

**The Role of HR as a Strategic Partner in the  
Development of the Organization  
A Case Study on Telecom Industry of Pakistan**



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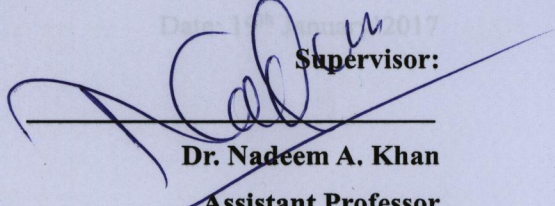
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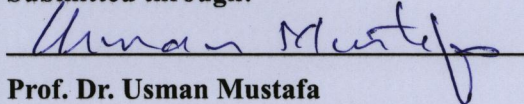
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## **Declaration**

I hereby declare that the research submitted to R&D Department by me is my own original work. I am aware of the fact that in case my work is found to be plagiarized, R&DD has the full authority to cancel my research work and I am liable to penal action.

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## **Dedications**

Every challenging work needs self-efforts as well as guidance of elders especially those who were very close to our heart. My humble effort i dedicate to my sweet and loving parent mother and father. Whose affection, love, encouragement and prays day and night make me able to get such success and honor along with all hard working and respected. Teachers for advice and guidance which let me to complete this research work last but not the least. I dedicate this research work to my friends their company acted like an educational consortium for me.

## **Abstract**

HR is born with ancient Chinese history. To be more specific, successful HR practices were used by ancient armies and rulers. Over time, as HR professionals in a new business paradigm must be redefined took a very difficult task for the next millennium, HR managers. HR professionals need to make a strategic analysis of the changes in the business environment. Resource development and retention of human resources is one of the goals in the modern organization. It is developing resources globally and provides a framework for maintaining them. Due to the diversity of industries it is a blessing and a curse globalization. To address diversity and assure the success of the organization will be to figure out how to develop human resources, organizational primary concern of HR managers. . Human resources are an important part of organizational development. If they can anticipate and prepare the company's vision of the future business world need each section lead? Human resource development is the transformation of the company to achieve excellence in organization.

*Keywords:* strategic partner, organizational development

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# Chapter 1

## Introduction

Human resource management a phenomenon didn't took its first breathe when Dave Ulrich came up with his first book in 1990s. HR can be found in history of ancient Chinese. To be more specific successful HR practices were used by ancient armies. While digging a bit into HR history Italian Machiavelli author of Emperor and many other books cannot be ignored. In his books he talked about how to manage assets and resources and described various leadership styles although his practices may not be applicable in modern world but his contribution cannot be neglected by HR history.

Bamberger, P., & Fiegenbaum, A. (October 1996) said in their research article that product services and practices are being benchmarked against the competitor and those companies which are known as industry leaders. Adaptation of management tools are becoming a norm in industries. Many organization systems has recognized human resource manager as exemplary human resource practice, where value addition to existing activities and how to perform them with help of benchmarking comparative data and external sources.

In the research of Novicevic and Harvey, 2001 Human Resource should reengineer its traditional/classical role as a bureaucratic to influencer in substitute practices. Organizations of Australia are changing their management practices. They have to be competitive to meet the challenges i.e. global competitor, economic environment, macroeconomic transformations and restructuring management polices(Teo & shadur, 1999)

Dave Ulrich a foreword in book of Christensen, 2006 writes that HR from past thirty years has been asked a simple question "are we there yet" like children ask their parents in a journey. Many HR activities are performed by technology and outsourcing as they are faster and cheaper. Human resource should shift its focus from transaction and administrative work to strategic and transformation, which will required new competencies and practices. a very little and rare attention is given to HR while designing their system and department where as if we consider the role of international Human Resource Management it needs to be more strategic (welch &welch, 2012)

### **1.1 Background of the Study:**

According to Khan (2014) Human resource in today's world becoming a strategical partner of an organization. The three main role of human resource showed

evolution over several decade i.e. administrative, business partner and strategical role. Human resource has a niche understanding of human capital so it can be able to realize new breaks to become revenue hub by utilizing tiniest budget and talent pool. (Boudreau & Lawler, 2009) The strongest association of HR's strategical role is to have a capability to deliver unique strategic visions and to instruct leaders about the decision of human resource and to logically articulate the connection between organization ability to compete and produce talent with strategic success. (Khan, 2014)

### **1.2 Research Gap:**

According to literature review HR is becoming the key source of organizations. Calling Human Resource the strategically partner and the competencies and mobilization to execute are two different roles. The gap of this research is practical application of HR as a strategically partner in the development of organization in a corporate world. Does organization really trust Human Resource to become a key decision maker and formatting the strategies? Or is it just the academic researches who believe that HR is mature enough to handle the big decisions of the company?

### **1.3 Problem statement:**

The aim of the research study is to find out "Role of Human resource as a strategic partner in the development of organization".

### **1.4 Research questions:**

- Is HRM mature enough to leave its traditional task?
- Does HRM as strategic partner really exist outside of the literature?
- How much importance is given to HRM when company is taking importance decisions?
- How much talent exists in HRM to turn strategy into action?
- Is HRM able to compute and justify its existence as a strategical partner?
- How much HR is capable to go beyond the heritage and history of the administration, and become truly strategic?
- How much importance is HRM role in organizational development?
- When organization is going through change does HRM is involved in powerful decisions?

### **1.5 Research objectives:**

- To find out HRM is mature enough to leave its traditional task.

- To find out HRM as strategic partner really exist outside of the literature.
- To find out importance is given to HRM when company is taking importance decisions
- To find out the talent of HR professional to help turn strategy into action.
- To find out that HR is able to compute the value they create, and to justify the existence
- To find that HR is capable to go beyond the legacy and antiquity of the management, and become truly strategic
- To find out HR part in the development of organization as a strategic partner.
- To find out organization is going through change does HRM is involved in powerful decisions

### **1.6 Significance:**

The outcome of the study will help organizations whether the talent of HR as strategic partner can turn strategy into action. Does HR is really bright to figure the value they constructed, and to defend their existence. They increase value of HR in the eyes of line managers they assist and are they able to take out the drive in employees to be productive and enhance organization productivity. Finally HR is capable to move a head the traditional human resource practices, become truly strategicpartner of organization and help it to grow.

Christensen 2006 in his book as sketch the set of principles for HRM to be strategic that is human talent is the engine of value creation. Business issue have a strong linkage between human and organizational issue. To have a secure future of organization talent is the main and important resource. Business strategies and customers need must have a direct connection with human resource work. Lastly human resource leadership doesn't belong to one person. Line management has a key impact on human resource contributions.

### **1.7 Scope of The Study:**

Human Resources has to learn new skills from the experts in order to play the role of a strategic partner. Counseling, contributed can be identified internal consultant to change to solve the transformation, starring problem. According to becker and huselid (2006) human resource strategy has a remarkable influence on both academic and cooperation management practices. The literature demonstrate that human resource

strategies could have a meaningful impact on financial outcome which was once cherish by the managers but now a days they need help from HR in understanding to generate potential returns.

### **1.8 Limitations:**

The limitations of the study were:

- Time Constrain, every single organization HR representative were requested but due to time problem very few agreed to give interviews from there busy schedule.
- Missing Information: due to some issue some managers requested from written interview but lack of one to one conversation many important questions weren't answers.
- NVIVO: It's the software for grounded research. Due to its availability of only trial version a small sample size was used to complete research on time and effectively.
- Grounded Theory: grounded theory inclines to produce enormous amount of data which are really inflexible to manage. There is no standard law in grounded research to follow the identification of categories.

## **Chapter2**

### **Literature Review**

Going through many research article the question arise in one's mind the wonders of HRM and the history we talked about does it really exist in reality? In a modern world where research claims that HRM has been mature enough to handle the burden of becoming strategic partner. How much cooperative world supports the claim of many researches. Physically how many strategic tasks are performing in organization? In developing countries like Pakistan how much human resource management is consider as a backbone of organization. How much vital role HRM plays as a strategically partner? When it comes to organizational development how much HRM is important in modern organization?

Human Resource (HR) is emerging as the key concept in assessing the competitive assets of organizations. HR managers and professionals, by virtue of their knowledge of human performance, are well positioned to exercise strategic leadership and contribute significantly to a firm's competitive advantage. This paradigm shift concerning the value of human resources will therefore create opportunities for the HR function to develop a more strategic role in a firm's operation (Lawler & Mohrman, 2003).

In the past, HR was not perceived as making a significant impact on organizational success (Sims 2002). Consequently, HR was accorded a low status in many organizations, and often lacked a distinct identity. However, this situation has changed in the past decade (Lawler and Mohrman 2003). The role and influence of HR have increased substantially.

Human Resource (HR) is emerging as the key concept in assessing the competitive assets of organizations. HR managers and professionals, by virtue of their knowledge of human performance, are well positioned to exercise strategic leadership and contribute significantly to a firm's competitive advantage. This paradigm shift concerning the value of human resources will therefore create opportunities for the HR function to develop a more strategic role in a firm's operation (Lawler & Mohrman, 2003).

