



AENSI Journals

Advances in Environmental Biology

ISSN-1995-0756 EISSN-1998-1066

Journal home page: <http://www.aensiweb.com/AEB/>



Integrated Human Resource Supply Chain Management: A Model for Organizational Excellence

¹Ravand, Mostafa and ²Razieh Lotfalian Saremi

¹Ph.D. Student in Human Resource Management, Institute of Economics & Demography, Academy of Sciences, the Russia Branch, Dushanbe, Tajikistan

²Ph.D. Student in System Engineering, Stevens Institute, New Jersey, USA

ARTICLE INFO

Article history:

Received 13 October 2014

Received in revised form 28 December 2014

Accepted 2 January 2015

Available online 17 February 2015

Keywords:

Supply chain management, strategic human resource management, integrated HR & supply chain management.

ABSTRACT

Human as a fundamental pillar of development in framework of their own group and organizational activities, plays an important and critical role; today organizations development and growth depends on the proper selection and organizing of the human capitals. According the above mentioned point and the disorganized condition of selection as well organizing of human capital in country and necessity of paying attention to the issue in better managing the supply chain in business and the significant importance of the matter in achieving competitive advantages, this paper intends to designing and describing the concept of supply chain management and strategic human resource management meanwhile providing a model for improving human resources performance in business supply chain management through strengthening strategic human resources management scope with a the focused view, as "integrated human resource supply chain management". The results of the study can prepare the way for more improving capabilities and competencies of active human resources in business environments.

© 2015 AENSI Publisher All rights reserved.

To Cite This Article: Ravand Mostafa and Razieh Lotfalian Saremi., Integrated Human Resource Supply Chain Management: A Model for Organizational Excellence. *Adv. Environ. Biol.*, 9(3), 185-194, 2015

INTRODUCTION

Over the past two decades, managers experienced a period of dramatic global changing for advances in technology, globalization of markets and new economic- political conditions. By increasing number of rivals in global class, organizations have to immediately improve the internal organization processes to remain at the scene of global competitiveness and among this, the role of human resource management with strategic perspective cannot be ignored.

In 1960-70s, organizations attempted to develop detailed marketing strategies that were concentrated on meeting "customer satisfaction". They found that a strong engineering and designing and having integrated and coordinated operations are considered as a prerequisite to achieve true market needs and in turn greater market share. Therefore, designers have to incorporate their customer ideals and requirements in designing their products and in fact dispatching the products with as the highest quality as possible along with customer's ideal demands at the least cost into market.

In the 1980s, by increasing the diversity of customers' desired patterns, manufacturing organizations increasingly tend to improve the flexibility of production lines, existing products and processes and develop new products to satisfy customers that- in turn- was followed by the number of new challenges for them.

In 1990s, along with improvements in production capabilities, industry managers understand that the materials and services from different suppliers play a significant role in enhancing the organization capabilities to meet customer requirements, which in turn, increasingly influence the concentration of the organization and supplying base and sourcing strategies. As well, the managers found that merely producing a qualified product is not enough; in fact, supplying the products according to the customer's criteria (when, where, how), their desirable quality and cost, created new challenges.

Corresponding Author: Ravand, Mostafa, Ph.D. Student in Human Resource Management, Institute of Economics & Demography, Academy of Sciences, the Russia Branch, Dushanbe, Tajikistan

In such circumstances, as a result they found that the changes are not enough to manage the organization in the long term. In managing the networks, all factories and firms that supply their inputs - directly and indirectly- as well as all company nets relate to delivery and after-sales service to customer should be involved. Such perspectives opened the space for approaches like "supply chain" and "supply chain management". Figure 1 shows Manufacturing and Service Supply Chain.

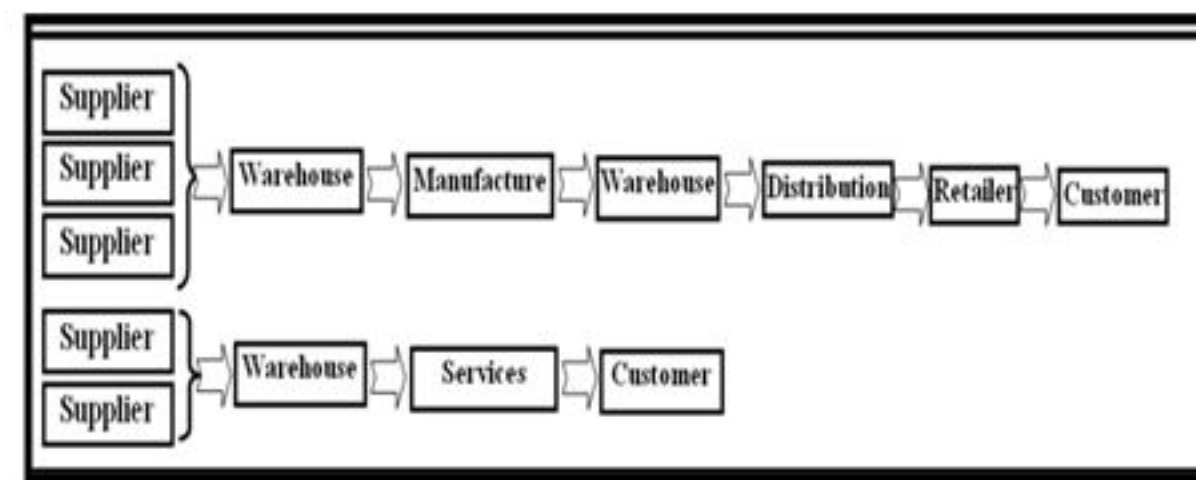


Fig. 1: Manufacturing and Service Supply Chain [16].

