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CONTRIBUTION OF STRATEGIC RENEWAL TO STRENGTHENING HUMAN RESOURCES MANAGEMENT PRACTICES

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Abstract:

Strategic renewal represents a new management philosophy aimed at modernizing the Organization's business model so as to ensure an effective and sustained transformation of the Organization towards innovation to create opportunities, explore new capabilities and invest existing capacities to overcome long-term environmental risks. The function of human resources management has also become a source of excellence through its multiple practices, seeking to improve the effectiveness of the Organization by supporting human resources attractions, conservation, development, performance evaluation and compensation with a view to strengthening institutional performance.

Keywords:

Strategic renewal, human resources management practices, human talent.

JEL Classification Codes : O31 ; M12.

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1. INTRODUCTION:

Human resources are the essential component of the success of an organization and are one of the essential assets of the organization that cannot be dispensed with or replaced. Given that it is human resources management that allows the Organization to obtain the human resources it needs in terms of quantity and quality, to provide the competencies and skills necessary to achieve its objectives effectively, to promote the development and conservation of these resources, as well as to guide them, to optimize their capacities and capacities and to make a positive impact on the behaviour of individuals, the Department emphasizes its importance and place in the Organization. It works through its various practices to build a resource.

This has led organizations to view human resources management practices as the direct means of achieving the Organization's objectives and providing the competitive advantages that sustain their survival and sustainability, especially in the face of internal and external threats. Organizations are active in an environment of rapid change and development, and this situation puts great pressure on them. Many changes in the Organization's systems and strategic renewal capacities are required to cope with them. Strategic renewal contributes to sustainable success. Strategic innovation includes the style, content and consequences of replacing organizational characteristics that have the potential to fundamentally influence the Organization's long-term success.

The question of the study is: How strategic renewal contributes to strengthening human resources management practices?

The importance of the current study lies in contributing to the development of an intellectual framework linked to the variables of the study (human resources management practices, strategic

renewal) and a theoretical analysis of the relationship between them. In addition, some proposals have been made to operationalize the role of human resources management practices through the adoption of specific programmes and activities in order to promote strategic renewal.

2. Human resources management practices : Human capital is one of the four types of assets of the Organization; They include physical assets such as land, buildings, equipment, etc.; financial assets such as stocks, securities, etc.; Human assets are competent individuals with the capacity to provide services to organizations; and intangible assets such as patents, designs, etc. These assets are essential and vital to varying degrees in the operations of an organization; however, human assets are at the centre of operations. Human assets in the organizations control, direct and manage other assets to achieve organizational objectives¹.

2.1 Concept of human resources management: Human resources management refers to practices, regulations and policies that affect staff behaviour, performance and attitudes. Human resources practices include selection of human resources needs, screening, recruitment, training, reward and evaluation, as well as attention to work relations, safety and health, and justice concerns. Effective implementation of human resources practices in organizations is an essential source of competitive advantage and has a positive relationship with organizational performance².

2.2 Dimensions of human resources management practices: Human resources management practices are demographic, technological and economic practices imposed on organizations for their growth and development. Furthermore, human resources are invaluable economic resources. Effective use of

human resources could reduce the overall cost and increase the performance of the Organization. Human resources are controlled within the framework of human resources management. Human resources practices include planning, polarization and recruitment, training, evaluation, and motivation to make them useful in achieving organizational objectives³.

– **Planning:** A strategic approach to human resources is to view human resources as assets of the Organization, to make investments in these assets generate high value for the Organization, and the resource view explains that if internal policies, procedures, organizational assets, capacities and regulations are updated and integrated, they help to achieve long-term competitive gains⁴. Planning also helps to control key business costs such as salaries and administrative costs through better planning of the number of staff required by the Organization. Through this, efficiency can contribute to work, to determine whether staffs are less or more than requirements⁵.

– **Polarization and appointment:** The polarization process, determined by the quantity and quality of the Organization's human resources needs, is based on the results of job analysis based on job descriptions and human resources management in organizations seeking sources to meet these needs, since the use of multiple sources suggests that the Organization needs certain cadres in terms of number and type. It should be noted that the polarization process is a set of activities that seek to attract qualified individuals to serve in the Organization, in order to meet the wishes of stakeholders⁶.

– **Training:** Various organizations at the international level are conducting training and development programmes for their staff to improve their skills and capacities. At the beginning of the

1990s, a fundamental rearrangement was initiated through the career development programme. This programme has been developed for staff to organize their skills in changing jobs and to ensure that the programme adds value to the growth of their organization. These organizations also believe that they have not allocated career opportunities to their staff with the knowledge and capacity to take advantage of these opportunities⁷. The most prominent types of training are⁸:

a. On- The- Job Training : On-the-job training is planned, organized, and carried out mostly at the trainee's workplace. It can sometimes also be implemented in a special workplace training area. In on-the-job training, managers, supervisors, trainers and colleagues spend a great deal of time with trainees to teach previously identified skill sets. This could also include training that does not have a significant impact on productivity.

b. Off-The-Job Training : Off-the-job training can include group discussions, person-to-person educational programmes, lectures and workshops. According to Kempton (1995), this type of training enables trainees to learn and apply new skills and knowledge in the context of safe work. Nor can all performance problems be solved through training that must not substitute for motivation, appropriate tools or equipment and proper supervision. In other words, training must be provided when staff lacks the skills or information necessary to work productively. Off-duty training is assumed when a large number of staff has similar training requirements and when there are sufficient skills and resources to design and provide training.

