

Implementation of SHRM in Organizations through Strategic HR Directors

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Abstract

Aim of this study is to discuss implementation method of SHRM in organizations. Study suggests strategic HR Director position in organizations to implement SHRM. Because PM and HRM are already implemented by firms, while SHRM is not in practice yet. Strategic HR Director might be the methodology for implementation of SHRM. Methodology of this study is systematic review. Hence, study carefully scanned well-known field researches written by well-known HR scholars. In systematic review methodology, authour pose out a research question and it answers this question by field studies and HR scholars. Main research question of this study is whether strategic HR Directors put SHRM into practice in organizations. Major defense is, managers carry firms to organizational goals. Job responsibilities of the director are talent management and HRM systems. Both responsibilities cover managers and career plannee. Furthermore, talent manager, PM division, and SHRM division are operate inside HRM department. That may create matrix organizational structure at organizations. Because there may be two authourties about SHRM field in organizations.

Keywords

Strategic HR Directors, Top Management, Advisory Role, Talent Management, HRM Systems

1. INTRODUCTION

Role of strategic HR Director is to implement talent management and HRM systems in organizations. Strategic HR Director are responsible for talent management and HRM systems because, to affect firm performance, organizations need effective managers. Talent management pick up effective managers in organizations, and HRM systems develop potential of talents and stars. Assumption of this study is that, managers achieve organizational results; therefore core of strategic HRM is managers. Fourth definition of strategic human resource management (SHRM) might be appointment of successful managers to managerial positions. That might be 4th definition of SHRM, i.e., strategic HRM is related to managers and management positions.

This paper argues roles of strategic HR Directors in implementation of SHRM in firms. Because SHRM is not implemented in organizations, while HRM and personnel management continue to implement. Firstly, strategic HR Director has management positions at top level of organizations, and it plays advisory role. Advisory role covers who may become managers in the future. Secondly, strategic HR Director possesses two main roles: talent management and HRM systems. Those roles target talents and star employees. Because talents and stars affect firm performance as managers. Therefore, strategic HR Director elects talent inside or outside of organizations, it develops talents for management positions, and it appoints talents into management positions. Fourth definition of SHRM is to affect firm performance through managers. This is definition and assumption of this study.

In addition, strategic HR Director enhances individual performance of talents and stars through HRM systems. In the field of strategic HRM, it is proved that HRM systems impact individual

performance more than individual and separate HRM practices. HRM systems is to apply interrelated HRM practices in organizations to affect individual performance. Therefore, it may be part of career planning and career development.

There are already three accepted definitions of SHRM field: Strategic management, Firm Performance, and HRM systems. Those are the variables that set definitions of SHRM. Fourth definition is related to human capital variable; however, it is not accepted yet. This study define appointment of managers as a fourth definition.

2. LITERATURE REVIEW

2.1. HRM System: Performance Improvements

1st definition is made by Devanna et al. (1981). Authours relate strategic management with human resource management (HRM). According to 1 st definition, HRM is strategic partner of organization, and it plays advisory role for line management. HRM is strategic partner, and it joins developing firm-level strategies. Further, HRM involves with strategic plans of the firm. 2nd definition of SHRM is made by Wright and McMahan (1992). P.M.Wright is well known authour in SHRM field. Authours relate HRM with firm performance (i.e. profit, revenue, sales). That definition is most accepted definition of SHRM in this academic field, i.e. HR, managers, contribute firm performance. However, moderators are not obvious yet. Maybe, in American literature, innovation and intellectual capitals may become moderators in this relation.

3rd definition is made by Lepak (2007) and Jiang (2012). It is related to HRM systems. Lepak and Jiang (2012) define SHRM with HRM systems. In addition, Lepak, Jiang and other HR scholars also argue human capital theory in SHRM research. Final and most accepted definition of SHRM are based on HRM systems and human capital theory. This study aims to discuss impact of managers on SHRM. Because managers manage the company, and it helps organizations to achieve organizational goals. HRM or talent management appoints strategic person to managerial level.