Supply chain management consists of integrating the supply chain activities and related information flows through improving the chain relationship to achieve reliable competitive advantage.

On the other hand, one of the most important criteria in facilitating the affairs in mentioned chain is the human resources management which can play a great and important role in added value and improving the communicative lines of supply chain. In supply chains, if you have a separate island approach to human resources, the coordination and integrity will be faced with great challenges in conducting the activities in the whole supply -customer chain and the business mission puzzle would be unrealistic and heterogeneous. Therefore, this article tries to provide a framework for professional human resource role in improving the business supply chain performance via the integrated strategic human resources management by presenting the concepts of supply chain management and strategic human resource management.

Literature Review:

1 Concept of Supply chain management:

Supply chain management in its modern sense is derived from marketing, support and production. There are three aspects on supply chain management that includes:

1. Intra-functional coordination (administering the activities and processes within a company's support obligation);
2. Inter- functional activities (such as coordination between support and financial, support and production, support and marketing affairs);
3. Coordination in inter-organizational supply chain activities that take place between companies that are legally separated [13].

Supply chain management represents a paradigm shift that increases the company desire to the concepts of cooperation and competition. Cooperation does not seem as an inter-collection process of partners in transaction. There is currently cooperation in whole supply chain. The basic assumption for new competition is already that companies are not competing as before for a long time. New competitions of the global networks are centrally in agility companies with managers who actively seek different interpretations and commentaries about the events and are eager to think about their business and promptly respond to market changes. Without needing to new competition, great changes will take place between trading partners. The cooperation for which some necessary information is exchanged or and some long-term contracts or contacts of supplier / customer are used by the companies is interaction threshold. That is, cooperation is the starting point in supply chain management, it is a necessary, but not sufficient. The next level is coordination by which either the process is identified or the information will be transacted in a way that allow JIT and EDI systems and other mechanisms that attempt to integrate many traditional relationships between and within the commercial sectors. Business ward can cooperate and coordinate some activities, but do not act as true partners. Again, this evolution is also a necessary condition, but not sufficient for supply chain management. Supply chain management is constructed based on the trust and commitment. It is agreed that trust and commitment can significantly help organization long-term stability. Trust is expressed by faith, reliance, belief or confidence to partners, simply it is a belief in company that supply chain partner will act compatibly and will do what the company asks. Commitment is a belief that by which partners tend to allocate energy to maintain this relationship. Namely, through the commitment, committed partners allocate resources for maintain and the developing supply chain goals. For example, supply chain partners are willing to share information about upcoming projects and programs as well as data on competitive forces and the R&D; they have recognized that their long-term success depends on strengthening the weakest partners in supply chain. The more important and complex strategic relationships in supply chain management should be conducted cooperatively. Complexity can be financially (such as a major

financial commitment) or commercial (e.g. interdependence technology, joint production processes, joint development) [7].

According to the scientific (investigative) - evolutionary viewpoint, supply chain is a network of companies that upstream and downstream products and services in its chain length form an industry value that increasingly has attracted organizational theorists' attention since 1980. Scientific research has greatly changed over time to focus on several organizational theory perspectives one after one. In fact, willingness to organization and supply chain management represents theoretical changes in point of view. This glancing review shows supply chain that firstly concentrates on the efficient transferring of commodities among active companies in an industry and still constitutes as an essential component of organizational theory [15].

