Review Article

INTRODUCTION TO STRATEGIC FIT BETWEEN THE ORGANIZATION AND HUMAN RESOURCES

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ABSTRACT

In recent years, human resources has a pivotal role in the organization and administration is a strategic factor. The strategic role of human resource strategies and practices of human resources in line with the organization's strategy is focused. In order to play this role, the human resources department tries to ensure the organization's strategy, strategic partners, and with this role, the organization's capacity to implement strategies to increase. So today, as a crucial human resource strategy to improve organizational performance is known and addressing it, to increase the effectiveness and efficiency of management activities and human resource development organizations that have achieved the level of maturity in this field is essential. The purpose of formulating and implementing human resource strategies, policies and procedures related to human resources with strategic goals and human resources.

Keywords: Strategic Management of Human Resources, Strategy, Human Resources, Strategic Fit

INTRODUCTION

The more unstable the environment caused by several factors such as the speed of technological change, increased competition and the growth of globalization and the rapid changes in economic, political, social, or organizational strategies of the company, whether in the enterprise work and the jobs have changed greatly. Under these conditions, complex variables, survival and effective performance of the organization require employee participation in organizations. Therefore, the management of human resources in any organization, given the dynamic and constantly changing environment can not be fixed in a static phenomenon. (Arabi and the izadi, 2002)

The strategic management of human resources is a process of shaping human resources strategy will be achieved. (Sohrabi, 2007). Strategic human resource management within the organization can be optimized to exploit the opportunity. Strategic human resource management enabling coordination between the various activities of the organization, improve opportunities and provides prevention of possible threats. Strategic integration, human resources and organizational strategy necessary to create consistency between the strategies is undeniable. Strategic coherence between the goal of coordinating human resource management goals and objectives of the organization. (Dachler and Wipert, 1978). The logic of strategic management of human resources and agree on the design of the presented approach is robust to manage the long-term employability.

Human Resource Management from the 1990s onward, human oriented features and has work-based. This feature highlights the strategies and institutional resources should be interwoven in the fabric of the organization and should be supported to achieve their goals. But these characteristics also recognizes the fact that human resources can not be treated the same as other resources. Managers, especially human resources managers should actually have a deep understanding of human values and staff are guided and motivated. (Macmaham and Mytle, 1994)

Organizations gradually accepted that personnel management is one of the main communication loop to create a competitive advantage. In this logic, the fact that accepts and applies the application of strategic

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human resources management, human resources in an organization will determine the shape and content will vary. Have been so immersed in the June issue of their survival or overall business strategy and management have determined that no one is. Strategic approach to human resource issues can and will be applied in an environment where there is a corporate environment, strategic approach to the issues of. In many organizations, human resources department runs a mainly administrative and service role plays and strategic issues not addressed at all. (Armstrong, 2005). Development and implementation of human resources strategies can be developed to help organizations deliver high quality services and products and to achieve its performance goals and objectives. Human resources, particularly in specialized jobs, as the engine is one of today's strategic plans So a set of coherent, effective and efficient human resource management policies and programs organized (sanayei and etal, 2010). The Human resources strategy because of its prominent position that could create competitive advantage and improve the effectiveness of management tools provide. (Dyer,1983; Dyer and Holder, 1983; Wright and McMahan, 1992)

Therefore, this article is the meaning of strategic management of human resources and human resource strategies, is explained. Then discuss strategic fit, it is difficult to achieve and approaches proposed to address this problem and, ultimately, to express the relationship or proportion between the different strategies, different strategies have focused on human resources.

Strategic Management of Human Resources
Strategic management of human resources has attracted much attention in recent years, the attention of human resources management, organizational behavior and industrial relations have considered (Chadwick, 2005). The overall strategic management of human resources as "tools for creating balance and harmony between human resource management and strategic business content" is defined.(Arabi and izadi, 2002). From the perspective of strategic management of human resources, human resources, potentially, the only source of competitive advantage, organizations are, in a way to create value for the organizations that are rare, inimitable and is irreplaceable (abbaspour, 2002). Shuler's definition of strategic management of human resources, it includes all activities affecting the behavior of individuals, stimulated them to design and implement the strategic needs of the company knows (Arabi and armanpour, 2004)
The strategic management of human resources, a method for deciding the intentions and plans of the organization, and the relationship between human resource management and strategic management of the company and also universal issues and macro-organization Deals (mohammadi ghahan, 2003)
Strategic human resource management, human resource management tries to work with the organization's strategic objectives, is aligned. (Verreault and Hyland, 2005). Virtually all human resource management activities to provide appropriate and coordinated human resources to achieve organizational goals, is executed (mahmodi, 2008). Based on the perspective of strategic management of human resources, imply that different competitive strategies require different behaviors and thus have different actions on human resources management (Ginn and Henry, 2003)

