

Behavioural Perspective of Strategic Human Resource Management

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ABSTRACT:

A crucial field of research focuses on comprehending the psychological and social components of HRM practices inside organisations. This area of study is known as the behavioral viewpoint of strategic human resource management (SHRM). The behavioral viewpoint in SHRM is discussed in this abstract, along with its importance, essential ideas, and effects on organizational performance. The behavioral approach acknowledges that workers are active participants who bring their attitudes, ideas, and motivations to the workplace rather than merely passive resources. To increase engagement, commitment, and general performance, it emphasizes the need of matching HRM practices with employee requirements and preferences. This abstract also explores the fundamental ideas of the behavioral approach, including leadership, organizational culture, work happiness, and employee motivation. It draws attention to how HRM tactics shape employee attitudes and behaviors, which in turn affect organizational results. The abstract also covers the value of encouraging a good work environment and how HRM procedures may improve employee wellbeing and work-life balance. It also looks at the difficulties and intricacies of putting behaviorally-focused HRM practices into practice, which calls for a planned and thought-out approach. In general, the behavioral viewpoint of strategic human resource management delivers insightful information for controlling and comprehending the human aspect of organisations. Organisations may create successful HRM strategies that foster a motivated and engaged workforce, improving performance and creating a lasting competitive advantage, by recognizing the importance of employee behavior and attitudes.

KEYWORDS:

Behavior, Behavioral, Organization, Management, Viewpoint, Practices, Workers.

I. INTRODUCTION

Because it harmonizes human resource practices with strategic goals and objectives, strategic human resource management (SHRM) is an essential element of organizational success. In the topic of SHRM, the behavioral viewpoint places a strong emphasis on the need of understanding human motivation, behaviour, and psychology in order to successfully manage and develop people. This viewpoint acknowledges that workers are multidimensional persons impacted by social, psychological, and emotional aspects, not just economic agents. The behavioral viewpoint of SHRM emphasizes the need of fostering a work environment that fosters employee motivation, engagement, and commitment while taking into consideration the influence of human behaviour on organizational results. The concept of treating workers as valued assets with particular wants and goals goes beyond the conventional view of them as resources. This viewpoint emphasizes that individuals' behaviors, performance, and total contribution to organizational success are greatly impacted by their attitudes, beliefs, and actions. It acknowledges that elements like motivation, work happiness, and organizational culture have a significant impact on how employees behave, which in turn affects how the organisations performs[1], [2].

Organisations may better understand how to properly manage and develop their people by concentrating on the behavioral part of SHRM. This viewpoint emphasizes the value of maintaining a pleasant workplace culture, encouraging employee involvement, offering chances for growth and development, and coordinating personal aims with organizational goals. The behavioral viewpoint of SHRM, encompassing motivation, employee engagement, organizational culture, leadership, and the role that people play in determining organizational results, will be discussed in detail in the debate that follows. We will also look at how this viewpoint affects techniques for efficient personnel management, performance evaluation, and employee development. Organisations seeking to improve employee happiness and well-being, foster a good work environment, and propel organizational success must comprehend the behavioral viewpoint of SHRM. Organisations may create strategies that encourage employee motivation, engagement, and commitment by recognizing the importance of human behaviour and psychology in managing human resources. This will eventually result in improved performance and a lasting competitive advantage. The behavioral viewpoint of SHRM also takes into account how leadership affects employee behaviour and organizational results in addition to the previously listed elements. It acknowledges the crucial part played by leaders in influencing workers' behaviour via their management, communication, and decision-making practices. Effective leaders are aware of the significance of employee engagement, motivation, and fostering a work environment that supports the strategic objectives of the company[3], [4].

