

Offering a Performativity Pattern of Human Resources Strategic Management in Institutions Based on LENS Model

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ABSTRACT: The main purpose of this article is to offer a practical guide for strategic management of human resources in job institutions based on LENS model. This research was descriptive and used by Purposive sampling and 15 resources such as (books, articles and scientific findings). First the main factors of human resources are specified and as identifying manpower, actuation, training and optimization as well as retaining them is of great importance, these factors should be programmed correctly in the process in order to supply a good advantage of competition in the domestic and international market with cooperation of institution with in-and-out environment. To this end, in this article the process of strategic programming of human resources is stated and based on views and strategic patterns of human resources LENS model is discussed in order to reach the maximum performance and influential allocation of resources. In this model the comprehensive program of strategic management of human resources, mechanism to apply every process in action plan and applying stages of each on is elaborated.

Keywords: Strategic Management human, Resources Management, LENS Model, Human Resources Strategy

ORIGINAL ARTICLE

INTRODUCTION

The management environment is changing rapidly and the rate of these changes is increasing exponentially. In other words a company may not be successful in the future, even though it has been successful currently or in the past. Management environment refer to something like technology administrative regulations, local and international market, society, economy and so on.

While rapid change of management environment, we will need the maximum efficiency of performance, decision making in the respect of efficient strategy and effective allocation of management resources. Also we need to know how to change. (Armstrong, 2002). Recently for increasing extreme emergence of technology in the organizations that has been started since years ago, the criteria for selecting and appointing manpower has changed and it has increased the influence of human resources more than ever. Therefore human resource management in each organization inevitably should: Consider its manpower before entering to the organization and in this respect provide the background for motivation in order to attract efficient workforces; Equip better workers in the respect of mental and material needs by making organizational environment a favorable place through deterring stress factors and adjusting their salary; Supply staff growth based on situation, quality, and organizational performance metrics; Retain members to a suitable efficiency boundary that contain qualitative profitability feature; Meeting the stated ideas, needs identifying related strategies in

which specify the route for achieving organizational purposes.

The base for identifying strategies of this management necessitates attention to some cases that the most important of them are: the process of programming manpower, adjustment of organizational structure, identification of organizational affair, identification of organizational jobs, identification of qualification and duty adjustment, adjustment of jobs certificate, planning optimization programs for human resources, planning alternative system for managers and staff (Asgarian, 2006).

In this article beside explaining the stated cases, management is considered as a social-humanistic fact. Therefore views of strategic resources management, models of strategic resources management, different kinds of strategic patterns of human resources and then application approach in strategic programming of human resources is offered based on LENS model and codification stages for a comprehensive program is explained according to LENS model. Finally there are some suggestions that lead to success and achievement of manpower in organization. Based on these researchers was to achieve three main goals that include questions:

- 1- What is the most appropriate pattern for the strategic management of human resources in organizations?
- 2- This pattern is composed of what?
- 3- How is the process pattern for the strategic management of human resources?

Theoretical principles, Strategic resources management views

The strategic aspect of managing human resources in late 1970s entered management field as a specific field. Considering literature review there is two basic changes. First, changing from the old approach of personnel office to modern concept of human resources and second, reorientation of general strategic models to internal features of organization. Therefore we can analyze the activities of Galberit and Natansen (1978), Niniger (1980), Sholer (1981), Davise (1981), Lindtero (1982) and Yasoite (1982) as forerunners of developing simple strategic models. This field has developed from the beginning and it caused a great deal of criticism, because it had no theoretical framework from the foundation point. But after various articles some models has been offered that explained SHRM growth espacially after theoretical reviews by Wright et al. (1992), Jacson and Sholer (1997), (Bilo,2009) and human resources management magazin (1998), (Shorini, 2006) have been intrested and considered as selected topics.

In human resources schools three pivotal approaches are stated that analyzed SHRM impact on organizational performance (aker et al., 1996; Deleri et al., 1996). But later, Martin Elcazar et al. (2005) in a paper discussed another approach. Despite these approaches four views is defined in SHRM background that is represented based on terminology offered by jacson et al. (1989), Broster (1995, 1999) Delri et al. (1996) that are: global perspective,contingency views, configuration approach and landscape background (Kok, 2005).

MATERIALS AND METHODS

Method: The study of goals, functional and quality of data in terms of the nature and type of study is descriptive.

Population and sampling: In this study's sample are used books, articles and scientific findings that

formed the basis of the 15 supplier purposive sampling.