Human resources Strategies
In1980, a strategic approach to human resources was highlighted by a number of experts and a change in thinking and practice, increased specialization and less use of the phrase in human resource management was staff management (Miller, 2006). Indeed, the future, all based on the power of human thought form(Thurow,1999) And the effectiveness of the organization, human resource strategy must change the vision of human resources, environmental investigation, detection capabilities, mission and goals to form. Human resource strategies, policies and practices of human resource decisions about patterns that are used by management. (Bratton,2001)
Indeed, human resource strategies, policies and objectives of the organization on various aspects of human resource management practices, should be regulated (Sohrabi, 2007). Sustainable strategies for

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human resources should help the company to make its human resources to achieve an "optimal system" of the company's objectives and sustainable society, to manage (Mariappanadar, 2003)

Types of Human Resource Strategy
Typology of scholars have presented a strategy for human resource (Osterman, 1987, Delery and Doty, 1996, Baron and Kreps, 1999) or personnel management is based or resource-based (Schuler and Jackson, 1987 ,Dyer and Holder,1998 , Snell ,1992, Arthur,1992, MacDuffie, 1995)
Typology based on sources, which is a spectral raised its head and focus on the utilization of internal forces and external forces on the other side of it, focusing on the use of the (market) is located and Species based on one-dimensional control strategies in a range of species that control the efficiency and results of work on the other side it is process control. Bamberger and meshoulam with the integration of model-based control and model-based employees in the labor market (source) matrix to select a checkered human resource strategies have been proposed (Bamberger and Meshoulam, 2000). Figure 1 has four strategies, "committed", "contractor", "fatherhood" and "secondary" is.

Inside Attentio Outside

Type of committed strateg	Type of contractor strategy
Type of fatherhood strategy	Type of secondary strategy

process Control result

Figure 1- Types of Human Resource Strategy

Secondary strategy for simple ,repetitive and estandard jobs fit that their requirements adequately in the labor market outside the company and the employee does not need to be nurtured and maintained. Fatherly strategy "for simple ,repetitive and estandard jobs is applied to the difference in the Management's willingness to maintain and upgrade existing employees and coordinate them with the company's organizational culture. contractor strategy "for those jobs is a complex and specialized experts to participate in the recruitment of permanent and official high cost ,Since the company's portion of these jobs are temporary needs. Hence ,these experts usually have high amounts merely to perform consulted or invited to be a part of a project. Commitment strategy "is used for specialized ,complex jobs with different experts in the jobs needed to permanently are our trademarks And since in many cases the specific knowledge needed for complex network produced and mastered ,replacing them is not so easy. Therefore ,effective approach to the labor market within the organization. The development and training of experts and reinforce their commitment and loyalty to the organization in a way that caused them to ensure their future career ,salary and benefits out of the market higher than that of. (Sohrabi2007 ,). Bamberger and Meshoulam suggest that strategies are applied contractor and fatherly lower because of internal contradictions and possible link of type "transition strategies" which are organizations for the transfer of most of the human resources strategy - secondary and committed Strategy - another strategy, used to (Bamberger and Meshoulam, 2000).

Strategic fit
Strategic fit is the degree of correlation or coherence between competing priorities, the distribution system and infrastructure performance and strategic fit concept is based on the integrated approach taken by the pioneers of strategic management, Kndler (1962) and esnof (1965) has been proposed. (Hill and Brown, 2007). This concept reflects an open systems approach in which the organization as a collection

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of interacting components, one of which is larger than the interaction with the environment, is considered And its theoretical framework, based on the belief that the fit between strategy and the proportion of organizational and environmental compatibility, is to increase business performance. (Santala and Parvinen, 2007).

The basic assumption of a constant in all the definitions and conceptualizations of (fitness) or peers is that when organizations achieve compliance, will operate effectively and efficiently (compared to when such compliance in the organization does not) (Farahi, 2006). Companies can even through strategic alignment and investment in human resources policies and practices to profit financially. (human resources, 2004).

Accordingly, strategic integration, to create consistency between strategy and human resources strategy is necessary. Because these two strategies are complementary. (Arabi and izadi, 2002) and Need to develop a comprehensive link between these two strategies, has led a decisive factor in the selection of human resources strategies, the general strategy of the organization (Mirsepasi, 2001). If only such a proportion that can be set to a process of formal guidelines (Friday and Friday, 2002) to guide all the programs (in sectors different levels) achieved.