There has been much discussion in recent years concerning how HR professionals must assume a strategic role in the area of human resource management (Allan, 2002)



Researchers have contended that the concept of strategic human resource management has evolved into a bridge between business strategy and the management of human resources (e.g. Butler et al., 1991; Lengnick-Hall, 1988)

HR needs to play an active and guiding role in enabling a company to choose its people well, invest them with the proper responsibilities, support their growth and respect their needs in order to achieve an organization's strategic business objectives. This vital role requires competence in HR leaders that will create and sustain a flexible and adaptive workforce (Gomez-Mejia, 2001).

A recent study by Pietersen & Engelbrecht (2005) carried out in South Africa shows that there is a positive relationship between businesses related competencies and their strategic relationship to the contributions made by HR professionals

Apart from studies conducted on HR roles in the West since mid-1990s, there is a growing need to determine the readiness of the HR professionals to play more strategic roles especially in the context of Asia (Bhatnagar & Sharma, 2005 ; Chen et al., 2003 ; Selmer & Chiu, 2004 ; Khatri & Budhwar, 2001) .

HR professionals become strategic partners by asking questions and designing HR practices that effectively and efficiently align themselves with the strategy of the business (Ulrich & Eichinger, 1998; Ulrich, 1997).

Ulrich (1997) defines strategic human resources as the process of linking HR practices to business strategy. That is to say, strategic HR is owned, directed, and used by line managers to make effective HR strategies happen. Strategic HR enables the transition from business strategy to organizational capability to HR practice (Ulrich & Eichinger, 1998; Ulrich, 1997).

The last ten years have seen an increasing call for HR to take role of strategic partner. In this role HR is a member of the senior management team and is directly involved in the major business decisions of the organization, including the formation of strategy, the design of the organization and the Implementation of the business model (Lawler, Boudreau & Mohrman, 2006).

Human resource researchers and managers have long maintained that the human resource function plays an important role in firm performance. In fact, most corporate annual reports boldly state that the firm's people are its most important asset.

Three basic types of resources can provide competitive advantage (Barney, 1991). Physical capital resources include such things as the firm's plant, equipment, and

finances. Organizational capital resources consist of such things as the firm's structure, planning, controlling, coordinating and HR systems.

According to Ulrich & Brockbank (2005) all the functions in an organization starting from line managers and passing through all support functioning departments should work shoulder to shoulder to increase the organizational outcomes.

The significant boom happening in organizations worldwide is the outcome of the mounting perception of the human resources management as a main gate of a competitive advantage. Human resources has changed since it has emerged through several stages starting from being merely a record keeper and files archive to be a strategic business partner (Ferris et al. 1999)

HRM is seen for long time as one of the support service departments. It has been developed through several stages over the past few decades starting from being merely a personnel and support services department reaching to be an effective business partner. This change has emerged due to the need of partnering the service support departments such as HRM with the business objectives for better business outcomes through a professional and business centered approach in employees' management (Hope-Hailey et al., 1997).

Over the past decade numerous researchers have suggested categorizing human resource roles and functions according to their work nature and interactions with managers of other departments inside the organization. Though, its classification of Ulrich & his colleagues (Ulrich & Beatty, 2001; Ulrich & Brockbank, 2005) that draw the interest and attention of most practitioner and academia (Reilly et al., 2007; Wright, 2008) with proposed role of human resource as 'strategic partner'.

Under original Ulrich's role model of human resource, the strategic partner, HR has the wide remit to, 'partner with line managers and senior managers in execution of strategy' (1997: 30) even though in his writing more recently such as (Ulrich and Brockbank 2005) shows concern with simple differentiation between being 'strategic' as opposed to being 'transactional' activities of HR. Development in recent times shows the role of strategic partner as a "player" whose purpose and aim is value creation and values addition by performing as a "facilitator, coach, architect, leader, builder and conscience", (Ulrich & Beatty, 2001).

Despite the development of idea of Ulrich, commentators and observers (Rynes, 2004), (Francis & Keegan, 2006) turn out to be increasingly alarmed about the acceptance of the rhetoric and pomposity of HR as strategic partner by HR experts and

practitioners. Reilly et al.'s (2007) analysis suggests that, mostly in big firms, execution is accompanied by an emphasizing on separation of 'thinking from doing', is a simplification of position of Ulrich, regardless of the boundary classification between transactional and strategic work.

For many years, functions of human resource in organizations and firms have been motivated to become partner in strategy as strategic partner. Statistics from a longitudinal research study of large organizations propose that HR is now not a strategic partner, and that slight or no movements toward it becoming one have occurred (Edward & John, 2006). A survey of what human resource can perform to become a vital strategic partner indicates some absolute clear actions and roles that HR must take, include talent and capacity development in people, creation of corporate units of excellence, development of the right metrics and correct analytics, and in fact the most important, apprehension of how management of human capital impacts results of business. Results also demonstrate that there are numerous of strategic activities in which HR can be involved and also different elements and factors influence level of HR involvement in each of them (Boudreau & Ramstad, 2007).

According to Edward and John (2006) The HR activities and functions have at least identifiable three capacity roles that it has play. Its most common and lengthiest role is the clerical and administrative services delivery, often composed of satisfying compliance, legal and administrative requirements. During the past few decades' human resource has been motivated and encouraged to raise its activities and movement in role of business partner. In this specific role, expectation from HR is the implementation and delivery of HR services and activities that up keep the organization's business models and also meets demand raised by executives, managers and employees. Last several years have witnessed an increasing demand for HR to play its third role – strategic partner. In this particular role human resource is part of team of the senior management and is involved directly in the vital business decisions of company, including strategy formation, the organizational design and business model implementation (Lawler, Boudreau & Mohrman, 2006).

Thinking of HR as strategic business partner leads instantly to the crucial and critical question and that is which kind products it should offer? Theoretically, it must offer three product lines.

The first and primary product line that has offered for many decades is the conventional one, the bread and butter and livelihood of the HR department and its

functions, reason behind placing this function in the first place. The remaining other two, strategic partner and business partner are newer and fresher, and the new ones that HR appears to have most serious trouble delivering. In some organizations it evidently and clearly delivers the role of business partner, but often does it deliver the role of strategic partner (P.Katrina, 2010).

Virtually for at least the previous decade every book, speech, and article on the upcoming functions of the human resource in organization has highlighted the change need in its functions and roles.

There is virtually a unanimous and common view that HR should and can add more additional value to organizations, by adopting the role of business partner or strategic partner. Particularly, there is need to move beyond traditional tasks and functions to add value through directly improving the performance of the business, they can effectively play this new role by coping with change process and change management, effective talent management, by influencing business strategy, and also host of others high value addition roles and activities that ultimately impact and effect organizational efficiency and effectiveness (Huselid, 1995).

Some of the solid stand strongest relations with strategic role of HR are with the capability of HR to provide distinctive strategy intuitions and insights, educate and train leaders from other departments regarding their roles, responsibilities and decisions related to human resources, and articulation of the logical links and connections between organizational strategic success and the ability of organization to contest and compete for talent and with talent (Lawler, Boudreau & Mohrman, 2006).

To be strategic partner; the HR firms needs to grow and develop its talent and capacity through rotation, utilization of specialized expertise of teams, have leaders positioned in business units, and involvement of line management in decision making of HR. (Lawler & Jhn, 2006)

HR as strategic partner is differs from conventional human resource management in two important means. Firstly, Strategic Human Resource Management concentrates on performance of organization rather than output and performance of individuals. Secondly, it also highlights the role of HRMS as key solutions provider to business problems including negative and positive complementarities rather than isolated HR management practices; strategic means focus on overall performance rather than only focus on financial performance. Strategy is about making sustainable and viable

competitive edge that in result creates above average financial performance (Wright & McMahan, 1992).

In developed countries many organizations are now greatly dependent upon their human asset for gaining competitive advantage. Market value of organizations is increasingly dependent on their intangible assets like their unique skills, knowledge, organizational capabilities and core competencies (Ulrich and Smallwood, 2003).

RBV- resource-based view of the organization has provided an essential theoretical rationale and logic for potential role of HR as a strategic asset/ strategic partner in the firm (Wright & McMahan, 1992). The perception that corporations can build competitive edge over competitors, and as outcome financial performance above average, based on inimitable and valuable internal assets, offers an attractive rationale and logic for strategic importance of HR. This integration tends to focus on human capital, or employee-level attributes, and the RBV's emphasis on recognizing existing strategic resources rather than the development of those strategic assets

Strategic Human Resources Management: Where Do We Go From Here? By Brian E. Becker and Mark A. Huselid

There are a number of strong arguments that can be mustered to support the point that this is a particularly favorable time for HR to become more of a business partner.

The problem is that HR does not seem to be able to effectively position itself as a business partner. Even the most recent studies of its position in corporations suggest that in many organizations it is struggling to be anything more than an administrative function that is viewed as a cost center, rather than as a value-added strategic function (Lawler and Morhman, 2003)

According to Brain and Mark (2006) the strategic partner product line is the one that is least well developed in most corporations, and the newest. It also is the one that has the potential to add the most value. It is rapidly increasing in importance because of the growing importance of intangibles and human capital. Since business strategy is typically developed at the corporate level in most organizations, and the strategy implementation process begins there, this product line needs to be delivered to the senior executives of the corporation. Basically, this product line needs to include input to business strategy, analysis of the organizations strategic readiness and its strategy implementation. In order to deliver this product line HR needs individuals who can interact with senior executives as well as HR generalists, and who can help with the development and implementation of the strategy (Edward, 2004)

Lawler and Morhman (2003) suggest that there needs to be staff at the corporate level that is focused on strategy analysis and strategy development. In effect an organizational effectiveness unit that has a small, full-time staff. This unit also needs to be chartered to draw on HR resources (e.g., generalists) from elsewhere in the organization to help with strategy development, and strategy implementation.

