

## Strategic Advancements in Human Resource Management: Optimizing Workforce Excellence

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Keywords	Abstract
Human Resource Management Workforce Optimization Organizational Development Employee Satisfaction	<p>Maintaining competent and professional employees is one of the important missions of human resource management. This human resource management system is partly related to strengthening the body of employees and partly to strengthening the spirit of employees' interest in the work and the work environment.</p> <p>Because one of the key factors for the success of organizations is competent human resources and their optimal use. To achieve this goal, employees must have a high level of satisfaction, which is one of the main factors of occupational safety satisfaction, and one of the pillars of occupational safety is the existence of safety and health in the work environment. This article examines the role of human resource management, new managerial developments, resource management processes, the necessity and goals of human resource management, and finally draws conclusions.</p>

### INTRODUCTION

One of the basic missions of human resource management is to retain capable employees. Since retention measures are complementary to other human resource management measures and processes, even if recruitment, selection, appointment and other personnel measures are carried out properly, without sufficient attention to retention, the results of management actions will not be very impressive.

The human resource management system includes multiple dimensions that are divided into two groups: First, it is related to the maintenance and strengthening of the body of employees, such as maintaining health and safety in the workplace, sports and health programs. Second, things that strengthen the spirit of employees' interest in work and the work environment, such as insurance services and retirement. By paying attention to and implementing these matters, occupational security is created among employees and their job satisfaction is achieved, which is of great importance.

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Considering the development and position of human resource management in today's world, the philosophy of human resource management becomes completely clear that first, the necessary coordination between the organization and human resources must be created in order to adopt common organizational goals, and second, it ensures the achievement of organizational goals and human resources.

For this reason, human resource management has been defined as the process of identifying, selecting, employing, training, and developing human resources to achieve organizational goals. A group of management thinkers, emphasizing the importance of the human role in the process of creating change, believe that human resource development units of organizations and institutions should play a key and structural role in change and development.

In fact, the changes that have taken place today in the field of domestic and international management have made the approach to professionalization of the discussion of human resource development in management, scientific and university centers and bases richer and more colorful.

For example, management styles have shifted significantly towards delegative and participatory styles, and organizational structures have also moved towards open and free structures with horizontal relationships. The competitive nature of organizations in attracting skilled and motivated human resources has driven these organizations towards learning and flexible institutions, while at the same time, approaches have become more entrepreneurial and creative.

Overall, the human, intellectual, and software capital index is the first to be mentioned in the field of management. This set of managerial changes has made the need for a professional approach in the field of human resources more felt.

On the other hand, professionalizing the field of human resources will cause this field to enhance its real position in organizations and institutions, and in fact, establish the necessary balance and coordination between the importance of human resources and the position of human resources management as a process responsible for providing, maintaining, developing, and motivating employees and increasing their productivity. Although the position of human resource management in our organizations is not very worthy and the requirements for professionalization of managers in this field have not yet been fully met, considering the key role of human resource management and the need for its professionalization; Identifying the context, examining the dimensions, analyzing the characteristics of this important process, and ultimately diagnosing its vulnerabilities is a necessary and unavoidable thing. The fact is that our behavior with our human resources has been accompanied by a series of trial and error tests, and if we are fair, these trials and errors have led us to sweet and bitter realities.

Where these realities have been sweet, we have had positive results from our behavior with human resources, and in cases where it has been negative and bitter, we have applied the right models in the wrong sense and logically obtained negative results.

In fact, it has been the manager's taste that, due to his power, he has implemented a particular policy, and this policy has probably been ineffective. For this reason, in our country's human resources experience, we have all kinds, from the very successful to the very unsuccessful.



The professionalization movement in the humanities and social sciences was proposed well after mathematics, engineering, medicine, and basic sciences. Once upon a time, a person could become a teacher almost effortlessly. For example, if a housewife with a high school education applied for a teaching job, many would accept her.

But currently, no one can easily become a teacher. In some states in the United States, to teach, a person must have a teaching certificate, and to receive this certificate, they must pass 1.5 times the number of people with a bachelor's degree in order to be called a professional teacher. This is part of the professionalization movement in education and training.

## NEW MANAGEMENT DEVELOPMENTS

The management styles existing in the country's organizations and institutions show that a clear movement towards delegating and participatory methods in the management of companies has begun. It seems that access to information has become completely universal.

But it should be noted that where all information is available to all individuals, their guidance (human resources of organizations) is much more complicated and has special conditions. Organizational structures are moving towards open and free structures and horizontal relationships without exception, in terms of cultural strategies, organizations are tending towards learning and flexible organizations.

Technology, by and large, has become interpretable through engineering services, and therefore technology no longer has a hard-wired aspect, and its interpretation is usually done in the areas of human resource management.

In this regard, strategic management models have become completely competitive and the role of humans in this structure is given priority, and systems have become more open-ended. Approaches have become institutionalized, formalized, and completely removed from the passive mode, even in the strategic design debate.