Because HRM systems rather than individual HRM practices have more impact on employee performance. This study proposes 4.1th definition, which is identified by managers. Managers have impact on firm's outcomes (revenue, sales, market share, profit). Further, Li et al. (2015) describe financial performance with sales and market share. That is, top management, managers and supervisors have impact on firm performance. For example, an international firm operating in Turkey has regional manager in Blacksea region of country. Suppose that manager increased sales from 50.000 \$ to 500.000 \$, increased market share by 5th times in this regional field. That means more revenue and more profits for firms. If all regional managers show same individual performance, overall performance of this firm increases in Turkey. Thus, this study identifies SHRM with managers. Wright (1994) also mentions for managers in HR- firm performance relationship. According to Wright et al. (1994), achieving sustainable competitive advantage depends on human capital and intellectual capital. Because rivals do not imitate human and intellectual capital. In addition, those capitals differentiate firm products from rivals. i.e., a firm may achieve competitive advantage in 21st century or in Industry 5.0 via their human capital stock and intellectual capital stock. Therefore, talent management gains priority to obtain those capitals. In talent management, a firm hire talents and apply career development to talents which is a major job duty of strategic HR director.

This study also aims to add key staff (strategic person) as 4.2th dimension in SHRM definition. 4.1th definition is related to managers. 4.2th definition is related to key staff. In this study managers are considered as intellectual capitals and strategic person. While in HRM literature Lepak and Jiang relate human capital with production departments and workers (labors). Li et

al. (2015) also relate human capital with labor market and products of firms. Although researchers say that human capital leads to better employee productivity, this study suggests that KSAs of employees develop employee efficiency to achieve organizational outcomes.

In American literature, HRM is defined by organizational goals. HR of firm are to contribute to firm-level strategies and goals. If not, performance of employees is not evaluated good. HRM is defined by contribution of human resources to organizational goals. While, SHRM is a kind of division of HRM. Therefore, in practice, SHRM are to operate inside HRM department. SHRM in HRM department has responsible for applying HRM systems for career plannee. Personnel management (PM) is also operate in HRM department as a subdivision currently. In SHRM, employees have impact on firm performance via their individual performance. HRM is strategic because HR has two characteristics. Manager and organizational goals. HR are to contribute to the goals, and managers improve performance of firm. Goals and employee performance describe value in HRM.

Further, HRM has two important parts: talent management and performance. This study proposes that HRM is 50% related to talent management and it is 50% related to performance. Firms apply those practices in HRM department to reach organizational goals. In Turkey HRM is defined with talent management and HRM practices, while in Western literature HRM is identified with organizational goals.

2.2. Strategic HR Director Position at Top Level

In addition, this study proposes Strategic HR Director position in firms to apply SHRM in practice. Strategic HR Director operates at the top of the organization, it has advisory role. Strategic HR Director would have two job definitions: talents and HR systems. About talents strategic HR Director has three job definitions: establishing talent pool, succession planning and career planning. The Director picks up talents from talent pool, and it has responsibility of their career development. i.e. Strategic HR Director implements talent management in HRM department for talents to achieve organizational goals. For example, Siemens and Koç Holding have 100.000 employees. It is hard to pick up talents inside organization among those huge number of employees. This is the responsibility of strategic HR Director at top level.

Secondly, strategic HR Director has responsibility of applying HRM systems. It applies HRM systems for talents and top performers. Strategic HR Director would appoint talents, performers, and stars to managerial positions. and those managers would increase performance of firm. Because this appointment of talents to management positions will increase firm performance.

Roles of strategic HR Director would resemble to matrix organization. According to this study, strategic HR Director would operate at top level, while SHRM division operates inside HRM department. Responsibility of SHRM division talent management and HRM system. Therefore, settlement of strategic HR Director requires matrix organization structure.