Measurement and analysis of data: This method of measurement and analysis is libraries qualitative study.

RESULTS

Definition: Strategic management: is a set of decisions and actions that lead to planning and application of strategies that are used for reaching to the purposes of an organization. Konter (1984) considers strategic management purpose as a current action decisions to reach the future purposes and believes that strategic managers are infact application agents.(Ghaforian et al., 2009). Human resources managemnet is defined as identification, selection, recruitment, education of manpower in order to reach the purposes of organization. The purpose of human resources of an organization is all people that are working in different levels of organization and the concept of organization means small and great institutions that are created for spacial purposes to lead to spacific purposes. (Asgharian, 2006). Human resources strategic management is all of the effective activities on people's behavior to motivate them for planning and applying the company strategic needs. Wright et al.(1992) state that human resources strategic management is a planed allocation pattern of human resources and doing considered activities to help company in leading to his purposes (Ghaforian, 2009).

Main factors of human resources management

The Main factors of human resources management are: system of supply manpower, system of retaining manpower, system of motivation and optimization of manpower that each one's strategies is represented in table 1. All of the stated factors are effected by environmental factors (Armstrong, 2002; Aiaf, 2007).

Table 1. Elements of human resources management

system of supply manpower by- planning manpower - Finding staff - Inter organization - Out of organization - Socializing staff	system of retaining manpower by- social supplying system - Work relationship - Managing organizational pressures
Motivation system(application) By- planning job - Performance assessment - Reward system - Salary system - Decipline system	System of ptimaizing manpower By- staff education - Staff optimization - Communication - Involvement, justice, equity,challenge, common view, self control and self motivation - Carrer planning

Process of manpower planning

Figure one shows the process of manpower planning based on the importance of manpower in the organization to develop purposes needs a basic planning for employed manpower in organization. In the following figure all of the stages are shown and necessary applications for each stage is specified in the figure.

Stage 1: identifying manpower inventory
 Stage 2: analyzing future purposes of organization
 Stage 3: estimating required manpower for organization and demand for workforce
 Stage 4: estimating supplying manpower
 Stage 5: comparing supply and demand for manpower (Bilo, 2009; Shorini,2006).