According to Edward (2004) what should an organizational effectiveness unit look like? It needs to be a multidiscipline center of excellence that focuses on business strategy, organization design, and human capital development. It should be staffed by individuals who have expertise in business strategy, organization design, organization capability development, knowledge management, HR analytics and metrics, financial modeling, and utility analysis. In short, it should have a broad range of analytic skills so that it can evaluate different strategic options and alternatives for the business, assess how effectively the current strategy is being implemented, and develop recommendations about how to improve the strategic position of the organization and the implementation of its current strategy (Ulrich and Smallwood, 2003).

Many recent articles, books, and studies argue that HR needs to become a strategic partner (e.g. Jamroq and Overholt, 2004). Recent research, however, suggests that HR is not making much progress toward becoming a strategic partner despite the belief by HR professionals that it should (Lawler and Mohrman, 2003).

Because of the growing importance of human capital in determining organizational effectiveness, the potential exists for HR to play a key role in developing and implementing corporate strategy and to become a high value added part of organizations (Lawler, 2003). If HR can make a strong case for being an important part of strategy development and implementation because of the importance of human capital, why does HR often fall short of being a strategic partner? At least one possibility is because HR lacks the type of analytic and data based decision making capability that is needed to influence business strategy. One of the reasons for this may well be because it lacks the right metrics and analytic models. In comparison to finance and marketing, for example, HR often falls short when it comes to providing metrics that assess HR processes and practices from a strategic perspective. It also lacks analytic models that show the relationship between HR practices and the effectiveness of the organization.

A number of studies have investigated the potential for HR practices to be strategically important. For example, Becker and Huselid (1998) found a relationship between HR practices and firm performance, as have others. Lawler and Mohrman

(2003b) have shown how various features of the HR function are related to HR being a strategic partner. There is also an enormous amount of normative writings about the role that HR should play. There is no question that HR executives feel that HR should play a key strategic role in organizations. There is less clarity however about how metrics are currently being used by HR functions and how strong a relationship there is between the use of metrics and the degree to which HR is a strategic partner.

Will HR develop its metrics and analytics capability? There are a number of reasons to believe that it will despite the fact that at the present time there is good reason to believe it is at a low level. HR managers clearly want to address key strategic business issues. They also are aware that their HR metrics and analytics capabilities fall short of what is needed to address most key business decisions and business strategy issues. Thus in terms of change they meet the first condition for change: there is a felt need (Huselid, 1995)

A number of articles, books and studies have argued that HR needs to become a strategic partner (Ulrich, 1997; Brockbank, 1999; Lawler & Mohrman, 2000a). But is HR becoming a strategic partner? What does becoming a strategic partner entail? And is the HR function more effective when it is a strategic partner? The answers to these questions are critical to the future development and direction of the human resource function in organizations

Brockbank (1999) stated that number of forces have converged to support the idea of HR being more of a strategic partner. Corporations are undergoing dramatic changes with significant implications for how human resources are managed. Perhaps the most important of these changes is the rapid deployment of information technology and the increasing amount of knowledge work that organizations do. Also important are the rapidly changing business environment and the increasing complexity of modern organizations. These and other changes have created a growing consensus that effective human capital management is critical to an organization's success (Jackson, Hitt, & DeNisi, 2003). This raises the important questions of how human capital should be managed and the kind of functions that HR should perform with respect to human capital management, and how the HR function should be organized in order to add value in the changing business environment.

There is little question that for most of its history HR has mainly focused on the administrative aspects of human resources management. With the growth of information technology, however, the hold of the corporate staff of HR on this work is

weakening significantly. Much administration can be done by self-service information technology solutions that are either hosted by the company or outsourced (Stephen and Mark, 1999).

The HR function can and increasingly is making significant contributions to building an organization that is staffed by the right human capital to effectively carry out the work of the firm and to enable the accomplishment of business strategy. It does this by developing competency models and by focusing on recruiting, staffing, and developing individuals.

Although information technology is an important tool in the administrative and transactional aspects of staffing and competency development, these functions and their supporting systems are best crafted and carried out by professionals who are knowledgeable about the organization as a business and as a strategic entity. Additionally, the many judgments, dynamic, and tacit aspects of this work mean that HR will continue to play a critical value-adding role in this area. But it may not be the most important work that the HR function can do in the future.

HR's greatest opportunity to add value may well is to play a role in the development and implementation of corporate strategy. HR can make a logical case for being an important part of strategy development, because of the importance of human capital in the ability of the firm to carry out its strategy. Increasingly, talent limitations and limited organizational flexibility in the application of scarce talent to various opportunities constrain the strategic options of the firm (Mohrman, Galbraith, & Lawler, 1998). At least in theory, this should mean that HR can play an important role in the formulation of strategy by making explicit the human capital resources that are required to support various strategies and strategic initiatives, by playing a leadership role in helping the organization develop the necessary capabilities to enact the strategy, and by playing a strong role in implementation and change management. Most strategies, like most mergers, fail not because of poor thinking, but because of poor implementation. Implementation failures usually involve the failure to acknowledge and build the needed skills and organizational capabilities, to gain support of the workforce, and to support the organizational changes and learning required to behave in new ways (Tenkasi, Mohrman&Mohrman, 1998). In short, execution failures are often the result of poor human capital management. This opens the door for HR to add important value if it can deliver change strategies, plans, and thinking that aid in the development and execution of business strategy.



According to Lawler (1995) staff functions, in general, are under fire in organizations because they are frequently perceived as controlling rather than adding value, and as not responding to operating units' demands for change. They are being asked to change to provide expert support to the strategic initiatives of the company, and to take advantage of technology and other approaches to deliver more efficient and responsive services. Despite compelling arguments supporting the view that HR management is the key strategic issue in most organizations, HR executives historically have not been strategic partners (Brockbank, 1999; Mohrman & Lawler, 2000a). The

HR function has been an administrative function headed by individuals whose roles are largely focused on cost control and administrative activities (Ulrich, 1997).

A number of studies have investigated the potential for the HR function to be a strategic partner and found that it can be a value-added function. For example, work by Becker and

Huselid (1998) found that there is a relationship between HR practices and firm performance. They found that firms with the greatest intensity of HR practices that reinforce performance had the highest market value per employee. They go on to argue that HR practices are critical in determining the market value of corporations, and that improvement in HR practices can lead to significant increases in market value. They conclude that the best firms are able to achieve both operational and strategic excellence in their HR systems and functions.

Perhaps the major champion of HR as a business partner is Dave Ulrich (see, for example, Ulrich, 1997). He has argued that the HR function needs to become strategically proactive, that HR needs to go beyond administrative expertise and be an expert in strategic business partnership, change management, and employee advocacy. Wright, Dyer, and Takla

(1999) argue much the same thing in their HRPS-supported report in which they found that there is a growing consensus in support of Ulrich's model, but that HR is not seen as able to execute on this model.

What is needed in order for HR to become more of a strategic partner? The consensus seems to be that change is required both in the skills of individuals in the HR function and the way the HR function is organized and carries out its activities. HR not only needs to have competencies having to do with the business issues involved in strategy and strategy development, it needs to be able to contribute to organization design and change management (Edward and John, 2006)

As far as its own organization is concerned, it needs to be organized to carry out the basic administrative functions as well as being a strategic partner. HR is not in a position to completely abandon the basic transaction responsibilities associated with workforce management. Somehow, either through outsourcing or information technology, these need to be done in an effective and cost-efficient manner. The HR function also has to be structured and staffed so that it participates in decisions concerning strategy development, strategy implementation, change management and organizational effectiveness.

Given the amount of attention to the importance of HR becoming a strategic partner, it is surprising that recent studies have found relatively little change in its activities and structure (e.g., Lawler & Mohrman, 2000b). It is true that information technology may be able to free up

HR from some of its routine tasks, and there is certainly evidence that HR is making greater use of information technology. However, it is not clear that HR is becoming more of a strategic partner. It is also true that information technology offers the potential for HR to take advantage of databases and powerful analytic tools to determine how useful HR policies and practices are and to contribute to the understanding of what business strategies can be executed. But the question remains unanswered as to whether the HR function is capable of identifying and implementing the changes that are required to support the new roles and capabilities that their businesses need (Huselid, 1995).

The emerging consensus in the HR literature is that the most effective HR departments are those that add value by playing a business partner role. We agree with this point, but feel it doesn't go far enough. Our results show the greatest benefits occur when HR is a strategic business partner that fully participates in both the development and implementation of strategy.

Research by Huselid (1995) has shown that HRM practices have a significant impact, both economically and statistically, on employee outcomes (e.g. turnover and productivity) and short and long term corporate financial performance measures. This finding reflects the propositions by Barney (1991; 1995) and Boxall (1996), highlighting the critical importance of HR as a source of competitive advantage to organizations. This focus on the strategic management of HR has contributed to the ever-growing interest in strategic HRM.