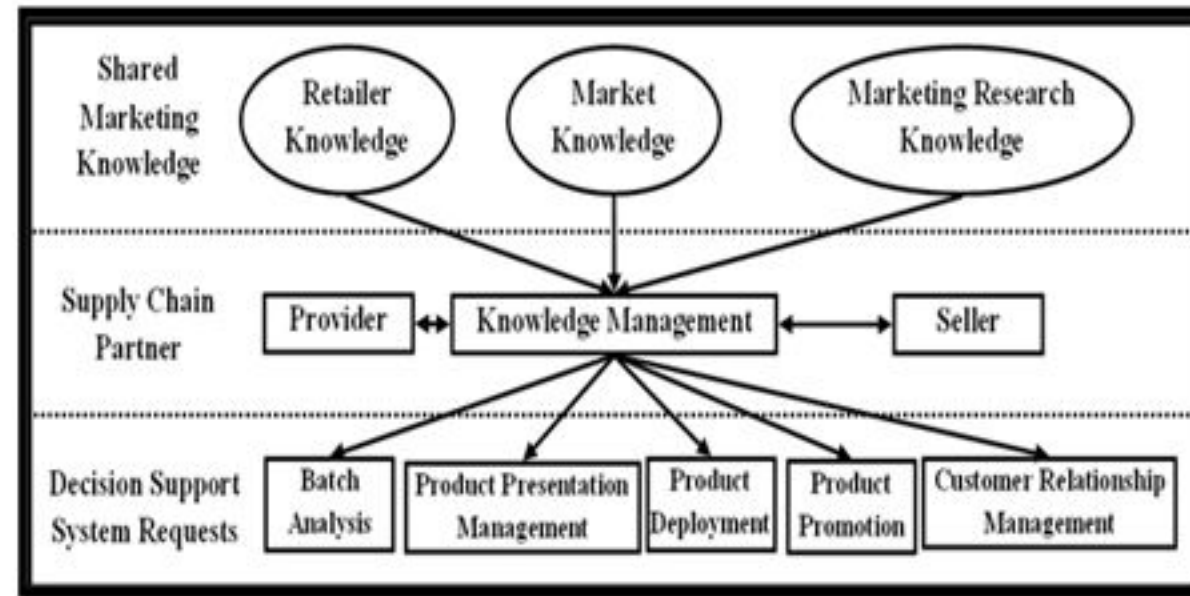


Fig. 2: Integrated knowledge management system for supply chain marketing.

Following the supply chain management concepts, three theoretical perspectives will be presented in relation to the supply chain.

Strategic Choice Perspective: Using market mechanisms within the companies began to grow in the 1970s similar to markets replacement instead of hierarchy in resource allocation process and increasingly attract economists and other scientists' attention to know how the organization can combine their external resources with their own internal performance. For example, in past, the production expansion in an ordinary publishing company was interdependent on activity which was managed by companies and freelance writers; while designing the prints and other operations were conducted within the company or by external suppliers. So what the company decided to do was clearly a strategic choice. Also, it was considered as a decision to organize the manner for pursuit company's selected activities. It is supply chain networks that allow companies to adopt strategic choices and then create new structure plans to conduct them. Value chain downstream firms can support their marketers' strategies with defensive structures and processes of upstream or can chose other types of strategy combinations. By emerging organizational nets, a completely new way has been opened to choose strategy, most of the companies become strong competitors by jointing to professional suppliers in a coherent supply chain.

Resource-Based Perspectives: Understanding about the different types of grown network structures have evolved over time. Thinkers in the field gradually realize that supply chain structures that only leads to lower costs, will create slight sustainable competitive advantage, because management techniques such as comparative studies, work processes reengineering, total quality (TQ) and standard and conventional methods helps competitors to find out how can achieve maximum efficiency among their suppliers and partners. The automobile manufacturing industries creates available instances from combining suppliers' ideas in BMW design to deploy the Lean production of Toyota. Changes occurred in Ford supply chain indicates emphasizing the shift of direction from concentrated strategic choice on cost efficiency to a resource-based perspective relying on increasing design power. Ford which was a vertical and integrated firm attempted to purchase the stock shares of a glass manufacturing company rather than producing glass (The Company acquired the technology and determined the characteristics) to find out what skills will be designed by glass producer to be accomplished by Ford Co. The same examples were quoted from other industries; Dell may be the best representative of so-called developed (advanced) company. Dell managers considers whole of supply chain as an organization and administer it to gain the effectiveness and efficiency. Of course, the manners of Ford external recourses, Dell and other companies can be analyzed from the theoretical standpoint. It is worthy to observe that most managers have to overcome the deep-matured belief that says: Companies often have to maintain their own resources to ensure an efficient flow of services of high quality products. According to the researchers, however, such a concentration may prevent scientists and managers to be aware of benefit from their capabilities and it will occur when companies create trust and confidence in their interrelationships, and they are required to share their information and skills.

Knowledge management perspectives: Most of recent researches on supply chain and other companies' networks have been raised from a knowledge management perspective. While the resource-based supply chains have created greater capabilities for producing and development process, it seems some networks take steps

towards developing the creative process through exchange of knowledge. If we contemplate on relationships throughout the supply chain and among the companies who can move from merely cooperation to sterling coordination, an alignment of really endless from creative ideas may be possibly be including the ideas that may function beyond the industries exist in companies. Participatory efforts interaction were based on the specific goals and agreement on cooperation and functions that in general have been specifically invaluable in enhancing network performance. But efforts based on coordination, trust, knowledge and specified information transmission manner and fair practices may lead to the forming an organizational network in strongly entrepreneurial industries. Using Knowledge management approach, some examples can be found in designing and behavior of creativity social models. Such as Linux World Group, the industrial symbiosis in Denmark Kalandberg, partnership in U.S. construction industries and network series of entrepreneurial companies in Finland IT industry.