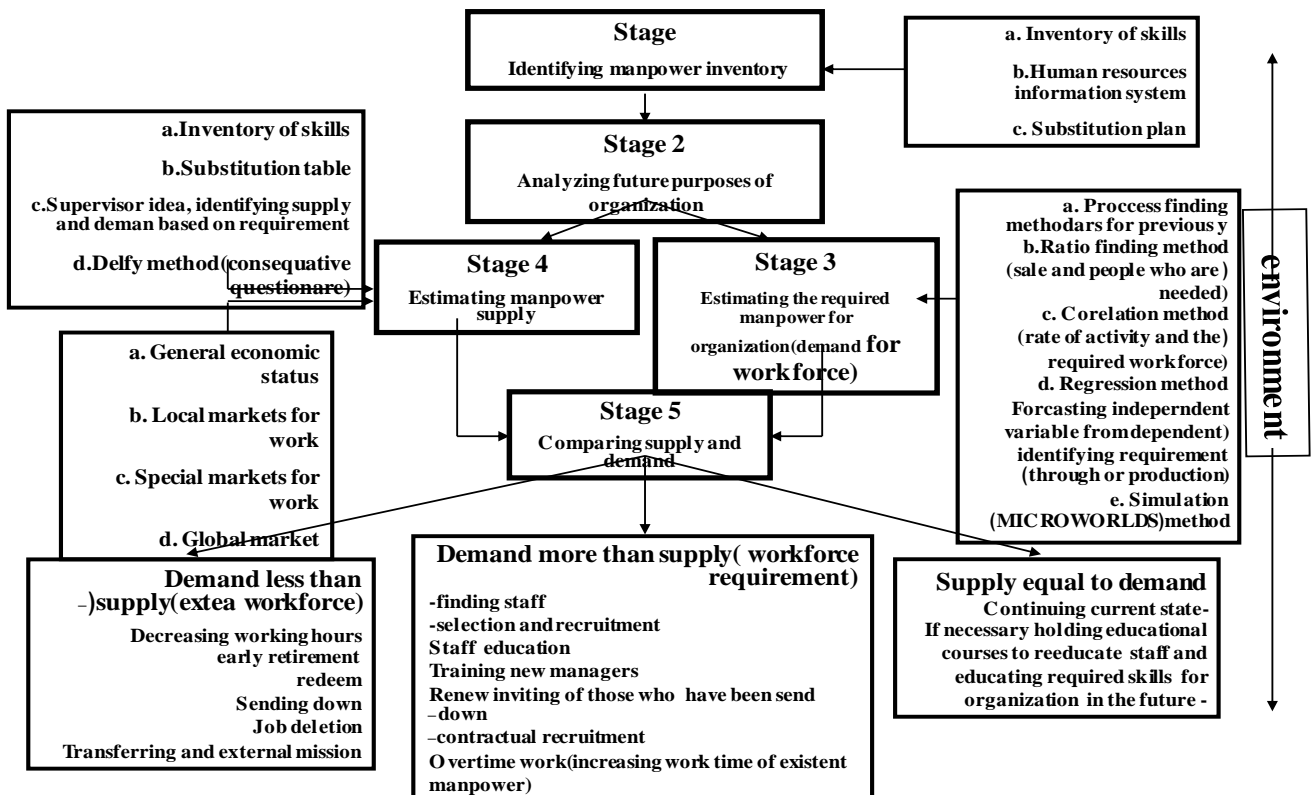


Figure 1. Process of manpower planning

Human resources strategic management models

1. The high-commitment management model
 - Commitment and mutual acceptance based on self control and confidence
 - To emphasis on continus education and acceptance of people as value features
 - High- flexibility
 - Decreasing useless breucracies and preduices
 - Teamwork structure to produce and establish knowledge based on group report, drawing work structure based on teamwork and problem solving system based on quality cycles.
 - Lack of obligation and staff interest to leave the organization
2. The high-performance management model promoting performanc by increasing profitability and effectiveness, increasing work quality

and offered services, increasing service quality to customers,permenent development, creating more value for shareholders and increasing the profit using follwing methods:

- workforce selection with high-percision(selecting suitable person for suitable job in proper conditions)
 - Codification of suitable working process
 - Permenent trainig espacialy by results driven from performance feedback
 - Applying manager and spacialist trainig projects for the future
 - Salary motivation system based on performance
 - Appointing new processes of management performance based on technology and electronic softwares.

3. The high- involvement management model

- Treating staff as partners and shareholders of organization with involvement right according to mutual respect

- Maximum conferences and continuous group discussions especially creativity meetings, education and specialist work groups.

- Public announcement of mission, values and organizational purposes

- Maximum interaction in and out of organization (IRO) to reach the maximum synergistic, coordination, and integration (Ghaforian, 2007; Ghaforian et al., 2009).

Human resources strategy

Human resources strategy is a pattern of decisions in relation with policies and performances related to human resources. (Ghaforian, 2009)

Different patterns of human resources strategy

A) Theory-based patterns

It involves two views:

1. The first view reflexes the nature of bargain between employers and employees and to be more subtle rooted in market parameters that create the basis for this bargain.

2. The second view reflexes the action in which employer try to supervise and control staff performance.

B) Resource based patterns

Resource based pattern strategies are based on this implied supposition in which the set of behaviors, views, and staff relationships in the human resources of organization can play an important role applying organizational strategy and it is considered as an advantage seeker for competition.

Sterman resource-based patterns

1. Skill-based strategy: Supplying manpower is completely based on foreign market. payments are specified based on market supply and demand. There is no job security or such a guaranty.

2. Second hand market-based strategy: It is dependent on foreign market philosophy. But in the stated strategy it is assumed that the kind of job don't need a lot of skill, payment is low and there is no job security or job development possibility in the organization. People with low expenditure are employed in market.

3. Salary or payment-based strategy: Human resources are considered as a main source stable competitive advantage. Companies dependent to this strategy have the characteristics of domestic and classic market, it means high-commitment for job

assurance, existence of revisable duties, flexible process in job determination, existence of specific ways to job development, emphasis on supplying manpower in the organization and differences in payments. (Leitner, 2004)

C) Staff-control patterns

A group of researchers consider the patterns of human resource strategies based on three parameters of purpose, tool and logic. In this pattern organizational competitive content is so that identify the ways in which managers can control and supervise effectively the performance of staff. (Ghaforian et al., 2006)

D) Data-based patterns

In data based patterns the emphasis is on practical methods and identifying them. The most common method of identifying this category is practical methods of agent analysis and cluster analysis or set of points. In this method researchers try to relate between tool and theoretical purpose and practically in statistical orientation organization of each category of staff for identifying cluster (that needs a specific strategy).