The behavioral lens of SHRM also emphasizes the importance of individual variances in employee behaviour. It recognizes that every individual contributes special knowledge, abilities, and personality attributes to the job that have an impact on their attitudes, drive, and output. Organisations may adapt their HR practices to fit the various demands of their workers by comprehending and valuing these individual distinctions. The behavioral approach places a strong emphasis on ongoing growth and learning. It acknowledges that in order to adapt to changing corporate settings, people' skills and competences must change as well. Businesses that value learning encourage continual improvement and make investments in employee training programmers to keep their workforces flexible and prepared for new challenges. Last but not least, SHRM's behavioral viewpoint places a strong emphasis on the value of good communication and employee interaction. The exchange of information, the alignment of employee goals with organizational objectives, and the encouragement of a feeling of ownership and commitment are all made possible through open and transparent communication channels. Employers that include their staff in decision-making enjoy higher levels of engagement, happiness, and empowerment[5], [6].

Human behaviour, motivation, and psychology are at the forefront of successful employee management and development according to the SHRM behavioral approach. Organisations may improve their performance, productivity, and general success by comprehending and meeting the different requirements of workers, promoting a happy work environment, and encouraging employee motivation and engagement. This viewpoint acknowledges the significance of human diversity, leadership, ongoing education, and effective communication in influencing worker behaviour and influencing organizational results. Organisations may unleash the full potential of their people resources and achieve a competitive advantage in today's changing business environment by adopting SHRM's behavioral viewpoint.

II. DISCUSSION

One of many potential theoretical perspectives for understanding why organisations vary in their methods to managing people, as well as a wide range of implications that result from various ways to managing employees, is the behavioral viewpoint of human resource management (HRM). The key managerial insight of the idea is that HRM systems work best when they are created to meet long-term corporate goals. This strategy differed from earlier research that looked for the "one best way" to manage personnel. According to the behavioural viewpoint of strategic HRM, creating successful HRM policies and practices begins with understanding the behavioural requirements of the company goals. Next, an HRM system is created to support, elicit, and maintain the necessary behaviors. The behavioural approach of strategic HRM has been used largely to explaining and prescribing the connections between company strategies, HMR systems, and a range of stakeholder reactions closely

related to strategic HRM. Employee conduct. Even though it isn't often regarded as a formal theory, the behavioural approach of a framework for comprehending how workers contribute to organizational performance is provided by HRM. The behavioural viewpoint of strategic HRM's seven defining claims are described in the first paragraph of this article. The theoretical foundations of the behavioural viewpoint are then discussed, along with how it relates to other current theoretical perspectives that have influenced recent work in the field of strategic HRM. The post finishes with a brief assessment of significant advancements in general management literature that the behavioural viewpoint of strategic HRM has produced[7], [8].

