

DECISIVE HUMAN RESOURCE MANAGEMENT: A GOOD SOURCE OF COMPETITIVE ADVANTAGE

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ABSTRACT:

Liberalization and industrialization have brought a revolutionary change in the area of business world which has anteceded colorful challenges in the area of mortal resource operation(HRM). Economy has shifted from command to request driven, from domestic to global request, from monopoly to competition, from sheltered request to competitive request. These shifts push HR conditioning to borrow different approach. All those conditioning affecting the gesture of the individualities in their sweats to formulate and apply the strategic need of the business are Strategic mortal resource operation(SHRM). Scholars suggest that there's a great correlation between SHRM and firm performance. This composition describes that in the knowledge frugality mortal resource(HR) come the strategic mate at an enterprise. People are the topmost asset in any association, strategically operation of people having right station is crucial to success for the associations. Stylish HR practices and programs are core of the association to attract the stylish gift in the global arena.

Keywords: *Strategic mortal resource operation; competitive advantage; firm performance; challenges for mortal resource.*

PREFACE

In the period of globalization and dynamic business terrain, associations especially those operating across the public boundaries are facing colorful challenges. Among all the coffers only mortal coffers of an association are distinct from each other. People and how they're managed are getting more important. So there's a need to manage mortal resource effectively to gain competitive advantage in the global request place. Feting that the base for competitive advantage has changed from physical resource to mortal resource, now it becomes essential to develop a different frame of reference for considering issues of mortal resource operation and strategy.

Link between investment in mortal resource and establishment performance is gaining adding support both in associations and among scholars. Experimenters similar as Huselid(1995), MacDuffie(1995), Delery and Doty(1996), and Guthrie(2000) have published empirical studies showing a statistically significant relation between HM practices and some measures of organizational performance. Richard and Johnson(2001) are among the numerous who argue that HRM strategies impact on an association's overall success, and that the effective application of mortal coffers can give an association a competitive advantage in global business terrain.

EMERGENCE OF SHRM

The business function of HRM was largely uninhabited until the medial 1960's, the idea that perfecting competitive advantage could be achieved through the operation of mortal means had traced on the last decades of twentieth century. A agreement has surfaced among scholars and interpreters likewise that of the business terrain have come more competitive than in the history because of the globalization(Ansoff1991, Hamel & Prahalad 1996). In order to survive in this new period, businesses have to concentrate indeed harder on their competitive strengths, so as to develop applicable long term strategies. Old HR practices and programs that have evolved over time in fairly stable terrain environment are shy to meet the challenges posed by the complex and dynamic business surroundings of moment.

The issue of how to encounter the dynamic environmental forces falls in the sphere of strategic operation exploration. Astronomically strategic operation attempts to match an association with its terrain. mortal resource operation has to mix with strategic operation to manage with the dynamic business terrain. There's a need to manage mortal resource strategically to meet the pretensions of the association in the period of globalization. This gives a base to emergence of strategic mortal resource operation. To deal with the new challenges mortal resource department has to develop new programs and practices matching with the business strategy and business objects, known as HR strategy.

SHRM- A TOOL OF COMPETITIVE ADVANTAGE

Once inquiries suggests that an association's workers can be a source for sustained competitive advantage and can determine the ultimate success of their association(Pfeffer 1994). Among colorful factors of product which are used in an association, mortal resource is the most important. This is because the effective use of physical coffers(land, accoutrements and ministry) eventually depends on how the mortal factor is put to good use on colorful operations. Transforming mortal resource operation processes from their traditional style f cus to a further strategic business donation is a key to perfecting performance of individualities and the association." Our people are our topmost resource" is one of the statements most generally set up in commercial periodic reports. It's also one of the most important asset in the association, without the right people in the right position no strategy, still well formulated in other felicitations, is likely to succeed. This recognition has lead to the recent development of the field of SHRM.

All the conditioning affecting the gist of individualities in their sweats to formulate and apply the strategic need of the business are defined as strategic mortal resource operation(Schuler 1992). SHRM is an approach to making opinions on the intentions and plans of the association concerning the employment relationship and the business strategy. The ideal of SHRM is to develop a force plan that matches people with company's strategic demand. SHRM can be bandied under following heads

1. Strategic perspective in Human Resource Management Rapid changes in business terrain, shift focus from manufacturing to service, from muscle work to brain work, from individual brilliance to

group excellence, from defined request to global request, from fiscal capital to intellectual capital, the list is endless. In this changing external terrain associations have to take strategic measures to manage with it. Now mortal resource's main task is to play a 'Strategic mate' part in the business vision of the association. therefore mortal resource operation has to be developed strategically and make a strategic perspective that HR strategy should integrate with business strategy.

2. mortal Resource as a Competitive Advantage operation practitioner(Master)' Peter Ducker' felt that whether the new frugality will crop or not, the new society has formerly surfaced, as for the 21st century pool is pivotal input for business success because they're the strategic resource for the achievement of competitive advantage. mortal resource is immaculately at the core of the operation and their chops, knowledge, positive station towards association are rare. Now failure of resource has shifted from physical resource to mortal resource. The resource- grounded view(RBV) suggest that mortal resource system make a donation in sustaining competitive advantage through easing and development of their capabilities that have value and can induce exceptional organizational knowledge(Reed andDeFillip.I, 1990, Barney 1992). therefore investments in mortal resource are idle reserve of competitive advantage.

3. relation between Business Strategy and HR Strategy" In the absence of HR strategy, easily linked with business strategy, HRM programs may fluently warrant direction, clarity, consonance and critical marks to add real value"(Tony Grundy). HR practices, programs, programs and conditioning resemblant with the association's overall strategy, to gain the thickness with the charge of the association are HR strategies. Several scholars(including Tichy 1982) set up close relationship between business strategy and mortal resource operation in the success of the association. Nininger(1982) has suggested that mortal resource planning has to be carried out resemblant to the strategic business planning, it converts business strategy into competitive business strategy and competitive strategy influences the association's position among challengers.

CONCLUSION

Managing mortal resource is a crucial strategic challenge in new business terrain and people rebel the change. SHRM is more involved in metamorphoses using change operation ways rather than rigorously fastening on the transactional conditioning. SHRM plays a more exemplary part in association in which HR professionals help associations to achieve pretensions within the larger association's HR system. Competitive advantage generated from the precious, rare, imperfectly exemplary and non interchangeable mortal resource is long lasting. Challengers can fluently duplicate competitive advantage attained via better technology and products but it's hard to duplicate competitive advantage gained through strategically operation of people.

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