For example Artor a practical researcher and analyst in a discussion about human resources strategies to create a pattern based on eight variable of organizational strategy used data collected from managers. Also to create a pattern based on ten variables of staff relationship some data were used that have been collected from human resources managers. Analysis of this cluster based on these two set of variables shows two strategy of human resources that is dominated on organization: 1- the strategy based on decreasing expenses. 2- the strategy based on staff commitment (Leitner, 2004).

Integration view to human resources strategies

This view is the result of applying and compounding two views of control and recourse-based patterns as two features of one fourth of human resource strategies. Table 2.

In this framework the feature of supplying resources means the degree or scale in which human resources strategy pay much attention to the supplying necessary skills in organization. The second feature of control regards the rate or scale that resources strategy pay attention to the supervision on staff behavior and ensure that there is necessary motivation to apply capabilities.

Table 2. Different kinds of main strategies of human resources

Control of market	Domestic market	Foreign market
Product control (Income)	(1) Commitment	(2) Free agent
Control of process (behavior)	(3) Parentalistic	(4) Secondary

Commitment-based human resources strategy (cell number 1)

It can be found in organizations that management lacks the complete understanding of process that inputs become organizational outputs and it is unable to evaluate or judge staff behavior efficacy. In such situations employers are expected in doubtful organizational processes trust staff and they can only evaluate process efficacy. Management only by creating common interests can increase the probability of product compliance or final efficiency for organization purposes and retaining people servicing the same employer.

In this strategy the emphasis is on training and developing staff, supplying manpower in organization and considering equity principle in the organization. This strategy is based on domestic market.

Free agent strategy (cell number 2):

It is the same as Sterman's skill-based recruitment system. For many employers the most effective method is that try to eradicate doubt in this process that by buying service of professionals and to this end for employing skillful manpower use foreign market temporarily. Because they believe that reliance on domestic market leads to increasing in expenses. Spatially when high skills and specialist personnel is needed.

Parentalistic strategy (cell number 3)

It is like secondary strategy of Sterman industrial recruitment system. Organizations who use this strategy to control doubtfulness in the processes use a stable technology and they employ people who have specific behaviors. But unlike organizations that use secondary strategy, those who use parentalistic strategy use domestic market in a limited state.

Secondary strategy of human resources (cell number 4)

These organizations to control doubtfulness in processes use a fixed technology and expected staff to consider necessary regulations in order not to damage the process. It means that the emphasis is on controlling behavior and process. In this strategy precise supervision by highrank leaders for increasing payments lead to employees efforts (Amirkabiri, 2008; Ghaforian, 2007).

An performative approach in strategic planning

Codification stages of a comprehensive plan based on LENS model

LENS model

To formalize a special performative plan (comprehensive plan) to specify a prospective Vision job institution use LENS technic.

LENS is abbreviation for Leadership, Effectiveness and New Strategies. Table 3 shows the analytical structure for LENS.

Table3. Analytical structure of LENS

Formolization process	Meconizm for performing each process
1. Vision	Classification
2. Scaptacles to reach this vision	Discution
3. Strategic approches	Codification/ documentation
4. Activities	brainstorming
5. Strategic comprehensive plan	

Five analytical stages

Stage 1. Vision explanation to regulate future purposes of institution

Stage 2. Analysing real scaptacles to find and discover the roots of different problems

Stage 3. Identifying strategic approaches or plans to create new solutions.

Stage 4. Identifying activities (tactics) and drawing necessary mechanisms to perform strategic plans.

Stage 5. Codifying a strategic comprehensive plan for institution

Performance mechonism for each process:

1. Brainstorming: collecting and supplying information through brainstorming process

2. Classification: identifying different data and classifying them

3. Discution: developing vision horizons

4. Codification/ documentation: registration of results.

Stage 1: formolization and Vision specification

In this stage the purpose is not to discuss about reaching a prospective Vision to ensure that we can reach it or not. Therefore we should not consider vision merely as continuing the current situation. The purpose is to consider vision as an ideal status. In this regard we want to discuss the vision of a company in three to five years ahead.

We should reach a common understanding about following points: diagram 1.

1. General institution activity process in the world

2. General process of supplying world required resources

3. General process of institution activity in iran

4. General process of supplying required resources in iran(specially in production section)

5. The role of resources in these process

6. Long term purposes and current vision of company

7. Role of central office and each company

We also need to consider the current level of common indexes of measuring quality, expenditure, profitability, delivery, security and motivation in each performance domain.

Stages of discussion about Vision

1. 3-5 years ahead vision of company based on specific topics by applying brainstorming technic.