Although not much time has passed since the theory, but always in respect to the appropriateness of the companies are visible. Japanese companies in the 1980s, for example through employee management system based on favorable business environment, achieving much success. But during the 1990s and the severe global competition, they changed their human resources management systems and circuit performance brought (Asadi, 2006). General theory of proportion, has two dimensions: the proportion of external (foreign) on how to create consistency (relevance) between human resources management processes with the organization's overall strategy, is related more closely resembles a vertical connection. Indicating that the proportion of internal coordination between the components and processes of human resource management and is similar to the horizontal connections. (Way and Johnson,2005). What is certain is that low levels of fitness, has a negative effect on organizational effectiveness. Although the relationship between strategic management of human resources and firm performance based on our attitude towards cooperation ,mainly between the universal school of attitude and the coordination of the School are ,will be different (Chang and Huang,2005). But what proportion of this will be taken into research to investigate why and how the proportions and external consistency that it will broadly:

External consistency means that human resources strategies with corporate strategies are compatible with the associated development stage company ,the organizational dynamics and organizational characteristics are consistent. The link between human resource strategies and the coordination strategy is defined ,it can be" vertical seamless integration "clergy ,but creating this type of coordination ,challenges that these challenges can be examined from four dimensions are:

• compatible with company strategies: human resource strategies must be integrated with the company's strategy. To bring about such integration, the area of human resource management practices, with the decision Activities and analyzing the market position of the product match. Coordination and agreement between company strategies, can mean balancing strategies, human resources and strategic orientation of the target company.

• Compatible with the wheel of life: adapting development stage company, means balancing strategies, corporate strategy, human resources company, so it is appropriate, that the strategy of the organization, at every stage of the beginning stages of a company's life cycle, maturity, decline or dissolution, probably to deformation. Among the activities is beginning to form now that is changing, there are differences in this respect.

• Dynamics: The dynamics of organizational change, will have a profound impact on human resource strategies. Managing the process of moving from the current state to the future state, meaning the development of change strategies, and may mean creating a new strategic approach to the relationship between the job.

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• Organizational Profile: An alternative method of determining the needs of human resource strategies, and connecting them with an overview of the organization. The best kind of classification in this regard is provided as follows:

- Defenders, which seeks to control the stability of the organization and believed to be accurate.
- opportunists, who are looking for new opportunities, the development and continuing education rely on and believe in flexibility.
- analysts, which seeks to achieve the benefits of "opportunists" and "The Defenders" (the Arabi and the izadi, 2002).

Problems in achieving strategic fit

Although the achievement of strategic coordination between human resource strategy with overall corporate strategy, which is optimal for all organizations, but the following reasons, it is not easy to achieve:

1 - The variety of processes, levels and styles of strategic planning strategies as well as different levels of organization, style, and will accept a variety of strategies. Thus creating a coherent vision about the kind of human resource strategies consistent with company strategies and engagement on human resources planning process is difficult. Billior (1978) has as to achieve competitive advantage in each of the units of a diversified firm (in terms of activities) should be according to market conditions and its products are developed its own human resource policies, regardless of this policy may be used to participate in other wards. If so, should be placed within each unit cohesion, not across the organization. The strategies focus on the human resources needs of the company, will be difficult.

2 - the complexity of strategic planning: design and implementation, is a complex process that is strongly influenced by environmental factors and historical. In such circumstances, the adoption of a consistent model of the strategic management of human resources, which means a direct and linear relationship between corporate strategy and human resource strategy there. But this theory can not exist between and within complexity to justify the strategy and human resource management, organization and individuals is based on a logical model of power, politics and culture ignores.

3 - The nature of strategy development: human resource strategies must constantly evolve. If it is not, because we are looking for strategic cooperation, implying a lack of flexibility that is inconsistent with the realities of organizational life and cause chaos in the organization?

4 - Lack of strategies (specify) Company: If the strategy is exactly the nature of its evolution and it is not explicitly stated, this strategic problems of fundamental issues, will be added. The concept of "defining clear and explicit" meaning that the company strategies, fully understood by the audience and the meanings of writing and not writing them, although this can help them to understand.

5 - qualitative nature of human resource issues: corporate strategies, usually either by necessity or language statistics and detailed information on issues of growth, market share and profitability are expressed. Human resource strategies may be expressed in the language of quantitative, qualitative issues, such as the allocation of resources and skills could attract or qualitative issues such as commitment, motivation and also take heed.