Talent management consists of three dimensions: succession planning, career planning, and talent pool. HRM departments fulfills empty managerial positions from talent pool and succession planning. Firms apply career development for employees that are included in succession planning. Therefore, the most important part of talent management is succession planning, then career planning, and then, talent pool. HRM are to apply career planning and career development for employees listed in succession planning. Talent is defined as highly competent employee in HRM theory. Succession planning may be second role of Strategic HR Director. First role is talent management for stars and talents, and talent management role includes three sub-roles.

Most important part of talent management is to develop careers of talents (Schiemann, 2014). A talent is defined by competency at job and top performers at work. Thus, in talent management talent is elected from talent pool, it includes in succession planning list, then strategic HR Director applies career development for talents in succession planning. Those are three sub-roles of talent management.

Collings and Mellahi (2009) say that talent management lacks consistent definition. Those authors define talent management as fulfilling key positions with top performers, competent incumbents and talents. Collings and Mellahi (2009) add fourth dimension to talent management field, which is key positions in organizations. According to their model, key positions enable firms to achieve firm performance. Therefore, individual performance of talents at key positions gains managerial priority for organizational goals. HRM are to fulfill key positions with talents from talent pool and succession planning list. That strategy of HRM department may have an impact on firm performance.

According to Vaiman et al. (2012), firms compete for war for talents. This is major decision making of talent management. War for Talents is related to recruitment and retaining of talents. Those authors describe strategic person, or key staff. Strategic personnel is talent of organization that firms achieve organizational goals via key staff. In addition to role of managers in SHRM theory, this study adds strategic person that enable firm to achieve organizational goals. Definition of strategic person may include human capital, talents and managers. Vaiman et al. (2012) discusses talent management decision making. Talent management is critical part of SHRM due to war for talents. Therefore, war for talent becomes the decision making element.

2.3. Talent Management in Turkey

Turkish firms (İstanbul) implement talent management in organizations by talent managers. Talent managers pick up talents in bureaucratic organizations, and it establishes talent pool. This study proposes that Strategic HR Director implements talent management at top level of organizations.

Yumurtacı (2014) relates talent management with business strategies, i.e., Yumurtacı (2014) identifies talent management with 1st definition of SHRM made by Devanna et al. (1981). Maybe in Turkish context HRM is related with strategy and performance (Uysal, 2020). That might be definition of SHRM in Turkey. Turkish firms use talent manager position to apply talent management in organizations.

In Turkey, some firms possess talent managers to manage talents. Talent managers are responsible for succession planning, career planning, and talent pool. Furthermore, talent manager is responsible for talent scanning in bureaucratic organizations. Enderun System (Devşirme method such as Sokullu Mehmed Pasha or Köprülü Fazıl Ahmed Pasha) is historical way of talent management in Turkey; therefore, talent management exists in history including personnel management. Institutions or firms expect from talents to impact on organizational goals (profits and efficiency). Because in modern management devşirme or Enderun method is considered as talent management. Therefore, talents must become effective in key positions. Bureaucratic organizations (Siemens, Toyota, etc.) applies talent management by decentralization because applying talent management in bureaucratic organizations is difficult duty.

Talent management includes three important duties: finding talent, developing talent and retaining talent. This is responsibility of HRM department or talent managers. Talent managers also operate inside HRM department. Applying HR requires huge organization because HRM department includes SHRM division, PM division, and talent managers at modern age. Therefore, HRM department in general would possess three sub-roles: personnel managers,

strategic HR Directors and talent managers. In Turkey, firms find talents at university level, and develop their career paths in this era of education. Enderun system is exploited at university level in Turkey.

In western literature a talent is defined by two words: competent and performance. If talent possesses competent and high performance, it serves for organizational goals. In Turkey, talent is defined by skills or human capital. For example, professionals must have marketing skills, finance skills etc. In production workers must become human capital to serve for organizational goals.

This study defines talent management as filling key positions by talents to achieve goals. Aksakal and Dağdeviren (2015) also join this definition. In Turkey, definition of talent management is paralel to Enderun system. In addition, American Society for Training and Development defines talent management by short and long term business goals. Because talent management has four dimension:

- Talent pool
- Succession planning
- Career planning
- Key positions

If talent management is defined as fulfilling managerial positions with talents, thus, most important part of talent management is succession planning.