2. Register each vision on a card.

3. Classify the similar vision .(for example 8 to 9 group) and discuss about each group.

4. Select a suitable title for each group.

5. Classify groups that are nominalized in the previous stage and again classify them to 3-4 main group and discuss about each group.

6. Nominalize the main groups based on their topics

Stage 2. Identifying real spectacles

We need to think about cases in which preclude us from vision considering current situations. In this stage we need to identify and collect real precludes to better understand and realizing Vision, By brainstorming and subsequent discussions

our purpose is identifying barriers to reach the vision and therefore we try to use positive statements instead of negative statements. To this end we can ask why not? For example if we had no system for marketing, we can ask ourself why we don't have such system yet? By repeating this subject we can identify barriers by positive language.

when barriers appeared we can think about strategical approaches to overcome this cases. By real barriers we don't mean merely the most important barriers, but real, hidden, and critical causes that are related to barriers to reaching the vision.

Stages for analysis of real barriers:

The purpose of this stage is eliciting and identifying real barriers for reaching visions.

1-Apply brainstorming process about factors that preclude reaching each main vision.

2-Register identified barriers of brainstorming process on cards.

3-Select 2 or 4 main barriers out of identified ones for each main vision.

Stages for analysis of real barriers:

4. for each important barrier define a group and classify other barriers in that group.

5. check not to forget any important barrier.

6. select a proper title for each topic

7. classify important barriers by their classification (approximately 3-5 main/real group)

8. elicit each real barrier from each stated group and complete barriers table.

Stage 3. Strategic approach

Now we are going to discuss about strategic approaches to overcome real barriers of reaching the vision. Therefore it is necessary to change three area, it means economic topics, topics related to efficacy and performance and cases related to organizational culture.

In the case of performance and efficacy we encounter resistance against change. because most of us don't think about improving current methods. Therefore we need to new methods to overcome real barriers.

In the case of organizational culture we face to resistance against changing norms and habits of organization. We have to create new methods such as new business, new market, new distribution channels, new product, technologic innovation, new system and technological management and so on.

After discussion about strategic approaches we will specify that which discussions and projects might be necessary. Then we can deal with important topics related to activities and performative plans.

Discussion stages about strategic approaches

1. Divide people into two team, each team 4-5 people.

2. Brainstorming process for ideas or strategic approaches to overcome each real barrier it may overcome in the team.

a. Discuss about real barriers

b. Write down organizational needs

c. Consider how to act in order to overcome real barriers.

d. Register on each card about five strategic approach for real barrier.

3. Classify all important approaches of each team in 7 to 10 important/ subsidiary

4. For each subsidiary group from important approaches select a good topic.

5. Classify the subsidiary groups to 3 to 5 main group and select a proper name for each main group.

6. Formolize strategic approaches for each main group.

a. Discuss about inventory of each card in each group

b. Decside about strategic approaches for overcoming main barriers that have been ststed in mostof the cards.

c. Select 2 to 4 subsidiary strategic approach to back and reinforce each main approach.

7. Identify relationships between main visions, real barriers and main strategic approaches(draw the

main strategic approach in the diagram form of relationships of comprehensive additional plan and its details.

Stage 4. Formolizing activities

In this stage we formolize more spasific activities for each selected strategic approach.

The stages to formolize activities

1. Specify brainstorming process for 3-5 main activity in each subgroup of main approach performance and register the results on a card.

2. classify the main activities in brainstorming process.(nearly 7 to 9 group)

3. for each main activity group select a proper title.

4. Classify the main activities in the form of projects.

5. Select a proper name for identified projects.

Stage 5: strategic comprehensive plan or master plan

In this stage consider the organization and effectivity of performative methods and application priorities and also the order of selected projects for 3 years ahead need to be spacified. This performative plan is for a general supervision on project that should be shaped (Ghaforian et al., 2009; Bonttis,1999; Rbson, 2000).