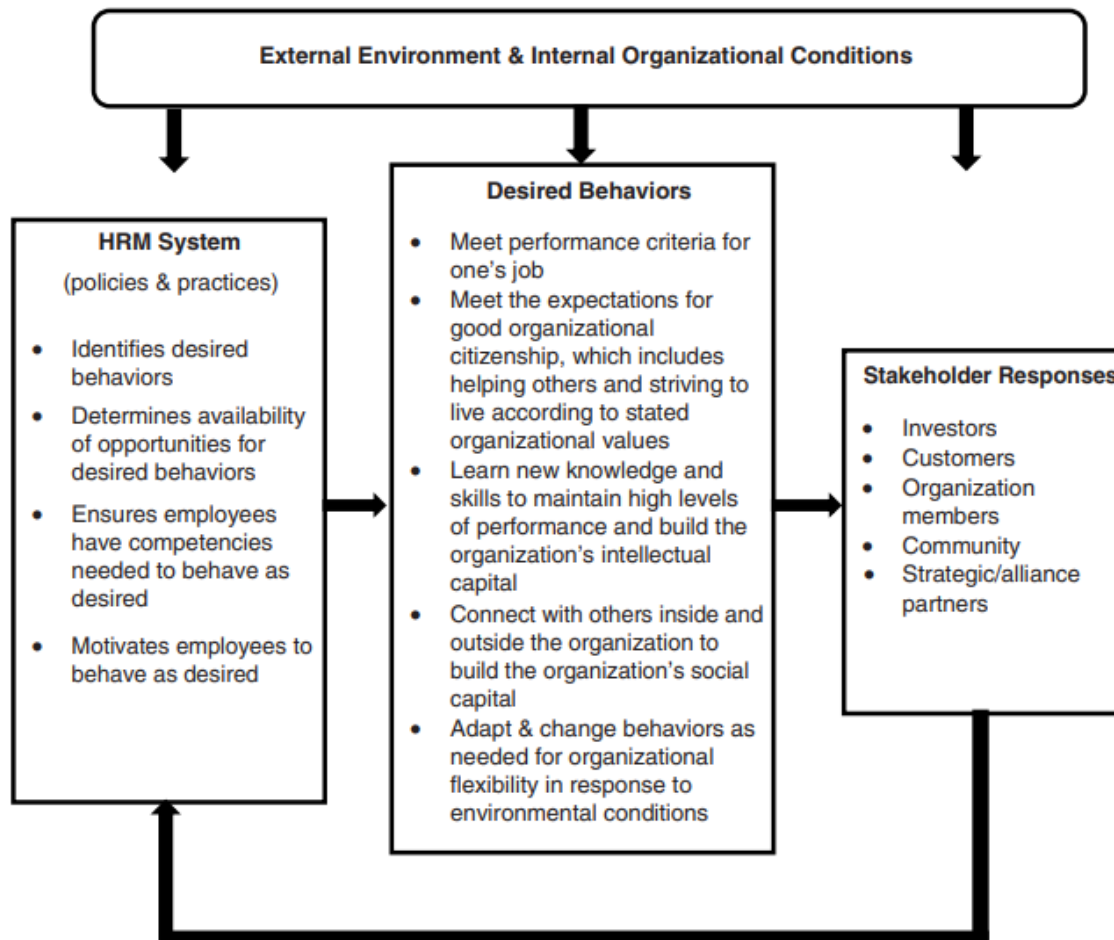


Figure 1: Overview of the Behavioural Perspective [sagepub].

Fundamentals

The behavioural viewpoint of strategic HRM, which has its roots in role theory, was initially developed by Randall S. Schuler and Susan E. Jackson as a framework for explaining how variations in corporate strategy may affect how workers are managed. In order to analyse how management policies and practices should be created to maximize organizational effectiveness, given an organization's particular and distinctive internal organizational conditions as well as its external environment, the behavioural perspective of strategic HRM has been developed. The essential ideas of the behavioural viewpoint are schematically shown in Figure 1 along with their linkages[9], [10].

Focus Is on Desired Employee Behaviours

The phrase "role behaviors" refers to the regular activities that organizational members do when they engage with their role partners to produce predictable results, according to Daniel Katz and Robert Kahn. Consequently, role behaviors include a wide range of employee behaviors, including those necessary to carry out particular job functions.

Duties, occupations, and behaviors that are recognized to contribute to the organization's long-term performance but are not explicitly included in one's job description. Employee role behaviors have been simplified to just employee behaviors as the behavioural viewpoint of HRM has evolved.

Different Organizations Need Different Employee Behaviours

According to the behavioural viewpoint of HRM, various strategies call for distinct role behaviors from workers in order to be effectively executed. Employee behaviors that are "desired" or "needed" are defined as role behaviors that are thought to improve organizational performance. This broader set of desired behaviors includes things like carrying out tasks that are officially the responsibility of another worker when necessary, being adaptable and ready to learn and change when necessary, and acting generally in a way that is consistent with the organization's stated goals and values. As a result, the behavioural viewpoint of HRM posits that management policies and practices have an impact on both the content and method of work performed inside an organisations. Other significant presuppositions made by the behavioural viewpoint are briefly discussed next. The fundamental ideas that make up the behavioural viewpoint are also described in the following statement of assumptions.

Organizational Effectiveness Improves When Employees Behave as Needed

The behavioural viewpoint of HRM makes the assumption that one of the key factors of organisational performance, as assessed by the organization's core stakeholders, are employee behaviours. Stakeholders are an organization's most crucial role partners, and they are primarily concerned with the effects of employee behaviour. Given the competitive strategy of the company and the expectations of those who rely on the employee, such as role partners within and outside the organisations, the ideal employee behaviour is compatible with the long-term requirements of the business. The behavioural perspective acknowledges that additional factors, such as competitor activity, market conditions, and industry dynamics, can also affect an organization's effectiveness, but it focuses on employee behaviour because it is through behaviour that organizational resources are converted into products and services with a market value.

