

## **Application of the Model SRP in Strategic Management of Strategic Human Resources so as to Create Social Capital**

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### **Abstract**

*One of the most important characteristics of development of each society is Social capitals through which a targeted system forms and provides essential conditions of human and physical capitals productivity. The current research examines the relation between committed strategies of organizational obligation, staff cooperation; inter staff confidence and personal competence in the model SRP as well as creation of social capital. The practical paper as a descriptive-survey has been implemented and analyzed using descriptive and analytical statistics.*

### **Introduction**

Inspection of ups and downs of human resources development shows that today human force in development of organizations has much more importance than the past, and human is considered as the most essential human capital and the principle factor in creation of sustainable competitive advantages for organizations.

Organizational success at the first level depends on precise selection of staff and their training and at the second level counts on member's performance.

Many researches reveal a strong relation between companies' set of economic performance and its power to conduct human resources, and a company's strategic approach of human resources management can provide its success. So that application of efficient strategies of human resources affects on effectiveness of organizational performance. On the other side, it must be noted that access to purposes and development requires examination of basic plans in which creation of social capital besides human and physical capitals as an effective variable of plan has been recognized recently. According to many scientists, social capital refers to relations and links between members of a network as a valuable resource which paves the way of goals by reducing costs of exchanges and communication through compliance with norms and mutual confidence, inter members cooperation and facilitating social relation. In the absence of social capital, other capitals lose their effectiveness, so that development of various aspects will be difficult. Then social capital may be considered as an important principle to succeed, and provides knowledge transaction and a proper trend of learning between group members.

Today, in a large number of organizations, a relationship based on confidence, cooperation, supportive culture of novelty and active learning, accountability and obligation has been reduced and substituted for various supervisory institutions, guidelines and directives. Such alterations can affect negatively on the quality of social relations in organizations. Payam Nur University as one of higher education systems in order to access to education development in country is not excluded and its managers and planners should be sensitive toward such changes in the quality of human communication and exchanges, by making proper policies and strategies of human resources try to prevent from detrimental outcomes. Obviously formation of social capital plays a significant role in improvement of organizational resources performance, and in this regard, efficient human resources strategies, such as compilation of Strategic Reference Point (SRP) as an operation model, with high flexibility and using obliged strategy in this model, provides an opportunity that according to central criteria of the field—flexibility culture, personal merits, organizational commitment, mutual relations,

cooperation and public involvement and confidence—results in spirit of empathy, cooperation and solidarity, obedience to norms, moral senses, obligation and confidence, in other words, social capital the university.

The main purpose of this paper is to study obliged strategy of the model SRP in human resources strategic management so as to create social capital at the universities of the province Zanjan, using the hypothesis that there is a significant relation between obliged strategy and creation of social capital, as follows.

### **Strategic Planning of Human Resources and its Importance in Organizations**

According to Dyer and Holder (1998), human resources strategies displays that what actions on performance and policies of human resources management an organization is going to do, and how they are related to each other and to the organization strategy. These strategies make an organization measure progression and assess outcomes regarding purposes. Compilation of an appropriate human resources strategy can be much important because organizations have been aware that in the 21<sup>st</sup> century a knowledge-based human force is the most precious capital and there is no doubt that this capital is not achieved spontaneously, but it must be obtained, maintained and exploited in order to formulate added value in an optimal way which needs thought and action. Therefore human resources strategic planning indicates mechanism of emphasis on human force and occupation of it as a constant and endless capital so as to dynamism of organization. Compilation and conduction of a proper and efficient human resources plan provides chief results for company.

- Obtain and nurture necessary skills of organization development
- Reduction of non function-oriented contradictions and conflicts of organization
- More discipline, harmony and cohesion in implementation of affairs by staffs
- Growth in staff eagerness to do duties
- Create a sense of understanding and increase in confidence between staff

In addition researches reveal that running an appropriate strategy can produce a flexible organization in which cooperation in making decision, soul of changeability, and creative acts can be seen to a higher extent. In such organization, individuals are constantly looking to learn to promote their abilities, communication networks are strengthened to boost group interactions, and due to more interaction between individuals, organizational confidence and obligation rises too.

### **Compilation Models of Human Resources Strategy**

A variety of models can be applied to compile human resources strategic plans. Here Management some of them are mentioned below.

#### **Model of Strategic of Staff Benefits (systemic attitude)**

Systemic thought displays a five-step framework to explain and run strategic planning of human resource. It starts planning with regard to the future.