The common points in all these approaches have been predicated in coordination process in 1960s and 70s to establish a serious investment in trust-building and creating an organizational culture and the processes that ensure the fair behavior among cooperating partners. From the theoretical point of view, it would be very easy to understand that companies have invested on their coordinating capabilities and increased their capacity for creativity, as an example the recent successful creativity at HP and huge profits in Xerox and M3 was reason of power in coordinated working groups within company business. It can easily be seen why compulsion in industry creating boundaries restrict the potential creative power even in powerful companies. Forming and the pursuit the constructive ideas outside of a sustainable business are very difficult. The exact applied criteria in separating processes works conversely in an organization and erode the motivational dynamics that support coordinated community. One of the most important issues in knowledge management is integrating knowledge obtained from separate sources; for example knowledge for Marketing Decision Support Systems obtains from three main sources of customer knowledge from retailing, customer knowledge from marketing research and market knowledge from experts (Figure Two); this knowledge will be shared widely by firms such as suppliers and retailers. Nowadays, information technology and the Internet are advanced and empowered to share such knowledge.

Table 1 shows the theoretical perspectives associated with supply chain management [12].

Table 1: Key findings on supply chains from different theoretical perspectives.

Theoretical perspectives	Research findings
Strategic Choice	Observing the professional companies, rivals in each sector can create their own supply chain by evolutionary strategies and skills. In general, more efficient the supply chain is, the industry's performance will be expanded by combining the supply chain partners' ideas and experiences.
Resource-Based Perspective	Leader companies can reduce the costs of network and drive it towards creativity. In total, the industry may well have creative efficiency.
Knowledge Management	In the future, a group of companies will establish coordinated networks in integrated markets in where knowledge is created and exchanged for business purposes. The corporate networks enable the companies to pursue continues creative strategies and meanwhile the industry will grow within them.

II Strategic human resource management concepts:

The concept of strategic human resource management is based on important role of human resource management that focused on the strategic nature of HR and integrating of HR and organizational strategy. Schuler (1992) described the Strategic human resources management as follow: "all influential activities on individuals' behavior in motivating them to design and implement the organization strategic needs". Wright and McMahan (1992) define strategic Human Resource management as a planned human resource allocation pattern and conducting desired activities to assist organization in achieving its goals [18]. Strategic human resources management is a way for decision making on organization objectives and projects that concerns to the issues such as: Staffing, Recruiting, Training, Rewarding and personnel Performance Management. In fact, SHRM generally pay attention to relations between HRM and organization strategic management [2]. From Guest (1989) viewpoint, the main difference between traditional concepts of human resource management and strategic human resources management is the rate of integration between human resource management and strategic decision-making processes to cope with environmental changes [10]. Beer (1997) believes that the competitive environment, globalization and constant market and technology changes were the main causes for the transformation of human resource management concepts and turning it into the strategic human resources management [6]. Traditional concepts of human resource management emphasized only on physical skills, special training, special expertise and personal efficiency of the employees and concentrate on the task was done by the people rather than employees by themselves. While the strategic management of human resources focused on all sectors, and the organization overall effectiveness and the integration in various activities in addition to the above mentioned factor [2]. The main objective of the strategic human resources management is to provide a macro view that allows addressing staffs' the substantial affairs. Strategic human resources

management makes organization to benefit skilled, committed and motivated employee to achieve a sustainable competitive advantage. It aims to create a sense of purposefulness and directionality in today often turbulent environments to thereby meet business requirements and its employees group and individual needs through designing and implementing the coherent and practical HR programs and policies [2]. Dyer and Holder (1998) argue that a unified, wide, contingency and integrated framework should be created by strategic human resource management.

The interaction between the up-down and down-up approaches in formulating the HR management strategy testifies that HR managers participation along with organization senior managers is a requisite in forming effective HR strategies for regulating and developing HR strategies. Such a working climate makes all levels aware of requirements of organization strategic orientation and its human resource characteristics and pertinence and thus allows defining human resource strategies more effectively. Top-down approach implies that the organization's human resources strategy should be derived from the organization's strategy and a vertical adjustment can be observed among them. In other words, human resource strategy should be part of the organization strategy so that can support its implementation [2]. On the other hand, their HR requirements and characteristics create gradual strategies. Thus, over time the organization's human resources conditions create emerging strategies without background that are derived from the requirements. Creating the above sketched adequate space can combine and align the HR strategy with organizational strategy and thus effective exploitation of the organization's human resources. Another function of strategic integration is communication and coordination between human resources policies and practices and organization strategies. Indeed, existence of this communication and coordination on the one hand can adapt the human resource and organization transformations and make possible the implementation of organization strategies and provide necessary actions to meet its executive requirements at all levels of the organization [14].

On the other hand, there is another interaction space between the two approaches based on the resources and capabilities and benefit from the opportunities. The main objective of the resource-based approach, according to Barney (1991), is to develop the strategic capabilities. It takes place due to a balance between the resources and opportunities and create added value through effective resource allocation [5].