Employee Behaviours Reflect Situational Influences

The attractiveness of certain behaviors is determined by a range of contextual circumstances both within and outside the organisations, claims the behavioural viewpoint of HRM. Aspects of the specific organisations, such as its size, life cycle stage, competitive strategy, technology, structure, and history, are internal contextual elements that affect the behaviors required for organizational performance. Conditions outside the organisations that have an impact on organizational functioning include (a) industry dynamics, (b) institutional pressures, (c) economic and political conditions, (d) country cultures, and (e) customer behaviour. These external contextual factors can affect the desirability of particular behaviors. The behavioural approach presupposes that in order to completely establish whether employee behaviors are desired, all of these contextual factors must be taken into account. Therefore, the first crucial stage in efficient human resource management is identifying the desirable employee behaviors for a particular organisations.

Management Policies and Practices Shape Employee Behaviours

The behavioural viewpoint of HRM makes the assumption that employee behaviours are flexible. In other words, individuals are often driven to act in socially acceptable ways, therefore they are receptive to a range of informational signals. The behavioural viewpoint places particular emphasis on two kinds of cues: formally stated regulations about how workers are to be handled and unofficial every day practises, or the actual manner in which employees are treated. The HRM system in an organisation consists of both official rules and informal practises for managing personnel. Policies and procedures for hiring, choosing, interacting with, educating, developing, managing, reviewing, compensating, recognising, promoting, and dismissing workers are just a few of the numerous components of an HRM system.

Effective Policies and Practices Support Needed Employee Behaviours

The many distinct management policies and practises used by an organisation function as a collection of interconnected influences that affect employee behaviour. A successful HRM system provides chances for workers to participate in the necessary behaviours, ensuring that employees have the knowledge and resources to do so. Developing the skills necessary to participate in certain behaviours and inspiring staff to act appropriately. It follows that an HRM system may guide employee behaviours in ways that raise the chance of long-term organisational success if one accepts the premise that workers actively understand and react to management policies and practises. Employees must be given the chance to act in the manner that is required. Technology, work designs, and structural arrangements are only a few of the numerous variables that might allow or prevent people from acting in a certain way. Employees who have the necessary competencies that is, the necessary skills, knowledge, and abilities can best fulfil the behavioural expectations of role partners when given opportunity to perform as needed.

Human resource management (HRM) policies and practises can assist in ensuring that employees possess the necessary competencies by luring in highly qualified job applicants, selecting the most qualified candidates, offering training and on-the-job learning opportunities, and rewarding employees in accordance with the competencies they demonstrate. Employee motivation consists of three factors: (a) a willingness to join the company and stick with it as long as necessary; (b) a willingness to put forth significant effort to achieve organisational goals (e.g., working harder, longer, and/or smarter); and (c) a willingness to work consistently at the designated time and location in exchange for the specified payment and working conditions. Workplace design, performance objectives and rewards, feedback, and possibilities for growth are just a few of the policies and practises that affect motivation.

Effective Organizations Address the Concerns of Multiple Stakeholders

The various stakeholders whose opinions are impacted by workers' activities must be taken into consideration when evaluating an organization's performance. When expectations are communicated and behaviors are elicited that please role partners and are consistent with the organization AL's behavioural standards, human resource management policies and practices are said to be successful. To do this, the HRM practices and rules that are applicable to workers must convey the required role behaviors in a clear and consistent manner. Investors, clients, other workers, people in the society at large, and alliance or strategic partners of the organisations are the main stakeholders for the majority of enterprises. Organizational effectiveness is determined by how well they fulfil their main stakeholders. Therefore, it is important to take into account how HRM policies and practices will affect each stakeholder group when assessing the effectiveness of an organization's management policies and practices.