Finally, talent management has two major dimensions: attracting, developing, and retaining talents; and, establishing talent pool, succession planning, and career planning. Talent manager is responsible for implementing those dimensions in organizations.

In Turkish context talent management is described by three phrases: skills, qualification, expertise (Akar, Balcı, 2016). Those phrases make an employee human capital or intellectual capital in long term career. This is important because talents serve for organizational goals and performance. In Western context a talent is described as competent, performance, and potential. Therefore, potential of candidates at work is important in HRM after becoming talent. This study relates talent management with fulfilling management positions.

Retaining talent is critical issue for organizationals. Organizational commitment appears as important way of retaining talents in organizations, and equal compensation (Equity Theory) make an employee committed. The other side of retaining is succession planning and career planning. If employee is included in the list of succession planning and career planning, commitment level may be satisfactory.

2.4. Strategic Human Resource Management in Turkey

SHRM in Turkey is related to strategy dimension among four definitions listed above. Many HR scholars (e.g., Ögüt vd., 2004; Seviçin, 2006; Altuntuğ, 2009; Yumurtaçı, 2014; Gürlek, Uygur, 2019) emphasizes strategy words in definition of SHRM. Currently performance dimension is added to HRM definition in Turkey due to higher education abroad. In addition, SHRM is defined with fit between HRM department and business strategies. Strategic planning provides of this fit between HRM and strategy. In addition, SHRM is partly related to resource approach in Turkey. HR is viewed as organizational resource to achieve goals; therefore, organizational resources is related to individual performance in Turkish context. Since strategy perspective is important in SHRM in Turkey, organizational resources are important. Because organizational

resources increase competitiveness of firm, and resources provide of achieving organizational goals.

There is not systemic approach to HRM in Turkey. Firms apply individual HRM practices, not interrelated. HRM practices improve employee performance to achieve goals. In USA the most important goal is business performance (e.g., profit, sales). In system perspective HR system affects employee performance and organizational performance. This is definition of HRM in this study. There are a little bit differences between SHRM and HRM definitions. In HRM, HR of company are to contribute to firm-level objectives; therefore, HRM is related to organizational goals. SHRM aims to impact business performance. Therefore, HRM is related to organizational goals, and SHRM is related to firm performance.

Strategy and resources are two variables of SHRM in Turkey. Strategy approach is first definition of Devanna et al. (1981), and resource approach is obtained from Barney (1991). Third keyword is fit approach in Turkish type of SHRM, and fourth is HRM Practices. Turkish firms aim to achieve internal fit between HRM practices and line management, and business strategies and goals.

Barney's idea (1991) sets a base for SHRM through HRM-performance relationship. Employee is called as strategic person in SHRM, employee is called as professional in HRM; and employee is called as personnel or workforce in personnel management (PM). Finally, Turkish type of SHRM is built upon four keywords: strategy, performance, fit, and HRM practices.

3. METHODOLOGY

Main objective of this study is to describe job description of strategic HR Director. It is HRM systems. Strategic HR Director applies HRM system accross organization to improve performance of talents and stars, i.e. to improve the performance of individuals, who has career planning.

This study also suggests talent manager role to apply talent management in organizations. Talent managers are also operate inside HRM department, and it is responsible for founding talent pool, succession planning, and career planning activities for talents.

Importance of this study is to clarify strategic HR Director and talent managers in order to put SHRM in practice in organizations. American HR scholars do not define definitions of HRM obviously. Therefore, there is confuse in HRM field about definition of HRM. In American literature, HRM is defined with organizational objectives. i.e., HR are to contribute to firm-level performance (e.g., market share, shareholders). In Turkey, definitons of HRM is applying individual HRM practices.

Major limitation of this study is that this research is only based on 36 references list. Because the study is literature review; and so, this study must include double reference studies. Because the study establishes three propositions. and it requires more reference list to increase impact of propositions in SHRM field.