Information technology has become complex and non-repetitive, and decision-making models have the role of citizens and customers as the primary focus, meaning that human resource departments must know their citizens and customers.

Similarly, career development models have become completely professionalized. Training models in the field of human resources emphasize qualitative and creative indicators, the role of the manager is coaching and entrepreneurship. For this reason, a manager who in the past could simply manage anywhere or in any field of work must now be fully professional and at a high level and be able to work with people. In the words of Rockefeller, "I don't want a man and an engineer, I want a man who knows man and can work with him." Matsushita, the greatest entrepreneur of the 20th century, points out that "the greatest capital of an organization is the human capital of that organization that can work with these capitals."

The discussion of monitoring and evaluating the performance of resources in the organization has found its appropriate place, as customers come first in organizations. Even in government organizations, the role of customers has become colorful and, consequently, the country's development models in various dimensions



take on a comprehensive aspect. Although cultural aspects and internal interaction are important, interaction with the outside world has become necessary.

For this reason, a manager must have a global view of his professional issues and topics, and this role is much more colorful in the field of human resources. It is even believed that HR managers should know different languages in order to communicate and this can enhance interactions. In the process of becoming more professional in the field of HR, some countries have emphasized factors such as being multi-racial, multilingual, and seeing different countries as priorities for selecting managers.

In discussions such as organizational learning, occupations, territory, and the power and authority of organizations, human creativity and human presence have become so imbued that they say you can't ignore other factors. This is where the discussion of intellectual and human capital comes to the fore, as when the Japanese Prime Minister is asked what he thinks is the key to success in Japan? In one word, he says, "education." In fact, the Prime Minister of Japan summarizes education and development in this concept. In this way, the importance of human resources departments can be seen in all Japanese companies and public and private institutions.

### **MAIN PROCESSES:**

Human resource planning - human resource recruitment - motivation and motivation - training and skills development - career path design and implementation - compensation and benefits system design and implementation - employee participation design and implementation - performance appraisal system design and implementation - employee health and safety - labor relations and discipline management - succession planning and implementation - systems development Human Resource Information - Internal Communication Management - Attrition Rate Management.

Now, if we can provide appropriate guidelines for each of these processes, we will be able to guide human resource management towards professionalization, and this requires that professional associations support these managers.

### **TYPES OF SAFETY PROGRAMS:**

1- Behavior-Based Safety Programs, this program works by reducing risky behaviors and improving their safety and focuses on improving employee behavior, such as what behaviors are needed, what behaviors are effective, and systematic reinforcement of desired behaviors.

2- Incentive-based safety programs are designed to keep employees injury-free for a period of time, and incentive-based safety programs lead to fewer incidents being reported (Miozza, et al. 2002). They reward employees with desired results over a period, or they reward specific behaviors or participation in specific activities.

### **STRESS AND ITS SOURCES:**

Theorists and psychologists say that stress is caused by the accumulation of life events that disrupt the individual's adjustment to his or her current situation. (Randall, et al. 1998).



Stress itself is neither good nor bad. In fact, some levels of stress are normal and necessary for life to continue. Even when people are resting, they have some levels of stress. Without stress, motivation and energy would not exist. Stress is a state of pressure that affects an individual's feelings through physical processes and conditions, and today it is one of the most important issues in the field of individual, organizational and social health. (Stonem 2004: 662).

Stressors are factors that disrupt physical and mental balance, and heart palpitations, increased blood pressure, dry mouth and rapid breathing are the most common reactions to stressors. In every organization, employees face stress, which is a part of every individual's existence, and its real sources are endless. So far, three groups of sources have been identified: -

- 1: Group related to working conditions
- 2: Group related to the individual's personal qualities
- 3: Group related to external environmental factors. (Stone, 2004: 663).

Workplace stressors are caused by absences, tardiness, incompetence, excessive workload, shift work, low pressure, interpersonal relationships, change, threatening organizational climate, physical environment, role ambiguity, economic conditions, personal factors, external factors, excessive travel, societal values, and individual family issues.

The group that is related to personality traits generally divides people's personalities into 2 types: Type A and Type B. Type A people are energetic and always under time pressure, while Type B people, unlike Type A, are perfectionists. Type A people are more prone to high stress, heart disease, high blood pressure, and other diseases. (Stone. 2004:666-665). Environmental and external factors, such as increased competition, declining profits, economic conditions, labor relations and industry restrictions, government regulations and laws, excessive travel, societal values, crime, and employees' family and personal issues, can also contribute to stress.

One of the most common causes of stress in managers is the inability to make and execute decisions, which creates stress, and stress exacerbates the inability to make decisions, which acts as a vicious cycle and leads to poor decisions.