Evolution

The behavioural viewpoint, a broad framework for understanding HRM, was influenced by a number of preceding organizational perspectives. At the same time, it marked a significant change from past research in the field of HRM at the time of its introduction and encouraged a strategic approach to the study of HRM. As was previously established, the behavioural approach most heavily references Daniel Katz and Robert Kahn's earlier works. Michael Porter's method of comprehending the competitive tactics used by businesses is also included. Michael Porter's description of competitive strategies served as the foundation for the first description of the behavioural perspective, presented by Schuler and Jackson in 1987. They argued that different business imperatives should prompt organisations to favor and adopt HRM systems that were in line with the behavioural requirements of their strategies. The behavioural perspective then focused on the organizational value of management policies and practices that create and maintain human and behavioural resources that are distinctive, uncommon, challenging for rivals to imitate, and valuable after Jay Barney introduced the resource-based view of the firm.

From “Best” Practices to Practices That “Fit”

The behavioural viewpoint was first offered as a break from earlier methods used to research HRM in a number of ways. The behavioural viewpoint, in particular, maintained that businesses may and often do

tailor HRM policies and practices to meet their own unique strategic goals. Previously, HRM scholarship was based on a technical viewpoint, which presupposes that certain methods of managing people are often more successful at managing people than other methods. Therefore, the aim of HRM research was to identify "best practices," and managers' main purpose should be to implement such best practices. In contrast, the behavioural view presupposes that HRM policies and practices should be created to match the unique circumstances of each organisation. To put it another way, there is no "one best way" to manage people. Because organisations vary in the precise employee behaviors required to achieve the company plan and satisfy key stakeholders, policies and practices that work for one organisation may not work for another. Subsequently, rival theoretical viewpoints, such as the contingency and configurational perspectives, emerged from opposing interpretations of this element of the behavioural perspective.

From HRM Activities to HRM Systems

Another significant shift from earlier methods was the use of a systems perspective for understanding HRM. Prior studies often focused on a particular HRM action. Studies evaluating employee responses to various pay or compensation schemes, for instance, were undertaken without considering the impact of other elements of the overall HRM system, such as hiring or training policies and procedures. After adopting the systems perspective, HRM academics started looking at how workers react to a few particular kinds of HRM systems, such as high-performance systems, high-involvement systems, high-commitment systems, and so on. Studies of these HRM system archetypes in the future made the behavioural perspective's assumption that workers gave HRM systems meaning, which in turn affected their attitudes and behaviors at work. Contrary to the behavioural perspective's rationale, later research on archetypical HRM systems often neglected the notion that each organisation has certain distinctive behavioural needs that are a reflection of its environment.

From Employee Outcomes to Organizational Effectiveness as Criteria

The third change from earlier methods was the expansion of the standards for measuring the efficacy of HRM policies and practices. Prior studies concentrated on a more limited range of employee outcomes that are generally of importance to most employers, namely individual work performance and a few other particular behaviors, such as accepting job offers, absenteeism, and turnover. The behavioural viewpoint also attracted increasing attention to organization-level outcomes and to the variety of role partners with whom workers engage, in keeping with an approach that sees the organisations as the primary unit for research. As a result, research in HRM started looking at the connections between various systems of HRM policies and practices and indicators of organizational efficiency, such as revenue generation, client happiness, and employer standing.

Fourthly, the behavioural perspective acknowledged that employee responses to an organization's HRM system reflect how employees interpret both the formal statements made by the organisations about its practices and the actual actions taken by the organizational agents in charge of putting those practices into practice. The actual behaviors of organizational agents in charge of managing employees that is, managerial practices constitute the informal component of an HRM system. Human resource professionals are frequently responsible for designing the formal policies for managing employee behaviors, whereas supervisors and managers are responsible for putting those policies into practice. Informal practices may be compared to proximal stimuli, whereas formal policies can be compared to remote stimuli. Research that looks at ways to connect formal rules and unofficial practices has its origins in the behavioural viewpoint and emphasizes how crucial it is to comprehend how all workers behave at all organizational levels.