Extant literature has documented the debate about the nature of HRM (e.g. Boxall, 1993; Dowling and Fisher, 1997; Kane and Palmer, 1995; Storey, 1995; Legge, 1995; Teo, 1998a ;). There seems to be some confusion over what HRM represents in theory and practice. This is, in part, due to the lack of agreement about the nature of HRM and what it constitutes. For example, commentators such as Legge (1995) question whether the strategic nature of HRM is just rhetoric in the workplace. In addition, the study of strategic HRM is also complicated by the large number of models proposed by various researchers (Kane, 1996) and different measurements of strategic HRM in Australia (Teo, 1998)

Strategic HRM is, thus, defined as the process in which HR/IR strategies have been used to enable an organisation to achieve its strategic objectives.

Similarly, Huselid (1993) agrees with Golden and Ramanujam (1985) by concluding that the use of strategic HRM is a function of factors such as (i) size of the firm; (ii) overall sophistication in the use of business planning; (iii) involvement of HR managers in the business planning process; (v) intensity of research and development activities; and (vi) stability of the organization's employment. Product market volatility was found not to have a significant influence on the use of strategic HRM. In addition, the extent of union coverage was found to have a marginally significant influences, there is some evidence to show that organizations who adopt progressive HRM practices (e.g. selectivity in staffing, training, and incentive compensation) show better organizational performance (Huselid, 1995).

Business-partner role in the business partner role HR helps various business units in implementation of their business models. For example, if there is a particular business unit in charge of implementation of Asset Management Business Model then while the technical implementation will come through the Assets Business Unit the support for learning & growth related to Assets capabilities in the culture will be supported by the HR Department in their plans (Delaney and Huselid, 1996).

Strategic Role this is the most recent evolution of HR role where the HR executives find themselves in the strategy formulation stage with the executive management. Therefore, rather than implementing and supporting strategic activities for the organization they are engaged in the strategy formulation decision making. This can happen in many ways but too emphasize the key input involved here and then be partner to the decision making of an organization. For e.g., charting out the projects each business units might undertake for next 5-years of the strategy in line with the Strategic

directions of the organization then here HR plays a key role in analyzing if the required skills and human resources are available for those projects. In addition, based on their input some projects will get accepted and some will get rejected. This in turn will influence the Corporate Strategic Plan and its associated analyses. A clear example of how HR role has evolved into input for decision-making.

As per (Boudreau, Lawler, 2009) in their last four surveys they conducted they discovered that HR while it does have a Strategic Partner role in organizations but it varies and it is not to full extent. Their data indicated that in this decade of study HR did not make much progress in achieving a full strategic partner role. This was mainly seen as HR providing critical inputs for Strategy as required.

As discussed by (Boudreau, Lawler, 2009) that besides the above it was also concluded from results for survey that HR has a high role in strategy implementation planning such as activities related to Learning & Growth perspective of organization in line with its Balanced Scorecard which is based on its Strategy.

According to (Ulrich, Brockbank, Johnson, Sandholtz, & Younger, 2008), that HR has capability to understand, shape and influence the organizational strategy. However, (Boudreau, Lawler, 2009) have raised a valid point that having the capability and drive to contribute to role of Strategic Partner is not enough it also depends on the culture of organization and mindset of the leaders who would allow seamless integration of talent with strategy process (Boudreau & Ramstad, 2007; Eawler, 2008).

As per (Boudreau, Lawler, 2009) the way the HR department has been engineered in terms of its business processes, authority, placement, role on various committees decides further the depth of their role in Strategy. It is further discussed that in cases where it was noticed in research that HR organizations that had service teams which were decentralized, advanced information technology to handle knowledge transfer, performance management of employees, services to employees using intranet (IT), help desks tend to be more of a strategic partner. As per (Boudreau, Lawler, 2009) decentralization can help with other tactical strategies but maybe not directly to the strategic role of enterprise. However, having HR leaders positioned close to functional units helps to understand the competitive nature of these units and help in unlocking business opportunities.

Another item that is highly correlated with the strategy activities is "HR leaders have a good understanding about where and why human capital makes the biggest difference in their business." This is different from simply connecting human capital

and business outcomes. It relates to identifying where investments in human capital have the largest effects. (Boudreau & Ramstad, 2007) where improving talent and organization quality make the biggest difference to the business and the process informs choices about where to invest in human capital.

For HR to have a major role in business strategy, it needs to have the right skills. Highly correlated with HR's overall role in strategy are Business Partner Skills. Included in this scale are business understanding, strategic planning, organization design and cross-functional experience skills. It is hardly surprising that these skills are so strongly related to HR's role in strategy. They are all critical to the credibility and capability to engage in business decisions and to deliver organizational-level designs. It is consistent with the point that, to be a strategic partner, HR needs to understand the business as well as how to design organizations that fit the strategy.

Two other types of skills also are significantly related to HR's overall role in strategy. The most strongly correlated is Interpersonal Dynamics. This set of skills includes team skills, interpersonal skills and leadership and management skills. The most likely reason this skill set is so highly correlated with HR's role in strategy is that these skills are necessary for HR professionals to effectively relate to other executives in the strategy formulation and development process.

Managing Outsourcing is strongly related to only one strategic activity: assessing mergers, acquisitions and divestitures. One reason for this may be that outsourcing decisions regarding HR overlap with many of the elements required to manage cooperative relationships across an organization's boundaries. Thus the insights gained from Managing Outsourcing may well make HR a more valuable contributor to discussions concerning acquisitions, mergers and divestitures. That said, these insights do not appear to lead to a strong role in other activities, nor to a major role for HR in strategy

The results present a clear picture of what is most strongly associated with HR's role as a strategic partner. Perhaps the most important finding is that HR plays a stronger role in strategy the more the function can connect human capital to strategy, and in particular identify where talent and organization design features make a strategic difference.

For strategic HR to emerge, it is essential for specific characteristics to exist, but also to be well integrated so to create an "internal fit". All are important in their own right, but they are also interrelated. If one or more is absent or weak, then this could

significantly undermine the development of strategic HR, because the links with other characteristics would also be weakened (McCracken & Wallace, 2000a, 2000b). Meeting the strategic criteria of the numerous strategic HR models, HR professionals would be able to move closer of being accepted as equal strategic business partners within their organizations. HR's credibility will also be enhanced by helping clients to meet their business and performance needs, and ultimately through the achievement of the organizational strategic business goals and objectives (Gilley et al., 2002). Developing strategic business partnerships is also absolutely critical to the success of strategically integrated HR programs. In order to be successful, HR executives need to develop collaborative client relationships as a way of enhancing their image and credibility.

A Strategic Partner In today's organizations, to guarantee their viability and ability to contribute, HR managers need to think of themselves as strategic partners. In this role, the HR person contributes to the development and the accomplishment of the organization wide strategic plan and objectives. The HR strategic objectives are established to support the attainment of the overall strategic business plan and objectives. The tactical HR representative is deeply knowledgeable about the design of work systems in which people succeed and contribute. This strategic partnership impacts HR services such as the design of work positions; hiring; reward, recognition and strategic pay; performance development and appraisal systems; career and succession planning; and employee development.

To be successful strategic partners, the HR staff members have to think strategically, know finance and accounting, be accountable and responsible for cost reductions, and the measurement of all HR programs and processes..

## **Chapter 3**

### **Methodology**

#### **3.1 Research Strategy**

The design of research is based on grounded theory and it is qualitative based research. The population of this research is telecom industry of Pakistan. For which five HR head of telecom sector of Islamabad will be our sample size as it is grounded qualitative research that's why five respondents are taken to conduct research timely.

#### **3.2 Sampling technique and procedure:**

Primary data is collected from telecom. Respondents are HR head of the telecom sector in Islamabad. As research is qualitative that's why non probability sampling in which graph wine sampling will be used for data collection. Personal survey will be used for data.

#### **3.3 Instruments of data collection:**

For primary data interviews is conducted. Interviews consist of structural questions regarding role of human resource in development of organization as a strategic partner.

#### **3.4 Statistical analysis:**

In the grounded theory research data is developed from the collection and till the analysis is conducted. The analysis process begins with data collection until the study is complete. Build an indexing system for the data. Coding in the initial stages includes indexing from the text, i.e. interviews. The tags are then tagged according to possible dependencies. The purpose is to create a list of related topics from interviews. These lists were developed after a thorough investigation of the content. In the long run, the development of classification, ideas or code of progress, began to clarify the miracle is emerging from the review. This process is carried out at the time the information is collected - information checks in the grounded hypothesis settings, in particular dynamic processes. Code and ideas include merging or eviction, as new information rises, causing you to reconsider what you have found - and can imagine changing it.

#### **3.5 Interview Questions:**

Interview from respondent were conducted through structured questions which consist of 14 questions which are divided into three main parts. These questions were

constructed with the help of HR strategy book written by Christensen. Roadmap to strategic HR: Turning a great idea into a business reality. First part was consists of questions which helps in elaboration of where human resource stands today's modern world. Second part describe about the strategic partner and decision maker of the company and how much HR put its input. Third part cover that human resource is the driver of organizational change and development.