#### **The Model of Culture-oriented Human Resources Strategy (Cultural Model)**

This model introduces “organizational culture” as pivot of strategic logic of human resource. At first, using knowledge on the trend of outside environment of company (customers, investors, legislators, competitors, technology, globalization) the expected future of company can be shaped through which in fact prospects-guidelines, purposes and priorities are compiled.

#### **The Model of Strategic Points**

This model introduced by “Bamberger” and “Meshoulam” consists of two aspects (way of control and market of providing force) which result in extraction of four strategies namely paternal, contract, obliged and secondary strategy. Strategic reference points are determined by using job features, expected specifications of staffs, and characteristic of human resource subsystem.

## **Social Capital**

Social capital is a set of norms (good behaviors) in social systems which lead to increase in cooperation of society members and decrease in costs of exchanges and communication. From Pier Bourdieu viewpoint, social capital is the sum of the resources, actual or virtual, that accrues to an individual or a group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition, in other words, membership in a group which each of members provides themselves with support of collective investment.

### **Importance of Social Capital**

Social capital deemed as a substantial constituent of organization and staffs' success at the communication period, is the wealth which can attain organization purposes via interpersonal interaction and communication. Nowadays, in the field of development, managers have more need for social capital than economic, physical and human capitals.

- By strengthening communication networks, the creation of knowledge, sharing and applying knowledge with regard to common confidence would be facilitated.
- Being obedient to norms, discipline, coordination, cohesion and solidarity can be developed between individuals.

### **Conceptual Model of Research**

The current study in order to examine human resource strategic planning in creation of social capital, concerning literature review, relies on the model of strategic reference points from which utilizes obliged strategy regarding its characteristics to develop social capital.

### **Method of Research**

Information related to the theoretical part as well as literature review has been collected via library method. Then data collection to examine hypothesis has been performed using researcher-made questionnaire according to theoretical basis, literature review and similar studies as well as variables of hypotheses. Likert scale has been managed to score questionnaire options (from 1= very low to 5= very high). Its validity has been recognized on the basis of experts' opinions and judgment, so the compiled questionnaire was sent to several dominant professors and executive specialists of the field and after essential corrections and pre test, the content validity was signified. Internal consistency via Cronbach's Alpha (0.879) verified reliability using the software SPSS. Descriptive analysis of data was accomplished by descriptive statistics such as frequency, frequency percentage, cumulative percentage via graphs and tables to process demographic information. Additionally, frequency tables of variables display Mean, Mode, and Standard Deviation. The test of Kolmogorov-smirnov was utilized to examine normal distribution of variables. To study hypotheses inferential statistical tests like Pearson correlation coefficient as well as multivariate regression. To specify the significance of regression, results of One-Way ANOVA, test F were employed. Ranking variables according to respondents' viewpoint was completed through Friedman Test. All data process has been acted using the software SPSS.

### **Results and Analysis**

According to **Morgan** table, 170 participants are categorized as 44.1% female and 55.9% male by gender; by education 13.5% diploma, 3.5% associate degree, 65.9% bachelor degree, 15.9% master degree and 1.2% PhD; by terms of service: 1-5 years 39.4%, 5-10 years 45.3%, and more than 10 years 15.3%; by job titles: 5.9% managers, and 94.1% staffs. About five components of Obligated Strategy, average score of flexibility culture (3.15), organizational commitment (3.65), personal merits (3.122) staff cooperation (3.41) and inter staffs confidence (3.408) reveals that almost all of them are more than mean score. Also total mean of social capital with 3.78 is higher than the theoretical mean (3).

Since the value of Sig for each variable was higher than 0.05, normality of variables is verified at the 95% confidence intervals. According to the results, F value in ANOVA is significant at  $\alpha=0.05$ .

***Friedman Test to Prioritize variables of hypotheses***

As can be seen, the hypothesis of compeer variables is rejected at the significant level of 0.05 and 95% confidence intervals. Therefore in respondents' viewpoint, five variables are prioritized with different priority as follows: 1. Organizational commitment, 2. Inter staffs confidence, 3. Staff cooperation, 4. Flexibility culture, 5. Personal merits.

***Conclusion***

There is significant relationship between components of obliged strategy of human resource strategic planning and the creation of social capital in universities of Zanjan province. So it can be concluded that establishment of social capital in every organization needs preparation and drawing predisposing factors into attention.

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