. In the SHRM model, an HR manager is part of that senior management group. Employees should be managed in ways that match outcomes to the objectives driving corporate and business strategy (Becker & Huselid, 1998: 55).

Developing high commitment HRM and high performance work systems with scientific evaluations systems; the need of the to manage HR investments strategically—similar to ways companies manage their financial assets and their products—it is necessary to gather information and use appropriate analytics to guide decision making. This requires the development of HR metrics and the use of HR decision-making models. We review some basic tools at hand. HR metrics Boudreau and Ramstad (2003), identified three categories of metrics that can aid in the understanding and evaluation of HR investments: efficiency, effectiveness, and impact (see Exhibit 27.2 for a summary). **First kind** is the Metrics of efficiency ascertain how well the HR function performs its basic administrative tasks and include items such as absence rate, vacancy rate, time-to-fill positions, cost per hire, training cost per employee, etc. These metrics are the easiest to collect and provide useful information on the effectiveness of HR administration. Regrettably, they do not provide insight into how HR practices help improve organizational performance.

The second kind of metric captures effectiveness. These metrics help reveal if HR programs have the intended effect on the people whom they are supposed to influence. For example, training programs should be evaluated on more than just participation or cost (efficiency measures); they should be evaluated on the sort of capabilities (i.e., knowledge, skills, abilities) gained by participants. Staffing programs should be evaluated by the effectiveness of new hires provided by the program. Whereas an efficiency measure of staffing may consider time to hire and turnover rate, effectiveness measures should capture the quality of stayers versus leavers, if dysfunctional turnover is decreasing, and if the hiring system is providing employees with the competencies needed to deliver the company's service or product.

The third type of metric helps determine if HR systems are developing and optimizing the capabilities of the company. Lawler et al. (2004) described this sort of metric as allowing one to demonstrate "a link between what HR does and tangible effects on the organization's ability to gain and sustain competitive advantage" (p. 29). Ultimately, the "holy grail" for HR management is to demonstrate the effectiveness of HR programs on the bottom line. The creation of this sort of metric, though, is not a simple process. Relevant numbers cannot be easily looked up in an information system or captured through an employee or customer survey. Rather, one must employ statistical techniques and/or experimental approaches. It is only through this sort of research-based approach, a process we label here human resource analytics, can a decision maker attempt to understand the effects caused by the implementation of HR programs.

This concept of linking employees with customers leads to our final insight. We believe the area of greatest potential for service organizations lies in understanding the crucial ways employees create value for the purchasers of the organization's product. More recent research in marketing examines the lifetime potential revenues customers bring to an organization, as well as the value of maintaining customer relationships (Duffy, 2000; Gupta & Lehmann, 2003). It is widely understood that frontline service employees play crucial roles in the reproduction of intangible service experiences or products (Bowen, 1986). The wild cards in the equation are the customers, who often are not even cognizant of their own service expectations let alone their satisfaction with service experiences—or their own role in shaping those experiences. We understand that service encounters are complex and variable and as a result, often difficult to script. What should be understood are the financial ways employees contribute to the lifetime value of loyal and repeat customers? Broadly, employees can contribute through communicating customer needs to preferred-customer databases, to learning various ways customers wish to reproduce service experiences, and to being such an efficient and recognizable part of the service experience that loyal customers are willing to pay price premiums for the ease and predictability of the service encounter (Reichheld, 1996). These types of behaviors turn what is termed "encounter-based" service experiences into "relationship-based" service experiences that add value to the firm. The customer switches from doing business with an organization to doing business with people who represent the organization (Gutek & Walsh, 2000). Research suggests that the customers who form relationships with their service organizations actually appreciate in potential value, quite similar to the investments in employees (Reichheld, 1996). What is not known is how to measure the specific ways employees contribute to the long-term potential of an established customer base, as well as help attract a new one. Numerically linking these contributions to long-term revenue brings home the crucial ways employees contribute to any successful service business. Human capital—-and its associated HR investments—represent intangible assets that have remarkable potential to enhance both current and future firm value.

Implications for Strategic Human Resource Management; What do these insights suggest for future research and practice is not difficult to realize in a business, how crucial employees, especially frontline employees, are to an organization's success. HR research and practice should begin with these employees. In other words, when determining the return on investing in and developing a hospitality firm's human capital, both research and practice should begin with the crucial customer-employee interaction. More specifically, "touch points" or encounters with employees, on the data embedded in these encounters. what are *specific* employees *specifically* doing to manage the service encounter in ways that the most valuable, repeat customers appreciate? Or alternatively, how do these employees create efficiencies around the work they do that are reflected in high-volume exchanges with satisfied customers and clients? How are efforts such as these reflected in additional revenues or cost savings ? With an understanding of data such as these in hand, HR decision makers can then assess not only what outstanding performance "looks like" in terms of bottom-line impact, but they can also determine the routines that outstanding employees enact, that can be embedded in the organization's processes. At a broader level, decision makers can conduct similar analyses examining the impact of past and current investments in various employee groups (reflected in the wages and benefits required to obtain them) on the revenue stream and even profitability. Ideas such as these are aimed at applying financial modeling to understand the impact of human capital at both the individual and group level. The same type of analyses would be useful to analyze the impact of different HR investments. HR policies and practices become aligned to not only support and develop these high-performing employees but also to encourage others to adopt similar behaviors. Practices such as these would help create and sustain a high-performing work culture. In addition, the success of HR initiatives could be calibrated against how well employees are succeeding in managing those crucial customer linkages that help generate repeat business. The linkages between customer and employees represent one leverage point from which our ideas could be directly applied to practice. Connecting employee performance to what matters most to accurately strengthen and measure this connection through HR processes, metrics, and analytics pose exciting opportunities for decision makers. The impact of human capital and HR initiatives is obviously critical to a any business. Understanding the financial depth of this impact likely represents an opportunity and offers a greater understanding of the strategic value of HR.

Suggestions

Applying metrics and adopting a financial decision-making framework will help all decision makers—whether HR or operational—examine the return associated with human capital investments and HR initiatives. The key lies in understanding ways these assets appreciate in value to the organization. The business leaders who can best leverage their human capital will be the ones contributing to the long-term strength of their companies. SHRM is no execption.

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