Importance

The behavioural perspective's ability to provide a bridge across hitherto disconnected areas of management studies has been perhaps its most significant contribution. Understanding the behaviour of specific workers has been the primary focus of traditional HRM research. Little consideration for the relationship between employee behaviour and company strategy or the happiness of an organization's

many stakeholders. On the other hand, conventional strategic management studies hadThe effects of strategic decisions on managing the firm's personnel were mostly disregarded; when effects on employee behaviors were recognized, the emphasis was on CEOs and other members of top management. The behavioural approach also contributes by offering a logic that can be utilized to anticipate and explain different links between management practices and organizational features and their contexts. For instance, the behavioural approach was used in a study of several hundred businesses to make predictions about how HRM systems would vary between businesses that valued innovation more than others (such as cost reduction or quality improvement). In line with behavioural perspective predictions, firms pursuing competitive strategies that prioritized the creation of innovative services and products were more likely to have HRM systems designed to support behaviors needed for innovation, such as taking risks and teamwork. The behavioural requirements of customer service, which are relatively intangible and coproduced through interactions with end users, provided an explanation for the differences in HRM systems frequently found in service versus manufacturing industries, according to a study of HRM practices in firms that stressed the delivery of excellent customer service (vs. products). Jackson and her colleagues have also developed a research agenda for looking into how HRM systems can be used to promote environmental sustainability by using the behavioural perspective to address the issue of how to design HRM systems that encourage and support the behaviors needed in organisations that compete on the basis of knowledge.

The behavioural approach is also proven to be crucial since it may shed light on phenomena at several levels of study, including those involving people, teams at work, organisations, and networks of connected organisations. Collins and Clark found in a study of top management teams that encouraging executives to develop their internal and external social networks was associated with better firm performance. This is likely because these networks could be used to further organizational objectives. As previously said, the behavioural viewpoint is more of a generic framework that may be used as a roadmap for management study and practice than it is a formal theory. It is challenging to conduct research to examine the validity of the behavioural viewpoint since it covers a wide range of topics and includes multiple intricate components. Instead, it's worth comes in its capacity to raise pertinent queries and spark investigations that aid in providing answers.

III. CONCLUSION

A crucial and effective strategy that acknowledges the significance of comprehending and controlling the human aspect of organisations is the behavioural viewpoint of Strategic Human Resource Management (SHRM). This viewpoint emphasises that workers are not only resources but are dynamic people with emotions, motives, and attitudes that have a big impact on how they act and perform at work. We have examined the main ideas and tenets of the behavioural approach in SHRM throughout this essay. We have seen how important factors like leadership, organisational culture, work satisfaction, and employee motivation are in determining the attitudes and behaviours of employees. Organisations may establish a productive workplace that encourages employee engagement, dedication, and well-being by matching HRM practises with employee requirements and preferences. The behavioural perspective's awareness of the influence of leadership on employee behaviours is among its most important contributions. Effective managers may motivate staff to go above and beyond the call of duty by modelling transformative and supportive leadership behaviours, which improves performance and increases work satisfaction.

Additionally, organisational culture has a big impact on how staff members perform and communicate at work. Employee cooperation, creativity, and a feeling of belonging may all be fostered by a supportive and inclusive workplace culture, which will eventually lead to organisational success. Adopting a behavioural viewpoint in SHRM is difficult, however. Managers and HR specialists must adapt their strategies to account for the variety of workers' views, motives, and demands. Additionally, behavioural factors might be harder to measure and quantify than conventional HR measurements. Despite these difficulties, businesses that adopt SHRM's behavioural viewpoint stand to gain greatly. A staff that is inspired and engaged is more likely to be dedicated to the organization's objectives and help it succeed. Additionally, a cheerful workplace may draw in and keep top people,

resulting in lower attrition and better organisational performance. In order to manage human capital, the behavioural viewpoint of strategic human resource management provides a complete and human-centric strategy. Organisations may create efficient HRM strategies that improve employee happiness, motivation, and wellbeing by understanding the relevance of employee attitudes and behaviours. Understanding and using the behavioural components of SHRM will become more and more important for organisations hoping to be competitive and successful in the long term as the business environment continues to change.

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