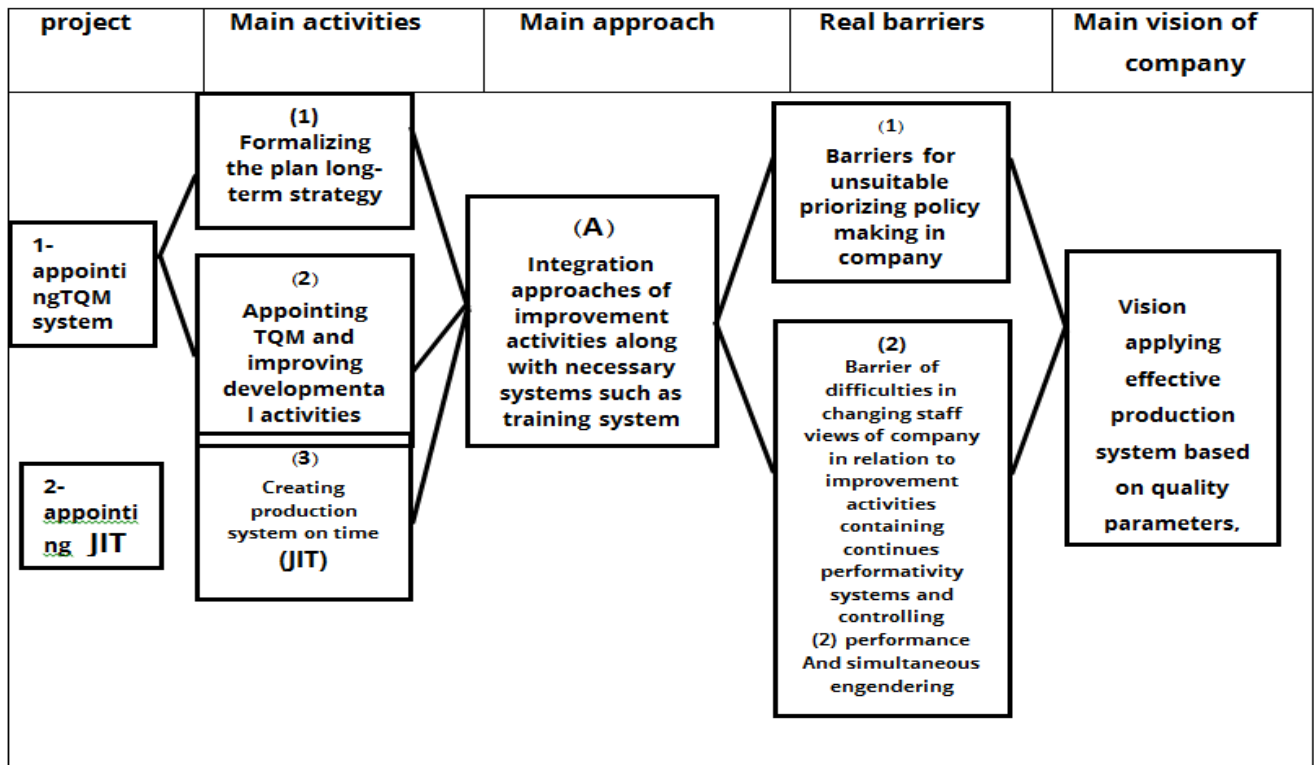


Diagram 1. Relationships of strategic comprehensive plan

DISCUSSION

In this article we discussed on manpower strategic planning and different kinds of patterns and strategies for human resources and LENS model. Manpower planning is codified in 5 stages and the application stages for each one is explained. Correct application of this process needs effective human resources management with a strategic view.

In spacifying suitable strategy for organization from among stated strategies in this article, manpower management should be selected and applied based on situations and organizational status and environmental changes and manpower and performance of organization.

Finally the codification stages of master plan based on LENS model was analysed that the process of formolizing model and each process mechanism was analysed in which performative plan for LENS model in each project should be formolized in this project by members of the same project based on spacified stages. Then the diagram of strategic plan for relationships should be completed in the main activities section and projects and draw the relationship rules.

After stated topics follwing suggestions can help qualified managers to improve manpower status:

1. Identifying strategic purposes of organization for manpower, it means leading members toward a unique goal.

2. Appointing manpower in the respect of effectiveness of changes.

3. Contributing human forces in organizational matters by manpower management.

4. To make decision and control over works the stages should be considered not to damage responsibilities and to supply controlling tactics.

5. Relationship systems between people and related units is specified clearly and has been announced not to delay the agent performing affairs.

6. To create plans leading specified strategic purposes of the organization, correct and suitable organizational posts needs to be created.

7. To improve the performance of organizational strategic affairs manpower should be analysed qualitatively to specify that how many staff is needed for these jobs and to what extent substitution or necessary education is needed.

8. For evaluation qualitative and quantitative based metrics of production should be used.

9. Effective methods based on manpower situation should be used for motivation.

Generally we can say strategic planning needs human resources management with strategic views to create organizational duties that are motivations for internal uprising of organizational members in the respect of organizational profitability. In this respect there will be motivation in organizations to create self motivation as far as it lead to others motivation.

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