# Chapter 4

## Analysis

### 4.1: Overview of the Study:

Human resources management has evolved from its traditional role to non-traditional role. Figure 1 show that HR has transforms itself from a purely executive branch into a dominant role. It has become an integral part of the organization. Initially human resources management is only part of the administrative role, but today's organizations cannot survive without the support of human resources. Human resources are an important part of organizational development. Today's business world needs the future leadership of each department so that they can anticipate and develop the company's vision. In order to achieve excellence in the organization of human resources is the company's transformation and development.

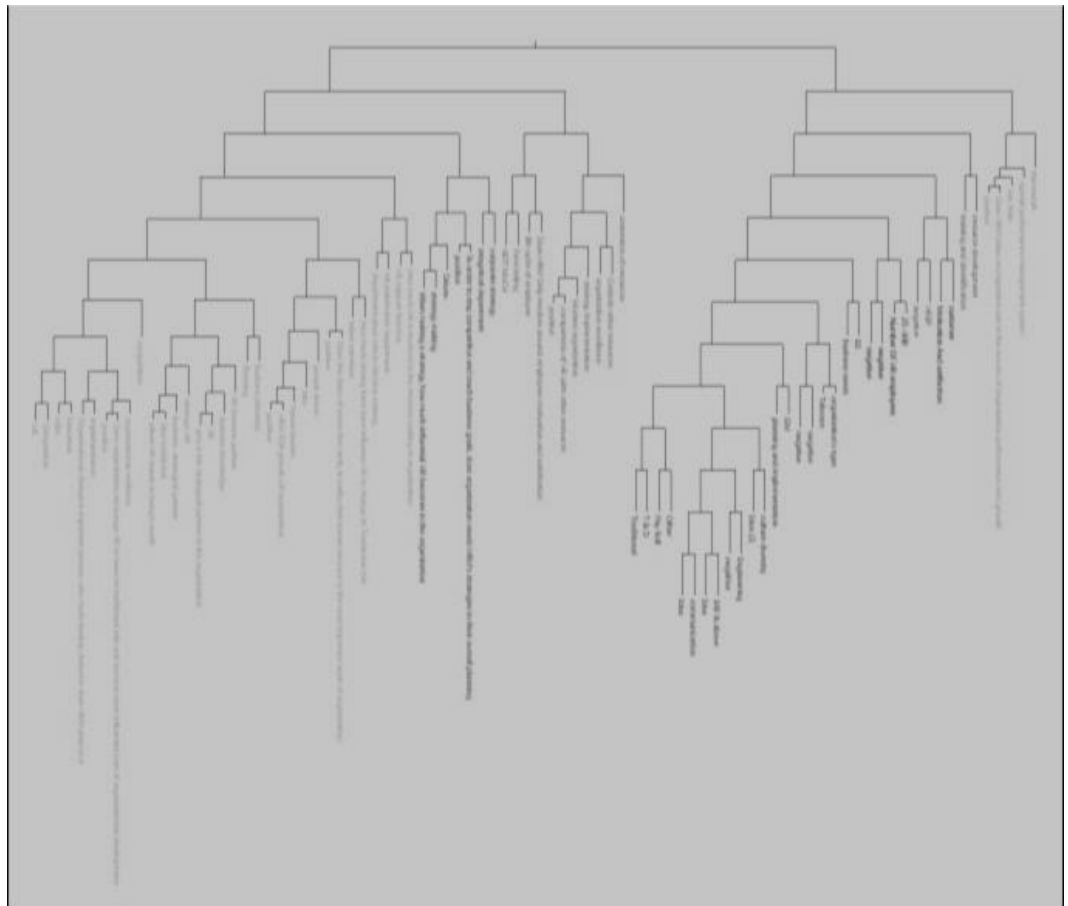


Figure 1: Cluster Representation of Research

## 4.2: Mind Map of the Study:

The graphical illustration of figure 2 shows the development of human resource from its administration role to strategic and leading role of the telecom industries. In Pakistan telecom industry has proven the claim of the researcher that human resource is mature and develops enough to develop organization strategically. Human resource is just not only a department in organization but work as an institution. From strategic partner to performance management system human resource management takes part in every important decision to implementation.

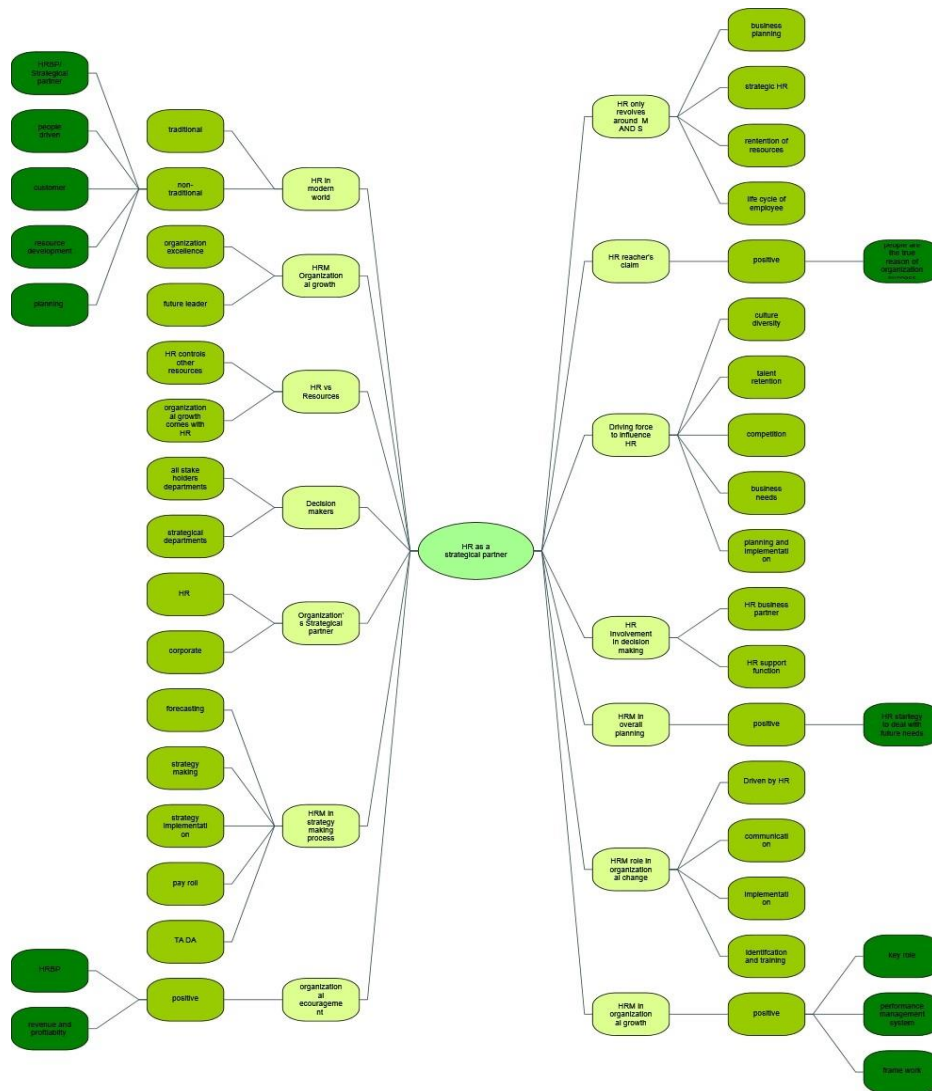


Figure 2: Mind Map of HR as a Strategic Partner

### **4.3 HR Stands In Today's Corporate World:**

According to the result of data shown in figure 3 Human Resource Management has evolved from its traditional role to non-traditional. It transformed itself from the mere administration department to a lead role.

#### **4.3.1 Strategic Partner/ HRBP:**

Human resource is the strategic partner and business partner of the organization. The term HRBP is introduced, HR business partner module is introduced in the company.

#### **4.3.2 People Driven:**

Human resource is not only about hiring, training, it's more about Big talent achievement and sourcing. Human resource is more people driven, creating future leaders not only in HRM but even department of the organization.