– **Performance appraisal:** the process of obtaining, analyzing and recording information on the relative value of the staff member. The performance appraisal focuses on measuring and improving the actual performance of the staff member as well as on the future potential of the staff member. Performance

assessment is defined as the identification, measurement and management of human performance in organizations, and provides individuals with useful feedback and higher levels of performance⁹.

– **Stimulation:** An effective incentive system applied in the Organization is one of the most important components of a successful and effective work environment; It is the combination of factors and influences that drive an individual to make a greater effort in his or her work, to move away from making mistakes, in exchange for satisfying his or her multiple needs and to achieve the aspirations and objectives that he or she seeks to achieve through his or her work. The importance of an effective incentive system is highlighted in the fact that it contributes primarily to the morale of workers, develops their loyalty for the Organization, feels secure and stable, and satisfies their material and moral needs. This is reflected positively in the productivity of workers and the quality of the products and services provided and increases the strength of the Organization domestically and internationally¹⁰.

3. Strategic Renewal: Through renewal, organizations seek to develop and add to what exists, with a view to achieving improvements that positively reflect the ability to adapt the industrial process, products and services to the needs of increasing demand, as well as to the demands of increasing the size and growth of the Organization¹¹.

3.1 Concept of strategic renewal: The concept of strategic renewal has emerged to address the most dynamic applications of the term strategy¹². Strategic renewal is a management process aimed at adjusting, replacing and modernizing the Organization's work in order to adapt to environmental opportunities and risks, and ultimately works towards the long-

term survival and prosperity of the Organization¹³.

3.2 Dimensions of strategic renewal: There is an urgent need for strategic innovation, as new ways of working must be thought of in order to meet the requirements, needs and wishes of clients and, on the other hand, to maintain competitive advantage, especially in the light of rapidly increasing technological developments. There is agreement on the strategic renewal dimensions of the exploratory strategic renewal and investment strategic renewal dimensions, which represent the activities of the Organization to change its current course by creating alignment between the Organization and the environment in which it operates¹⁴. The dimensions of strategic renewal can be limited to the following:

- Strategic exploratory renewal: Inventing something new into existence or experimenting with new ideas and alternatives that stimulate and encourage the brainstorming of individuals in using future experiences, possibilities and expectations to explain market forces and assess and explore opportunities faster than competitors to break the burden of tradition to renewal¹⁵. Exploration is embodied in multiple activities such as research, variation, risk, experimentation, maneuvering, flexibility, discovery, and creativity. Its returns are uncertain, remote and often negative¹⁶.

- Strategic investment renewal: Represents the Organization's ability to improve activities, and its core is the refinement and utilization of existing capabilities, technology and models in the Organization with a view to achieving positive and predictable short-term returns¹⁷, it designs its activities to meet the needs of current and prospective market customers, and seeks to expand knowledge and skills, as well as to expand existing products and services while also increasing distribution channels¹⁸.

4. Contribution of strategic renewal to human resources management practices: The contribution of strategic renewal to the strengthening of human resources management practices through a focus on human talent is demonstrated, where talent management strategies (attraction/polarization, retention, development) are among the most important and recent trends in human resources management.

“Chesse Peter” explained the difference between human resources management and talent management. Human resources management was not only talent management, nor talent management was human resources management. Human resources management was an engine of several processes, while talent management required the involvement of the entire organization with a focus on talent¹⁹.

“Jack Willish”, one of the most famous business leaders, said: The strategic mistake for managers is that they are trying to implement third-generation strategies through second-generation means and first-generation mindsets. Talent management is classified on a three-generation basis as follows²⁰:

First generation: The main strategic objective of this generation is to manage the issuance of products, services and their only weapon was capital, and the password or key to their superiority was the distribution channels. As for the functions of this generation, the first generation of managers is recruited by staff, and is limited to personnel management rather than human resources management functions.

Second generation: Their strategic objective was competitiveness, and the best tools they used were core competencies and the password or key to excellence was marketing. The tasks of this generation were focused on

developing pivotal competencies, carrying out the tasks of the previous generation and adding to them two tasks: staff selection and training. The purpose of the training is to parallel pivotal competencies with available human capital.

Third generation: Their strategic goal is to build an institution that can learn, their primary weapon is human resources, and the password is staff talent. The functions of the third generation are based on building the human capital of the organization through the functions of the previous two generations, with two additions: Redesign the organizational culture of the organization and search for talent.

5. Conclusion: The contribution of strategic renewal to human resources management practices is demonstrated by a focus on talent, as the primary task of contemporary human resources management is to search, discover, develop, refine and maintain talent, which has led to the adoption of special talent management strategies. We suggest that organizations should be interested in strategic renewal by supporting and strengthening innovative programmes, activities and leadership achievements and overcoming constraints, as well as by supporting and promoting a culture of participatory leadership through the participation of staff at all levels of management in decision-making and the promotion of teamwork.

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