This study possesses three propositions below.

Proposition 1: SHRM is related to business strategies and organizational resources in Turkish context. HRM in Turkish firms is strategic partner of top management in the context of strategic plans and HR strategy-business strategy relations, and strategic advisor of line management in implementation of HRM practices organizationwide.

Proposition 2: In Turkey, HRM is related to behavioral science and line management. Behavioral science is related to organizational behaviours; therefore, firms pay attention to behavioral

science of candidates through recruitment process. Further, line managers have big impact on applying HRM across organizations.

Proposition 3: Talent manager, and Personnel Management operate inside HRM department, however, strategic HR Director operate at top-level. Head of HRM department is HR manager, and HR professionals operate inside HRM department, and HR professionals collaborate with line managers to implement HRM practices in organizations.

This study adopts systematic review method. For systematic review authors pose out a research questions, and it answers this question by well-known literature articles by citing wellknown HR scholars.

Major research question of this study is that SHRM increases firm performance through managers. Second research question is, strategic HR Director has talent management duty and HRM systems duty. Strategic HR Director may put SHRM in practice at organizations.

This study replies those questions via citing well-known article and HRM scholars such as D.Lepak, K.Jiang, S.Jackson, R.Schuler, P.M.Wright, M.Huselid, C.Brewster, other.

4. DISCUSSION

What is the difference between SHRM and HRM? Managers. Answer might be managers. HRM appoints talented managers to manage organizations, and those talents carry firms to achieve organizational goals. This is SHRM. HRM is related to employee performance and organizational goals. It can be proposed that, future of SHRM depends on managers, human capital and intellectual capital. Managers achieve firm performance as human resources and talent, and human capital and intellectual capital carry firm to organizational success in Industry 4.0. Because human capital and intellectual capital enable firm to produce competitive products and those kind of capitals differentiate products from rival one. In industry 4.0 most important competitive edge might be differentiation strategy and intellectual capital achieves differentiation of products.

Strategic HR scholars emphasize human capital and HRM systems in SHRM. This study adds intellectual capital to achieve competitive advantage. In addition, this study also discuss managers as important in SHRM field. Human capital must possess related skills and expertise. Those capabilities show its effect on firm's products. Human capital of firm is related to competitive product. Current definition of SHRM in 2010s is made by some HR scholars such as D.P.Lepak and K.Jiang. This study adds talent management dimension to this definition. Because HR finds and develops talents, appoint talent to managerial position, and firm achieve expected performance.

Human capital is related to skills. Skills or human capital enable firm to produce competitive products. It means more sales and market share. More sales and market share is related to firm performance. Thus, human capital might be mediating factor between HRM and firm performance (Wright, McMahan, 2011). Wright and McMahan (1992) relates HRM with organizational goals in their wellknown article. and Sales and market share is key goals in firmal management. Human capital is highly skilled employees that improve products of company. Therefore, future of SHRM might be defined by human capital. Some HR scholars (Lepak, Jiang) identify future of SHRM with human capital. This study adds intellectual capital and manager dimensions to this identification.

How does a human capital of firm increase firm's competitiveness? In human capital theory knowledge and expertise of workers built skills in workers. Human capital approach is related to

workers (labors), and intellectual capital is related to professionals (managers). Further, human capital is related to function of production in firm management.

Human capital is defined by three words: knowledge, skills, and ability (KSAs analysis). Lepak et al. (2018) relates human capital field with SHRM theory by KSAs analysis and AMO analysis (ability, motivation, opportunity framework). Boon et al. (2018) say that human capital of firm is related to quality of products and efficiency of operations that make human capital strategic resource. and by doing so, a human capital may become core competence of firm. Boon et al. (2018) say that human capital resources are positively related to firm performance.

At 21st century business ecosystem and future Industry 5.0, talents are intellectual capital of firms. Intellectual capital increases competitiveness of firm.