#### **4.3.3 Customer Centric Profession:**

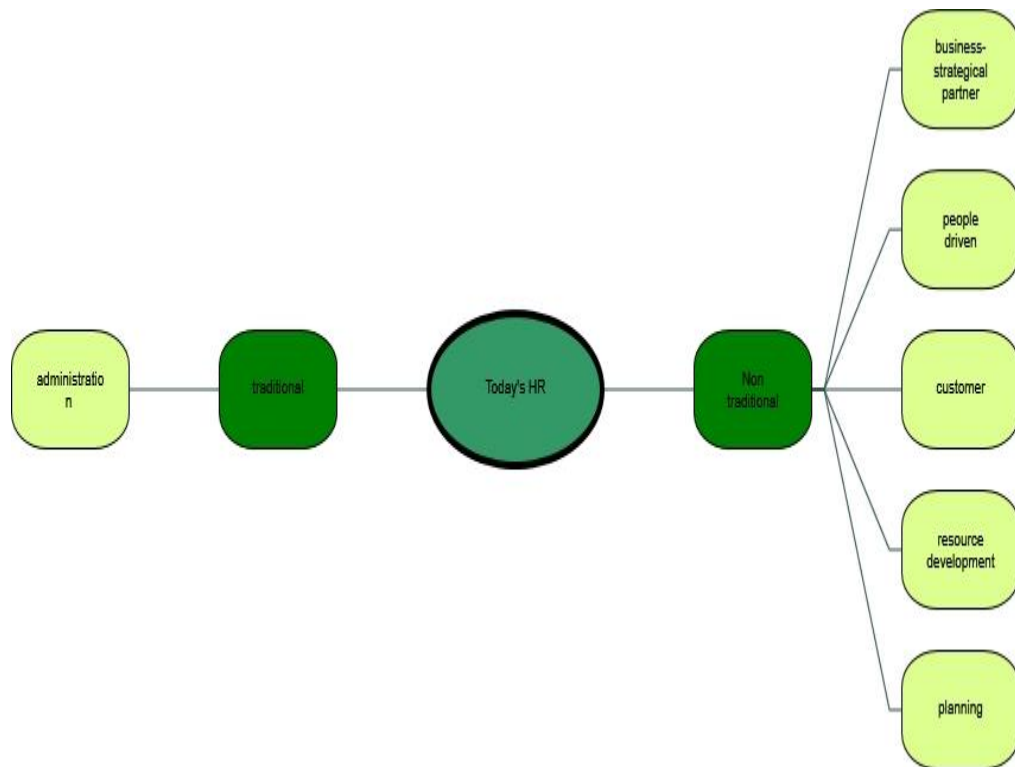
Human resource management is not only the support function of the organization. In modern organization human resource is more customer focus. It has more business knowledge. HR plays an important role in marketing strategies in the organization.

#### **4.3.4 Resource Development:**

Human resource is the limelight of the organization. It is about development of resources in the organization. It also provides a framework to people and organization to develop its skills and resources for future needs.

#### **4.3.5 Planning and Implementation:**

HR is part of major organization planning and implementation through balance score card. Planning business important decision and its implementation is the major part of human resource in today's cooperate world.



*Figure 3 HR in Today's World*

#### **4.4 HRM in Organization:**

Figure 4 shows that Human Resource Management in today modern cooperation of Pakistan is much bigger than motivation and satisfaction of the employee. It has become an integral part of the organization. Initially HRM was only part of administrative role but today organization cannot work without support of Human resource. From strategic partner till the retention of resource Human resource plays an important role.

##### **4.4.1 Strategic HR:**

HRBP module helps and supports to perform the jobs of the other function. Now HR is moving towards strategic HR role. Everything is link to it. Human resource has different strategies for different groups of HR.

##### **4.4.2 Business Planning:**

Human resource is the part of business planning and implementation through balance score card, HR sets the target of each individual and department and monitors it on periodically.

##### **4.4.3 Employees Life Cycle:**

Human resource manages a life cycle of employees from hire to retire. It's also depending upon talent of employees. Human resource has to develop Employers of

choice, provide the best culture and have employee engagement. Will be a good ambassador of the company

#### 4.4.4 Retention of Resources:

HR is responsible for providing, handing, grooming and retaining most important and complex resource for the organization i.e. human. It is human resource that makes difference.

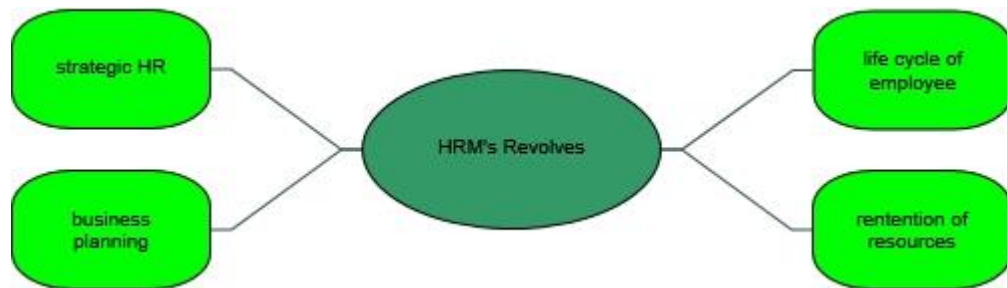


Figure 4 HRM in cooperation

#### 4.5 Importance of HRM for the Growth of the Organization:

Human resource is an essential part of growth for the organization. Today business world need future leaders in every department so they can foresee and develop the vision of the company. To reach organization excellence human resource play's a major part in changing and development of the company which is represented by figure 5.

##### 4.5.1 Future Leaders:

HR management is one of the most important factors but fact is that it's not only HR department that can do work in this regard. HR people should create HR / people managers in their business so those future leaders are produced among departments. If HR doesn't have a good strategy for its Human resource, after 5 years its resource might not be worthy working in the organization

##### 4.5.2 Organization Excellence:

All the organization has same assets and resources the only difference in organization is its human resource. HR has a department organizational development and excellence. Organization excellence identifies the future organization need, skills and GPD. Therefore, without HR growth of organization is not possible

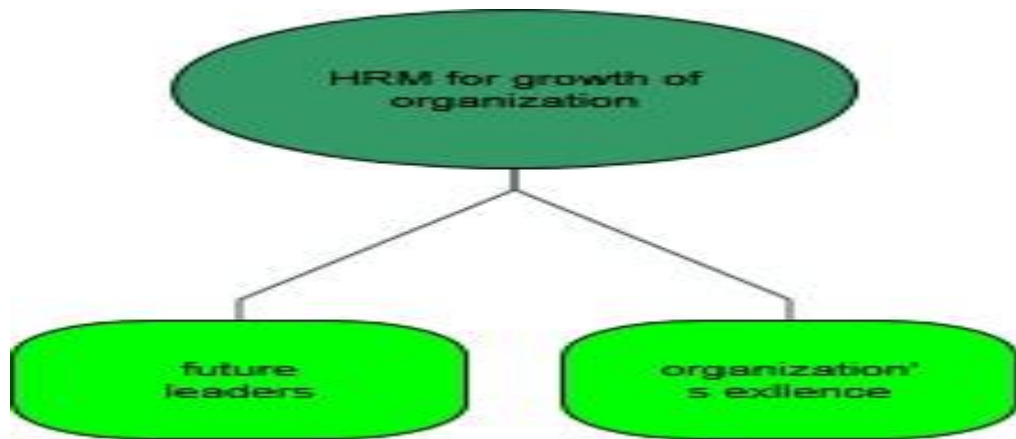


Figure 5 HRM for Organizational Growth

#### 4.6 Claim of Researcher That Human Resource Is The Most Important Asset:

According to the results shown by figure 6 Pakistan needs improvement but in Good corporations have strong HR departments. People are the driving forces and key plays in the success of the organization. Modern organization verifies the claim of the researcher.

##### 4.6.1 Key Actors:

Most important asset in the organization is people. They are the key players which are part of every important decision and success of the organization. Human resource is the main source of development of people.

##### 4.6.2 Driving Forces:

People are becoming more qualified. a respondent quote P & G head in interview that is take everything from me and just leave HR, I promise you I van built the same company again without having any other asset.

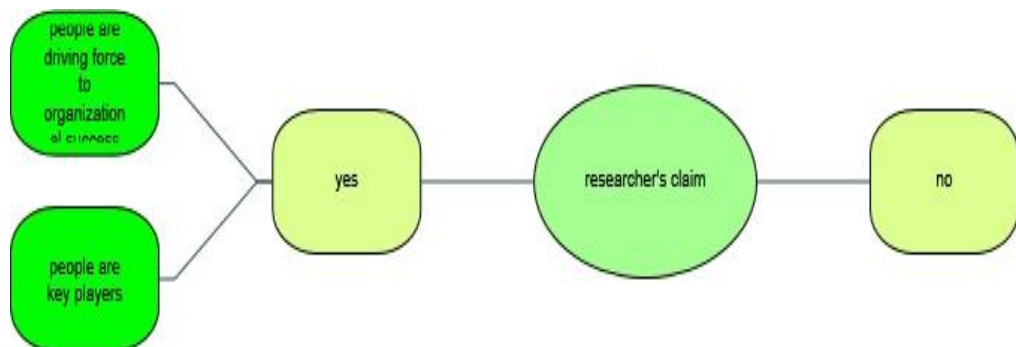


Figure 6 Researcher's Claim

#### 4.7 Human Resource Plays An Important Role In Comparison Of Other 3 Resources:

According to the data of figure 7 it is the most important resource of all. Without HR organization cannot run. They lose the track of their progress. There are not many organizations that have realized importance of human resource.

##### 4.7.1 Traditional Organizations:

Many conversational organizations haven't realized the importance of Human Resource. According to respondent's advice it should start with University education, Good Training and introducing BP model with internal customer focus approach.

##### 4.7.2 Modern Organizations:

In modern organization like telecom in Pakistan people comes first, as without people growth is impossible. You may have all the other resources but if an organization lack talented HR it is impossible to sustain in the global market.

##### 4.7.2(A) HR Control Other Resources:

Human resource is the most important resource of the company. HR is the only resource which controls all the other resources. If a company have enormous amount of cash land building but lack talented HR who has power to utilize these resource then these all resources are useless.

##### 4.7.2 (B) Organizational Growth:

Growth of organization is not possible without talented HR. For reaching organizational excellence HR should be equipped to strategized the future needs and develop organization to successfully implement the change and grow with the flow of global challenges.