Hamel and Parahalad (1989) argue that competitive advantage can be achieved if the organization is able to attract or develop the best human resources, so that accelerating the learning and applying the learned will be possible against competitors [11]. In contrast, there is the environment-based approach that refers to using environmental opportunities and aligning between human resources strategy with circumstances. In this approach the organization with a focus on environmental factors, such as taskforce status (in terms of expertise, salary, wage and etc.), regulatory requirements, conditions of associations and trade unions and etc. will set organization's human resources strategies. After examining the space of forming organization strategic human resources, in this section, we study in detail the basic model of HR strategic planning the strategies which were the traditional planning method with up-down approaches to examine the functional areas of human resources. This pattern shows us how to convert organization strategies into HR and its different field strategies. In this model, after finding organization's strategies that are achieved according to its vision, mission and values and by examine its internal and external environment, the overall HR strategies will be developed. Developing this strategy also entails studying the environmental factors, focusing on organization HR related factors [14]. Each of the internal and external factors, play a key role in determining the organization's human resource strategy. Changes of these factors can cause essential transformation in organization HR orientations. So, it is absolutely necessary that the factors be reviewed continuously to take true strategies and policies in organization's human resources. After developing the overall human resource strategies, public areas of human resource strategies namely: HR supply management, HR development management, performance management, compensation management, and employees' relations management will be determined. The aim of this work is to convert macro HR strategies to various human resources work areas strategies. Certainly in developing the strategies of human resource area, attention should also be paid to overall strategy as well as the environmental affecting factors on that specific areas need to be addressed [14].

In order to study the formation of functional strategies of HR strategies, the human resource management strategies in organizations should be studied in five general areas.

A. Preparation of Human resources:

Human resources supply ensures existing needed employees to fulfill the organization affairs. On the designing and implementation of human resource management strategies, Cape (1989) states "the purpose is to attract and recruit suitable employees with competencies, skills, knowledge, and required potential to pass future training courses. The way of selecting and recruiting of staffs who can meet this category of organization needs should be considered as organization fundamental activities and most of HR policies which is designed to educate and motivate the staffs should be founded based on these activities [2]. In other words, human resource planning is a process of systematic reviewing of organization requirements to workforce to ensure that the necessary human resources with desired skills are available in organization [9].

Human resource planning can be examined from two perspectives:

- 1 - Hard Human Resource Planning
- 2 - Soft Human Resource Planning

Hard planning of human resources is based on quantitative analysis and ensures the availability of appropriate number of qualified personnel in necessities. But the soft aspects of human resource relates to creating organizational culture that make the cohesion and harmony between the organization's goals and values, beliefs and behaviors of staff. When it is determined how many labor forces with what kind of skills and competencies and when is needed as well as studying the supply of labor forces statement in organization environment and estimating organization future needs, the workforces should be recruited by HR managers through attracting and maintain the forces via creating flexibility in organization.

Recruitment: recruiting efficient workforces from outside the organization in order to meet the organization human resources needs entails to perform these activities:

- 1- Defining the skills and competencies and behavioral needs;
- 2- Analysis the affecting factors on decision making to join to the organization, such as salary and benefits, career opportunities, opportunities to utilize existing skills or learn new skills, job satisfactory (the duties, authorities and independence), the reputation of the organization, participation in the work, attractive workplace;
- 3- Analyzing competitors' activities: investigating what the competitors are doing for affecting factors on decision;
- 4- Developing tools and techniques to attract the best employees in organization such as structured interviews and psychometric tests [8].

Retaining the force: Several challenges in recruiting workforce that are emerged as a result of skilled labor shortages, intense competition in attracting skilled forces and employment laws and regulations, give a vital importance to human resource retaining.

Studies on the reason of job leaving in organization suggests that factors like feeble future job, lack of interest, feeling of undervaluation in organizations, insufficient tasks, not receiving proper remuneration, lack of good social position, boring workplace, feelings of discrimination, lack of group cohesion, unfair and uncompetitive payment are the main reasons for leaving the job. Thus, the followings can be considered as the strategies to retain human resources:

Suitable job design (in terms of diversity, independence, grow possibility and work space), appropriate and fair compensation of their services and providing appropriate rewards, creating a strong performance in management system, training, skills development and recognition personnel's potential ability, creating clear career paths and bright career future, creating commitment in employees, establishing workgroups [1].

Flexibility: According to Atkinson (1984), the flexibility strategy aim to create a flexible company via providing more flexibility in operations and roles [3]. Activities optimal allocation to staff, using the time optimally, outsourcing some activities and developing employees' skills, so that they will be able to do different jobs are issues that need to be considered [1]. It solves many concerns of organizational managers regard to the recruitment and retention of workforces, especially in project-centered companies.

B. Development of human resources:

Emerging of modern science and technology, industrial transformation as well as organizations new strategies and orientations force them to take steps toward the training and continuous development of its human resources to be survived in the competition [1]. Walton (1999), describes the strategic human resources development as "Strategic human resource development include: Creating, Deleting, Modifying and adjusting the processes and responsibilities, and guiding individuals and groups in such a way that all of them will be equipped by the skills, knowledge and competencies that are needed for organization current and future task" [17]. The purpose of the strategic human resources development is to create a comprehensive and integrated framework for empowering employees. Most of the human resource development processes are devoted to the environment processing in which employees are encouraged to learn and develop their skills and knowledge. Human resource development activities may include traditional educational programs, but these activities emphasize on the organization's intellectual capital and promoting and enhancing the development of organization, group or individual dynamicity. Enhancing the staff competencies and capabilities in an organization should be seriously considered as one of the main policy in human resource development.