Managers who postpone decisions and focus too much on explaining past problems need to take action. If managers are preoccupied with all the decisions they have made or will make, they will experience excessive stress, which will reduce their ability to deal with new situations, which will lead to more worry, more stress, and more problems.

In decision-making, the degree of responsibility and urgency of the decision should be considered and decisions should not be overly thought about. A bad decision is better than no decision, and a right decision that is delayed is useless, and the fact is that delaying decisions increases stress. (Stone,2004:669).

## **STRESS MANAGEMENT:**



The fundamental challenge for every employee is to find the level of stress that increases productivity without harming health, which is possible with effective stress management. Stress management skills include: proper rest, exercise, diet, talking about concerns, planning and time management, and delegation.

### **OBJECTIVES OF HUMAN RESOURCE MANAGEMENT:**

Increasing efficiency through human resources in the organization, which usually have 4 objectives:

1. Social objective, which is to feel responsible for the needs of society and create credibility for the organization and employees.
2. Organizational objective, which is to feel responsible for the goals of the organization.
3. Task objective, which is to feel responsible for duties and responsibilities.
4. A specific goal that is to feel responsible for the personal goals of the organization's employees.

### **DEFINITIONS OF ORGANIZATIONAL OCCUPATIONS**

1. Occupational category includes occupations and occupational classes that are closely related in terms of type of work and profession and together form an organizational occupation.
2. Sub-disciplines are occupational categories that are more closely related in terms of type of work and profession, such as marketers or salespeople.
3. Occupational field, one or more occupational classes that are similar in terms of the type of work but have different levels in terms of the way the work is done, such as production management.
4. Occupational class, one or more positions that are similar in terms of duties, responsibilities, and difficulty of the work and have a specific occupational category.
5. Occupational group, different levels of occupational classes that determine the minimum and maximum rights of occupational classes.
6. Job description, which is a written and legal description containing the main and essential characteristics of the job that has been approved by legal authorities.
7. Job classification scheme, a term for creating a general system that is used for organizational positions in an organization.
8. Assignment, the placement of organizational positions within job classes and the placement of job classes within one of the occupational groups.

Job performance requirements are the information obtained from job analysis and job description, which in fact, describes the necessary conditions for an individual to be able to perform the job well with its tools and methods, namely observation, interview, questionnaire, and background check.

The general model for selection in organizations is through the following stages: initial screening - completion of the application form - employment test - general interview - medical examinations and final selection and selection, which is carried out through a 4-stage process (determination of training needs or



needs assessment - design and development of training programs - implementation of training programs - evaluation of employee training programs).

A set of experiences that are related to an individual's occupation and that occur throughout his or her life, including a set of positions, roles, activities, and work experiences of an individual throughout the years of his or her employment, is his or her career development path. Developing a career development path is a means by which an organization can increase the current productivity of employees and, throughout this period, prepare them for a world that is changing with the world of progress and technology. They create and manage it, meaning they examine their interests, strengths and weaknesses, identify their job opportunities and threats, and based on that, determine their career goals. Performance Appraisal

In performance appraisal, 3 factors should be considered (type of job - employee behavior - type of management - work environment).

Performance appraisal is a method through which the process of identifying, observing, measuring, and improving human performance in organizations is carried out, or it is a formal method of identifying the characteristics of employees based on positive and negative feedback on the results of their performance in performing their duties, the influencing factors of which are the type of employment, employee behavior, management style, and the determination of minimum rights and wages. The primary goal of performance appraisal is to maximize productivity by identifying and capitalizing on employees' strengths.

### **TYPES OF PERFORMANCE APPRAISAL METHODS**

1. Linear ranking method, which is one of the oldest performance appraisal methods, developed in 1992, which requires the rater to evaluate employees according to criteria such as: quantity of work, quality, reliability of employees, and environmental compatibility. This method is suitable for organizations with a small number of employees.
2. The method of comparing employees with each other is a simple type of ranking that compares each person with another based on a criterion and selects the best, and the employees are ranked from the best to the worst.
3. The method of recording sensitive events, which requires recognizing and recording important events, is that the supervisor measures and notes the behavior of employees when important events occur.
4. The method of using a checklist or guide, which is a guide list used to evaluate employees and whose questions are pre-designed, can result in halo errors and make the assessment appear weak.
5. The method of forced selection is to prevent halo errors.
6. Management by Objectives, which is the most complete method in which the duties and responsibilities of employees are specified in each position, and the level of growth and maturity of employees is a basic requirement.

### **CONCLUSION**

As mentioned, one of the most important responsibilities of human resource management is to retain capable employees to create and maintain a competitive advantage in the organization, because today one



of the key factors for the success of organizations is capable human resources and their optimal and knowledge-based use.

To achieve this goal, employees must have a high level of satisfaction in order to create value for the organization. One of the main factors of job satisfaction is job security, and one of the pillars of the existence of a job security provider is the existence of safety and health in the work environment.

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