Lepak (2014, 2018) views that human capital is strategic resource of firms. Because human capital affects unit-level performance (i.e. production department). Lepak is one of key researchers in human capital and SHRM fields that it relates human capital as a mediator between HRM and performance. Lepak aims to integrate human capital with SHRM. KSAs analysis and AMO frameworks integrate human capital with SHRM theory. Therefore, human capital is next generation of research in SHRM (Nyberg et al., 2014). Human capital is mediator between HRM and unit level performance.

Human capital is based on knowledge, skills, and abilities of employees (KSAs). According to Nyberg et al. (2014), theoretical knowledge is necessary in order to perform job definition, and skills and abilities are built upon knowledge. Therefore, human capital is maybe related to professionals and intellectual capitals. According to Lepak et al. (2014) human capital is departmental resource in firm management. This study contrasts with this ideology. Human capital is maybe production departments resource, other departments in firms are to recruit intellectual capitals or professionals. However, by KSAs analysis, human capital is partly related to intellectual capital and professionals. Accordingly, Lepak argues that human capital is related to KSAs analysis and unit-level performance; therefore, it can play mediator role between SHRM and performance. Performance of production departments enourmosly affects firm-level performance.

Lepak (2007) associates human capital with KSAs analysis, especially with skills. According to D.P.Lepak human capital is skills, and knowledge accumulates skills. Skills might belong to workers or professionals. This study associates human capital with workers, and relates intellectual capital with professionals. Thus, to become competitive in 21st century era managers are to become talents or intellectual capital. In addition, Gowan and Lepak (2007) say that tenure accumulates knowledge and skills in employees. Firm-specific human capital leads to core competence of firm.

Li et al. (2015) found that human capital has positive impact on firm performance in Chinese context. Human capital is related to KSAs analysis. KSAs of labors is built upon employee expertise and experiences (i.e., tenure). In addition, training and compensation develop human capital of employees (Li et al., 2015).

5. CONCLUSION

In American HRM interests of owners in company are important, in European HRM stakeholders have priority in management of HR. On the other hand, doing task is important in Turkish HRM rather than performance.

Mission of HRM in organizations is to achieve organizational goals. Organizational goals is achieved through employee performance. Major goal is profit and market share. Those 4 factors

describe SHRM in this study. Performance is Wright's dimension (1992) and HRM systems are Lepak and Jiang (2012) dimension, strategy is Devanna et al. dimension (1981). Fourth one is human capital. This study proposes managers for practitioners.

Suggested model of HRM is below:

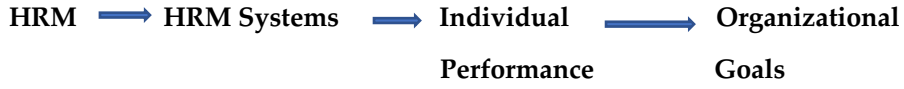


Figure 1. An HRM Model that depicts SHRM.

According to this model, HRM department adopts HRM systems to develop potentials, or incumbents, and HRM systems increase individual performance of employees, and individual performance of employees enable them to reach organizational goals.

HRM has three roles in organizational body: talent management, organizational goals, and performance. Talents carry firms to achieve goals and performance. Therefore, there is war for talent among organizations. HRM is 50% talent management and 50% performance variables. Altuntuğ (2009) relates HRM with strategy and competition. Therefore, talents are strategic resources of firm. Yumurtacı (2014) also relates HRM with strategic management. Therefore, in Turkish culture, SHRM may be identified with strategy dimension of Devanna et al. (1981).

This study aims to develop 4th point to SHRM field. It may be professionals (managers). Managers are human capital and intellectual capital of firm. Therefore, HRM are to develop human capital in firms, and are to obtain, develop and retain intellectual capital to become competitive in the era of severe Industry 4.0 context.

Currently HR scholars define SHRM with human capital approach. First definition is strategy; second definition is related to performance; and third definition is related to HR systems. This study defines SHRM by managers involvement with firm objectives, human capital and intellectual capital.

In conclusion, strategic HR Directors at top level have three job definitions: appointment of managers, talent management, and HRM systems.

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