C. Performance Management:

Performance management is a part of human resources department, which may play a major role in improving organizational performance. The purpose of performance management strategies is to enhance organizational effectiveness, employee and business groups' productivity, acquiring higher level of skill, competence and increasing commitment and motivation in staffs. Performance management strategies address the issues of how managing the organization to achieve goals. Performance management can be defined as a strategic and integrated approach to provide sustainable success for organizations through improving the

performance of employees. Performance management is considered strategic because examines the wide issues that are faced in organization; does it operated effectively in its environment or is the organization general direction toward achieving organizational goals or not? Performance management strategies follow the following goals:

Assisting taskforce to improve their performance, developing and empowering the staffs in their career, using staffs' opinion in improving the organization, staffs participating and their encouraging, gathering information to compensate personnel's services and discovering the improvable points and planning to improve them [9]. Performance management system consists of three components of evaluated factors, system inputs and outputs.

The main factors in the evaluation of the performance management system include:

The level of goal achievement, observing core values of the organization, individual characteristics, such as motivation, personal skills and creativity and individuals potential ability.

System inputs can be expressed by the following titles:

The evaluated scope, critical success factors and performance indicators, capabilities required to different levels of the job hierarchy, given objectives or requirements for various jobs.

Finally system outputs consist of assessment and grading the performance, performance improvement programs, such as training, job improvement plan, and bottom-up evaluation.

The essential condition in implementing the performance management strategies is to enjoy the full support of senior management and full participation of line managers. Employees' duty in the performance management process must be very precise and clear, because they need to know the process belongs to themselves and pave the way for performance improvement by their participation. The organization will be more successful that pay to the fundamental goal of "creating a culture in which individuals and groups are taken the responsibility of continuous improvement of business processes and skills as well their own participation" [1].

D. Reward Management:

Reward Management focus on how preparing and designing the programs by organizations to ensure that staff's effective actions and functions are praised. As Gomez- Majia and Balkin (1992) argue, the reward strategy is "optimum use of reward systems as a key integrating mechanism by which the various sub-units and staff efforts will be directed to achieve the strategic objectives of an organization" [4]. Reward strategy should be founded on the principle that the ultimate sources of value creation are organization employee. It means that the reward system should respond to staffs and organization need creatively. The basis of this strategy should be organization requirements to improve the performance in the short and long term. Reward strategy can support the changes, strengthen and organizations and recognize it. Reward strategy can make the cohesion and integration of reward policies and processes by growth strategy and improving the performance. This strategy should also reinforce the organization's values, especially values such as creativity, teamwork, flexibility, quality and customer service, and also improve the organizational culture and the spread of good practices in different parts of the organization. In this case, the reward strategy will play an important role in achieving the organization goals [2]. Reward strategy can have a different orientation:

Recruiting and retaining workforce, motivating people to improve performance, motivating people to more participate in organization program [8]. The goal is to create a reward strategy that guarantees the balance and appropriateness of reward processes and policies with business and human resources objectives and their applicability. Factors that influence compensation strategy can be stated as follows:

Rules and regulations: State legal requirements on payments and concluding the contracts.

Policy: policies that have been taken by senior managers in relation to organization strategies and financial position, communities and trade unions policies.

Market conditions: payment level in labor market:

One striking point in employees' compensation is balance between the individuals' needs and their allocated rewards. Given that different people have different concerns and needs; the intended rewards for them should be tailored to their needs. That will make more effectiveness and encourage people to attempt more for achieving organizational needs [9].

E. Employee Relations Management:

The pattern of human resource management in employee relations can be expressed that staffs' relation management is a factor for creating and developing commitment among employees, emphasizing mutual benefits, change the procedures from collective bargaining to individual contracts, taking advantage of increasing staff participation techniques such as quality circles or improvement groups, continuous emphasis on quality, increasing flexibility in work agreements, emphasizing on teamwork and coordinating all employees

conditions. Employee relations strategy will be designed according to conditions that organizations are faced. Factors such as organizational strategy, legal, economic, social and political issues and national and international micro policies are issues that have a strong impact on employee relations strategy. Establishing the appropriate relations between unions and employees is one of the fundamental strategies in any organization. This builds trust and mutual respect, a shared vision about the future plans, ongoing exchange of information, common goals and culture and employee participation in the decision making.

After presenting the concepts of supply chain management and strategic human resources management, conceptual model derived from combination the components of the two mentioned topics issue following.

III The conceptual model a model for integrated human resources supply chain management:

Human as a fundamental pillar of development plays an important and critical role in the framework of his group and organizational activities, today organizations growth and development depends on the proper selection and organizing of the human capital.

Since the 1980s, the concepts such as information, awareness and knowledge and collective wisdom enter into the competitive advantages that effectively are mixed with workforce.