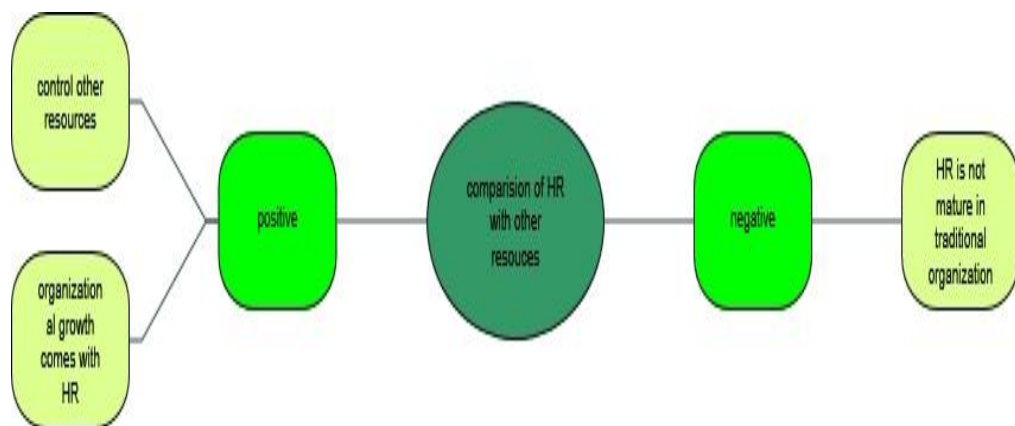


Figure 7 HR and Other resource

#### 4.8 Driving Force That Influence HR To Change Its Traditional Role:

Figure 8 represents that Globalization needs organization to race and keep on changing because if we are stuck in traditional work and do not focus on up gradation. If organization does not involve and upgrade HR with the modern needs it will lack behind and naturally will lose the importance in organization as well as globally.

##### 4.8.1 Cultural Diversity and Talent Retention:

Due to Cultural diversity and talent retention has influenced HR to change from traditional to modern HR. Now day's organizations are not stuck in one city or country. They need talent from all over the world which brings diversity in the organization which is a challenge itself to retain that talent and work successful with diversity organization needs a multitasking and modifies HRM.

##### 4.8.2 Business Needs and Competition:

Modern business needs which is more about involvement environment and competition which is the driving force of HR to change and come up with better ideas

##### 4.8.3 Planning and Implementation:

Human resource requires a lot of effort, which includes planning and its implementation. During this journey people initially do not believe on HR, with the passage of time the expectation people start increasing which becomes another challenge to meet the expectation of all.

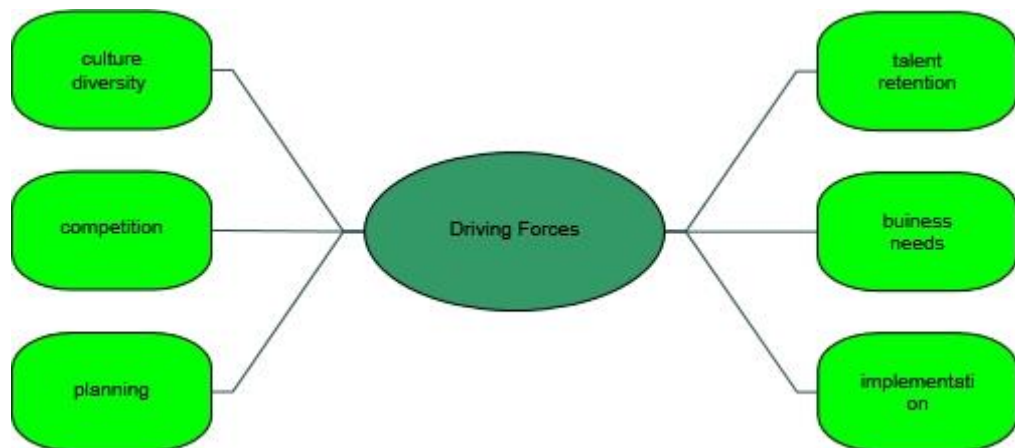


Figure 8 Driving Forces influence HR

#### 4.9 Department That Plays an Important Role, In Decision Making Process:

According to analysis in figure 9 telecom industries have either specialized strategical department or they involved every stakeholder in decision making. Organization does carry all the department heads along with strategical department in decision making process



#### 4.9.1 All Stakeholder Departments:

All stakeholders are involved in the decision making process. HR, Finance and commercial plays important role in decision making.

#### 4.9.2 Strategical Department:

There is a special strategy department where vision of the company is defined. After five years what will be biggest opportunity of the company so that provide paths to invest and grow in relative filed but input is also taken from each and every divisional head.



Figure 9 Decision Making Process

#### 4.10 HR Is Involvement In Decision Making Process:

According to figure 10 Human resource in today cooperate society is part of all the major decision. Human resource is the backbone of the organization. It sets the direction of the company.

##### 4.10.1 Human Resource Business Partners:

In telecom industry HR is business partners and advisor, so it is involved in decision making. From decision making to its implementation, human resource plays a key role in organization.

##### 4.10.2 Human Resource Support System:

HR is the support function, that's why it help in taking each and every decision and it does at every department at their own capacity and at their own level.



Figure 10 HR in Decision Making

#### 4.11 Strategical Partner In The Organization:

Figure 11 tells that In telecom industry strategy department is the strategical partner but now a days HR is terms as HRBP which has a special partnership with commercial and financial departments in the organization.

#### 4.11.1 HRBP:

Human resource business partner (HRBP). It is the strategy business partner. It is the bridge between business and HR.

#### 4.11.2 HR and Corporate Strategy:

HR and corporate strategy strategic departments are the strategic partner of the organization. Together both define the vision and acquire resource for future organization strategy.



*Figure 11 Strategic Partner*

#### 4.12 HRM's Strategies In Their Overall Planning:

In modern organization HRM is regarded as a backbone of the organization as shown in figure 12. HR strategies are involved in every step of planning and decision making of the company.

##### 4.12.1 Future Needs:

Company needs HRM strategy to cope with the future needs. HR needs to come up with the strategies from talent acquisition across the globe. Develop them for the upcoming vision and retain them.

##### 4.12.2 Head Count Planning:

Human resource is involved in all the head count planning. HRM is the enormous part of company strategy, without human resource it cannot work successfully. HRM and strategic department have to tag along to make a successful path for company.

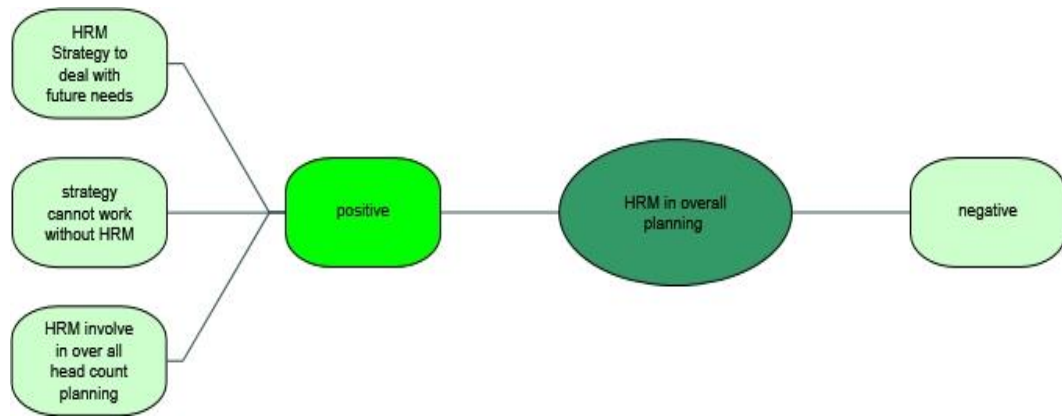


Figure 12 HRM in Overall Planning

#### 4.13 HR Influence In Strategy Making:

According to results of figure 13 People is the biggest resource of an organization. Without them, no plan is implementable. Therefore, HR is now the biggest influential in make strategy and its implementation especially in telecom sector