6 - Integration with what? The concept of strategic human resource management, human resource strategies Implicitly means is that you should be fully integrated into the company's strategy. The influence of these two together. But as Browster (1993) argues, human resource strategies, will be under heavy pressure environment. Therefore we can say that human resource strategies can not be implemented in coordination with the corporate strategy (Arabi and the izadi, 2002).

Approaches to address this problem

To overcome these problems by the custodian of human resource strategy, it will be difficult. However, efforts in this direction are necessary and for this purpose, we used the following approaches:

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1 - Understand the formation of business strategies: responsible for human resources strategy must be closely with higher levels of management in planning business strategies to be able to participate on the side of the business strategy to gain the necessary information to.

2 - to invite the participation of stakeholders to invite the participation of senior managers, line managers, employees and other stakeholders and considering their views on human resources strategies from other approaches to creating harmony and alignment with the goals. In addition to this partnership creates an alignment of human resources strategies will have a positive cycle. Participation of stakeholders in the integration and alignment strategies which help make the alignment of strategies and commitment to make a commitment to establish their results will be obtained, and so the cycle continues.
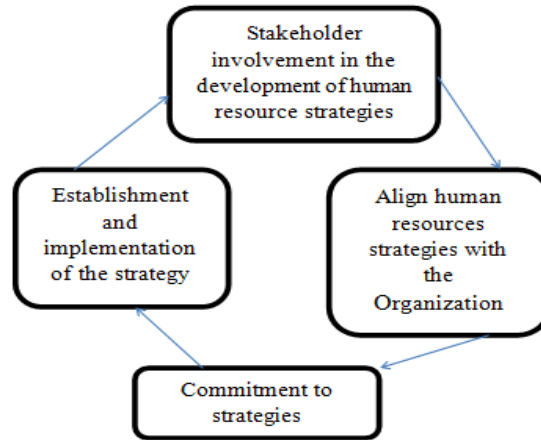

Figure 2- Cycle of human resources strategies

3 - Understanding the key business issues: One of the most important requirements for human resource strategies to develop awareness of business knowledge and organizational issues. Including organizational issues that affect the human resource strategies are rapidly moving into new markets, engineering quality, increase cash flow, diversification, product development and marketing, cost reduction, build a performance oriented culture, reduce production time product, organizing around customer needs .

4 - Using mechanisms for creating harmony in order to create mechanisms to establish the link between strategic alignment and the creation of mechanisms can be used strategies based on organizational capabilities. In short, if the mechanism of action that human resource managers analyzing the organization's business and affairs of the extract and the next step is to identify the capabilities required to resolve issues and corporate purposes, and strategies are human resources developed then the various human resources processes that are typical human resources instrument for creating and implementing human resources strategies take advantage of that capability (Shirazi, 2012).

✓ Review this business and other organizational aspects
✓extraction capabilities necessary to meet the business issues and achieve organizational goals
✓ Codification HR strategy
✓ HR processes and to exploit the capabilities and implementation strategies
✓ Codification short-and long-term goals
✓ Codification Operational plans
✓ Compilation of qualitative and quantitative measures
✓ Implemented programs

Figure 3- Mechanism for creating harmony

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use this mechanism must answer three main questions as follows:

What are the major issues of our business?

Organizational capabilities needed to achieve business goals, what are they? In other words, what works is critical that organizations should be able to do it, is to implement the strategy?

How human resource practices for creating, maintaining and enhancing these capabilities should be used? The answers to the three questions before we start analyzing the business environment. It seems that while the current strategies presented can be easily re-examination of the business environment, but in vain, given that in practice, errors may exist current strategies and business changes in happened. Therefore, the logical starting point, a clear understanding of the internal and external environment of the company, customers and stakeholders, investors and other items. Thus, issues, problems and most important objectives of the organization are derived. Continue with the analysis capabilities required to analyze issues and strategies, human resources extracted and according to various processes that create human resources the ability to reaffirm the plan.

Conclusions

Strategic resource management an important part in improving the efficiency and effectiveness of the organization's overall impact is considered. In this regard, the establishment of strategic fit - to create a sense of harmony between corporate strategy, human resources strategy - one of the main tasks of this section is organized on the basis of the organization's human resource strategy, taking into consideration the overall strategy company's done. However, to achieve this fitness course is also faced with the problem that most of the problems and paying the mentioned approaches. As a result of this study is the sum of what is offered: the necessity of mutual influences and common orientation of human resources (as a major investment organizations), with overall company strategy, human resource managers need a comprehensive effort the establishment of a link between strategy and organizational strategy, human resources departments and various subsystems (such as hiring practices, evaluation and promotion, etc), as requires.

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