Given to the mentioned points and disturbed condition of workforce selection and organization in country and the necessity of paying attention to it along with increasing the labor force power in optimum fulfillment of duty, a new look at resource and attracting method in inside and outside of country is an undeniable necessities. On the other hand, identifying the sources of materials supply or resources of material consumption has become a main affair that creates the new methods, such as supply chain management (SCM). On the other hand, expanding studies and knowledge in the field of cognitive science and anthropology create new approaches to know workforce better and influenced the concepts such as environmental social networks strictly. The mentioned issue raises the question in mind that how we can the best workforces can be identified, selected and organized suitably by using this method and knowledge, the result of above question and conducted research leads to presenting a model called as integrated HR supply chain.

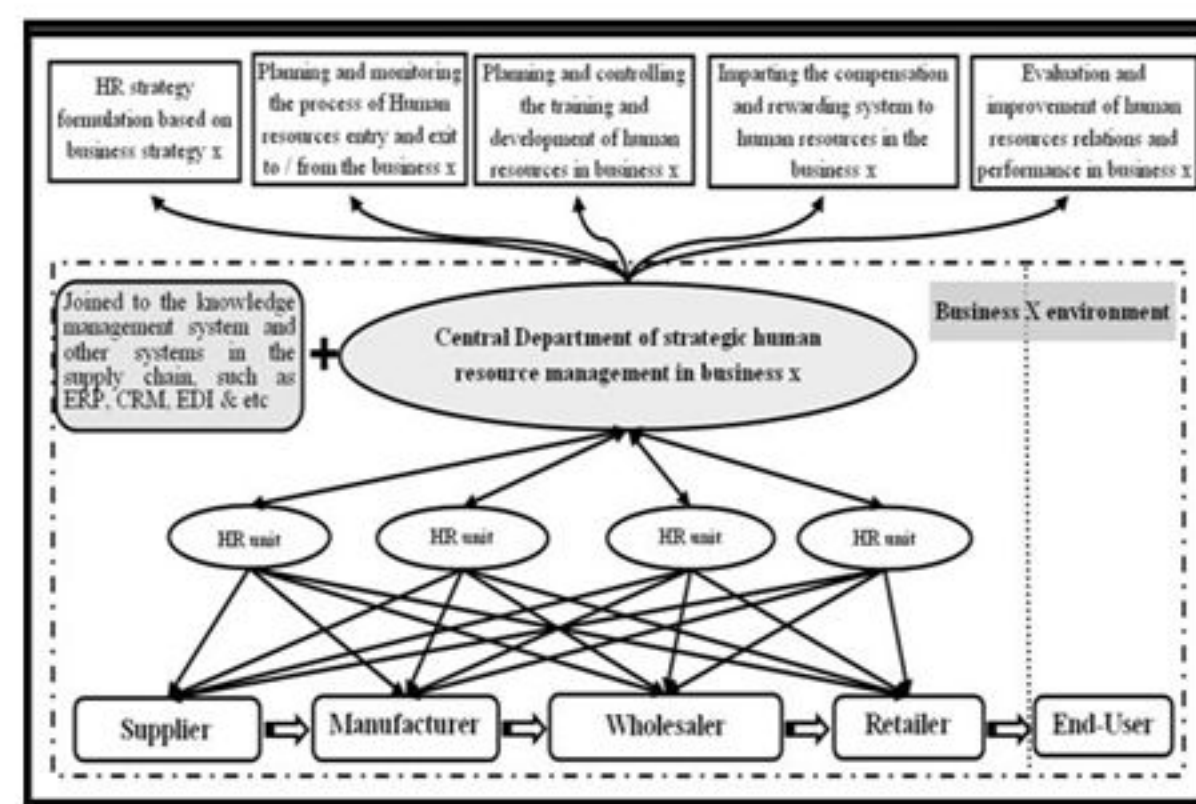


Fig. 3: Research Conceptual Model (an integrated human resources supply chain).

As presented in the chart, consider the business environment in which the basic supplier to the final customer precedes the business line activities in business collectively and integrative. Any default and negligence in mentioned lines lead to decreased productivity and end customer dissatisfaction. Thus, all units in business are responsible to maintain optimally the cohesion and cooperation and present the best performance by exchanging accurate information and creating added-value in their work activities and associate with end-user satisfaction that consequently will brings about the profitability and sustainability in business environment with a competitive advantage.

Based on the provided information in conceptual model, having harmonized, empowered and professional human resources is a way for gaining competitive advantage and integration in business environment units that intent to conduct optimum acts that there is no gateway, management and exit of these professionals except Human Resources Management in Organizations. If any of HR units in business environment conduct human resource management activities in an island and decentralized manner, a unified and integrated performance should not be expected in business environment. Therefore, having a custodian and dominant unit on HR management performance in businesses can fill so many performance gaps of HR employed in the environment and help to harmonize the practices in high performance level in whole business by developing identical and appropriate to HR in each unit.