##### 4.13.1 HRM Role:

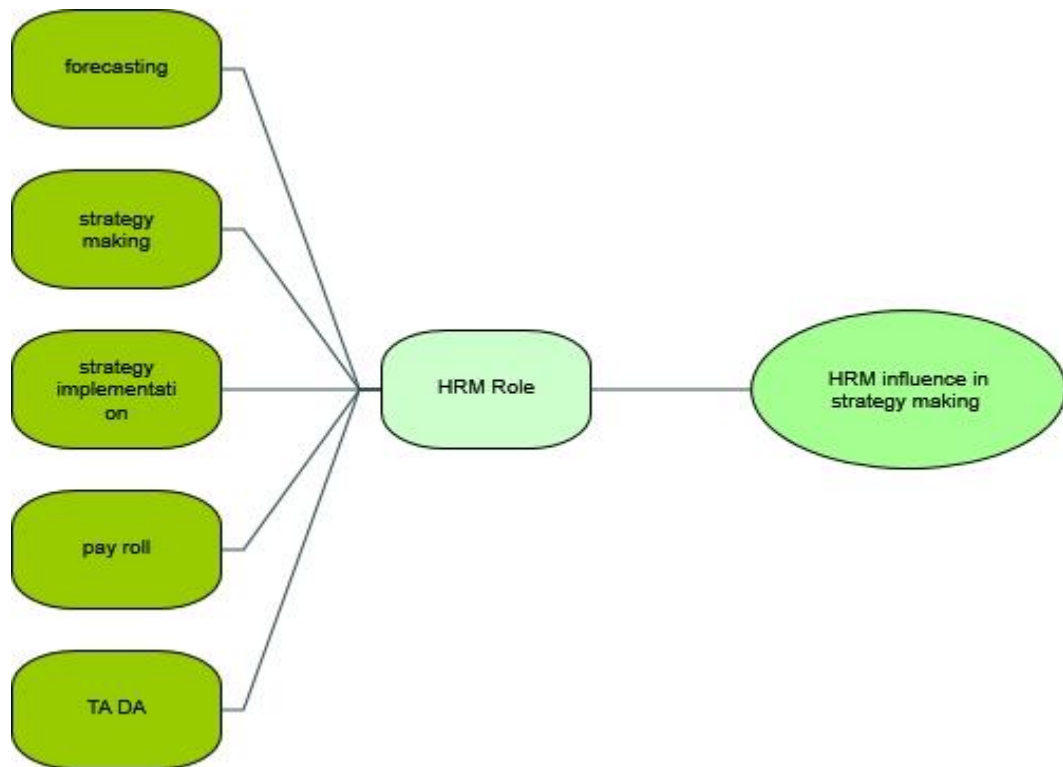
It depends on the type of strategy and the type of insights HR is providing. Human resource is involved in many important strategies making for example For Human Resource forecasting, For Payroll budgeting, For T&D

##### 4.13.1 (A) Strategy Making & Implementation:

HR is involved in decision making process by providing important sights of strategy and from that onward HR plays an important role in implementation of that strategy.

##### 4.13.1 (B) HR Corporate Communication:

From communication to training the employees of particular area belongs to HR. they are the key players in execution. Previously there was no concept of HR corporate communication.



*Figure 13 HRM Influence In Strategy Making*

#### **4.14 HRM Role In Organizational Change:**

According to figure 14 Human resources plays an important role in organization change. Change is driven through HR. communication identification and training so it comes under HR. In telecom industry they have a separate department under HRM named organization excellence that main task is to introduce and implement change according to market and global needs in the company.

##### **4.14.1 Change Driven& Implemented By HR:**

Any change is not possible without HR as HR is going to execute and plan for it and make a strategy. Every change is implemented through HR in organizations.

##### **4.14.2 Training and Development:**

To implement any change training and development depart plays an important role which is again subsection of HR function.

##### **4.14.3 Communication:**

Without human resources, change cannot be implemented. Communication is a key role in this. Employees fear change. They feel they lack the skills and talents to cope with it. Human resource management must negate and deal with all the negative effects that discourage employees, they are not alone in this and the changes are good for them and organization.



Figure 14 HRM Role In Organizational Change

**4.15 Organization’s Encouragement To Change HR:**

In case of telecom industry figure 15 shows that they encourage HR to leave its traditional role. Now a day HR has separate department known as organization development and excellence. It not only helps HR to change itself for global challenges but also help change and its implementation throughout the organization.

**4.15.1 HR as Business Partners:**

In telecom industry it is required for HR to have business knowledge as now HR has become human resource business partner. They not only run a separate department as HRM but they have their say in every stakeholder department of the company whether is financial, commercial or strategical department.

**4.15.2 Profitability:**

It is today’s necessity of HR to change its traditional role to become more influential part of the cooperation. Otherwise organization cannot progress itself and it may lose revenue and profitability.

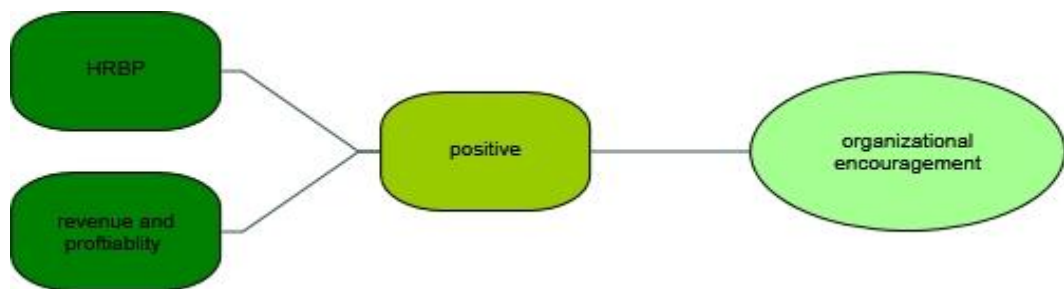


Figure 15 Organizational Encouragement

**4.16 HRM’s Role in Organization Performance and Growth:**

According to figure 16 Human resource management play a main role when it comes to organization performance and growth especially in telecommunication industry whether it conventional system like PTCL or modern system like Zong/Telenor.

Role of HRM in success of organization regarding performance and growth cannot be ignored.

#### 4.16.1 Performance Management System:

Human resource management plays the most important role, they have a special performance management system which caters success of organization performance and growth. They have different tools from individual growth to organizational growth.

#### 4.16.2 HR as a Framework:

HR is in coloration with managers of organizations. It is a framework that helps you create a culture, high performance, growth and profitability. HR makes strategies, communicates it and executes it.

#### 4.16.3 Tools:

Through the implementation of new tools of balance score card in HR business partner. It plays an important role in organization performance and growth.

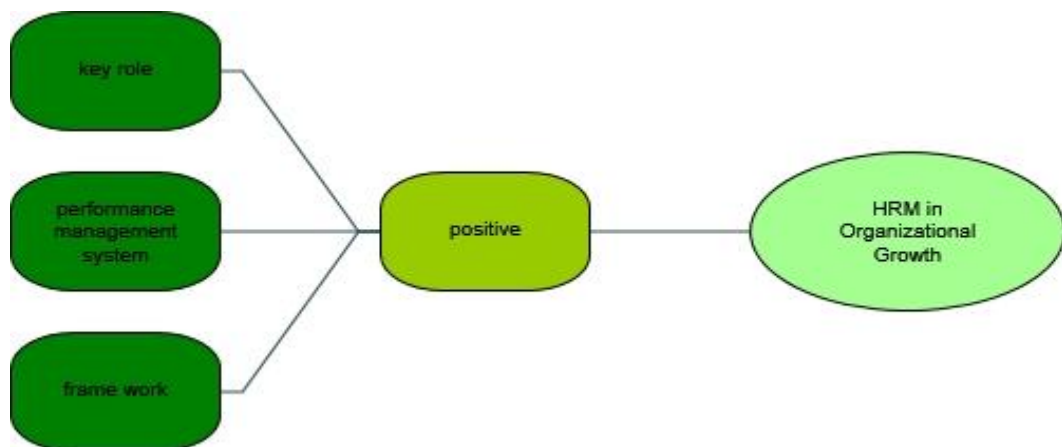


Figure 16 HRM in Organizational Growth and Performance

## **Chapter 5**

### **Conclusion**

The research concludes that human resource management has upgrade and develops itself in a position where it has become an essential part of the organization. Without HRM an organization might fails the competition and challenges of the today's modern cooperate

In telecom industry human resource is regarded as strategical and business partner (HRBP).The HR BP module helps and supports jobs that perform other functions. Human resources are now being developed towards a strategic human resource role. Everything links to it. Human resources have different strategies for different HR groups.

Human resource is more people driven, it not only about hiring and firing of employee. Today business needs future leaders is not only in HR but in every department of organization as they can forecast the needs and path of organization and come up with offensive strategies rather being defensive from competitors.

Human resource has become more customer focus and this department has gain business knowledge, so they can become more success in using business knowledge and HR skill together.

Resource development and its retention is one of the goal of human resource in modern organization. It provides a framework how to develop resource globally and retain them. Due to globalization of industries diversity is the blessing and curse as well. To deal with diversity and successfully induce them in organization is the task of human resource.

HR has a separate department in telecom industry known as organization development and excellence. Change is driven by human resources. Identification of communication and training, and therefore are human resources. It helps human resource to focus on the future goals of organization and develop skills and framework to implement change and make it user friendly so change can be welcomed in the organization instead of discouraging employees

Human resources management plays the most vital role in decision making and its implementation of the organization. They have a special performance management system that meets organizational performance and growth success. They have different tools from personal growth to organizational growth

### **3.6 Recommendations:**

#### **1.6.1 Human Resource Functions and Organization:**

HR professionals should development and implement the HRM/HRD strategies in resolution with overall strategy. HR should Assists in crafting and applying an integral measurement position (creating an HR precarious scorecard for regulators and makers of policy. Create devoted high-level frame of guidelines, tools and discipline resources based on worldwide exceptional practices

#### **1.6.2 Human Capital Development:**

Organization should mainly focus on human capital development as it is the main key of organizational success and development. Training programs should be introduce in the organization which focus on how to develop HR resource to come up with strategies and analytical solutions for the modern challenges as research shows HR is the key source for organization success. To organize training courses for strategic skills/competencies development: training and development for strategic skills/competencies to face the upcoming global and smart challenges. HR should be smart enough to successfully implement an organization's strategy, which needs professional skills. Human resource should be able to provide useful guides and favorable framework conditions to help them to be able for building HR strategies.



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