An example of such a supervisor unit (by governmental duties) as the central department of strategic human resources management in business x is as follows:

1. Formulating HR strategy based on business x strategy;

2. Planning and monitoring the process of Human resources entry and exit to / from the business x;
3. Planning and controlling the training and development of human resources in business x;
4. Imparting the compensation and rewarding system to human resources in the business x;
5. Evaluation and improvement of human resources relations and performance in business x.

Based on importance of functions in this department, it can be considered as an administrative and facilitator unit of HR employed in business alongside vital system of business such as knowledge management, ERP, CRM, EDI, ... as well as who are responsible for the critical task of harmonization and maintaining the integration of line and staff Human Resources area in whole business via coordination with other HR units in any firms and districts; in light of establishing such a unit, subsequent HR units can easily empower human resources working in such an environment by sharing knowledge and information among themselves and through the use of methods such as career development, job enrichment, job rotation within and outside the unit, etc ... and finally record their valuable experiences in business knowledge management, transmit to others, and take an important step in the and human resources growth and maturity working in such an enabling environment.

Conclusion:

Supply chain is one of the fundamental sciences in formation of production and distribution of a product or service. Without knowledge of the supply chain, the means of delivering the product to the end-consumer will be blocked or run incompletely and manufacturer producing goods and services will suffer.

Implementation of supply chain and its management is considered as one of the most crucial stages in the cycle of production and consumption of the end user of a product or service. Knowledge of supply chain management and in addition human resources management and information technology can contribute to the chain and the use of knowledge management to improve further the productivity of this cycle can assist the managers. Holding the seminars and courses related to updated sciences that provided studies and researches of professors and successful achievements of practitioners can introduce the achievement to managers in short term and by implementing them, the way of business development will be paved in country.

Managing moral factors in supply chain management is one of the aspects of responsible business in developing countries. Because companies have been faced with increasing pressure for involving various sections of the work space in supply chain, suitable supply chain management must consider the risk of not enforcing ethic standards. The agenda of moral factors in supply chain and customer pressure to purchase the goods in which the demands consist the moral factor have recently spread as if suppliers do not meet their needs, they will be banned.

However, the important thing is the communication with cooperation, coordination and trust between companies in a business environment where the key is hidden in human resource. A professional and capable Human Resources is the largest investment of firms in the current turbulent business and is the main key in attracting, employing and utilizing of such workforces is the existence of a authoritative strategic human resource management unit at the top of business that by enacting the required laws and regulations for handling of supply chain allow the better and growing administration of the units. Thus, it propose to business units, in terms of their operation and taking the advantages of cooperation form subsidiaries establish the central department of strategic human resources management to focus on strategic HR activities from entry to exit and monitor them and help coordination, consolidation and integration of the business activities by using the unified taskforces in various workplaces.

REFERENCES

- [1] Armstrong, M., 2001. some senior consultants of Coopers & Lybrand. "Human Resource Strategies". Translated by: Kh. Abili & H. Movaffaghi, Fara Publication.
- [2] Armstrong, M., 2005. "Strategic Human Resource Management". Translated by: S. M. A'arabi and D. Izadi, Cultural Researches Office.
- [3] Atkinson, J., 1984. "Manpower Strategies for Flexible Organizations". *Personnel Management*: 28-31.
- [4] Gomez-Mejia, L., D. Balkin, 1992. "The Determinants of Faculty Pay: An Agency Theory Perspective". *Academy of Management Journal*, 35: 921-955.
- [5] Barney, J.B., 1991. "Firm Resources and Sustained Competitive Advantage". *Journal of Management*, 17 (1): 99-120.
- [6] Beer, M., 1997. "The transformation of the human resource function: Resolving the tension between a traditional administrative and a new strategic role". *Human Resource Management Journal*, 36 (1): 49-56.
- [7] Bowersox, J., Donald, 2002. "Supply chain logistics management". McGraw-HillBoston, Mass.
- [8] Business Fundamentals, 2002. "Managing Human Resources". Harvard Business School.
- [9] Dessler, G., 2005. "Human Resource Management". Prentice Hall.
- [10] Guest, D.E., 1989. "Personnel and HRM: Can you tell the difference? ". *Personnel Management*, 21(1): 48-51.

- [11] Hamel, G., C.K., Prahalad, 1989. "Strategic intent". *Harvard Business Review*, 63-76.
- [12] Harrison, F., 2005. "Supply chain management workbook". Butterworth-Heinmann: Oxford.
- [13] Hugos, M.H., 2004. "Essentials of supply chain management". John Wiley and Sons: Hoboken.
- [14] Kane, B., I. Palmer, 1995. "Strategic HRM or managing the employment relationship? ". *International Journal of Manpower*, 16: 5-6.
- [15] Nikam, M., S. Satpute, 2004. "RFID: Changing the face of supply chain management". Working Paper, Welingkar Institute of Management and Development Research.
- [16] Stivenson, 2002. "Operations Management". McGraw-Hill.
- [17] Walton, J., 1999. "Strategic Human Resource Development". London: Financial Times, Prentice Hall.
- [18] Wright, P.M., G.C. McMahan, 1992. "Theoretical perspectives for SHRM". *Journal of management*, 215-247.