

HUMAN RESOURCE MANAGEMENT VALUE CHAIN ADVANCED MODEL AND ORGANIZATIONAL SURVIVAL

OMOROGIEVA, Agbonmwanre Anthony

Department of Business Administration and Management

School of Management Studies

Federal Polytechnic Ukana Akwa Ibom State Nigeria.

anthonyomorogieva47@gmail.com

ONICHAKWE, Charles Chimezie

Department of General Studies

Federal Polytechnic Ukana

Akwa Ibom State Nigeria

Charlesonichakwe25@gmail.com

ARIYO, Igbekele Anthony

Department of Business Administration and Management

Federal Polytechnic, Ukana Akwa Ibom State Nigeria

Email: ariyo.anthony@fedpolyukana.edu.ng

ABSTRACT

The HRM Value Chain Advanced Model is a conceptual framework that describes the various activities and processes involved in managing human resources within an organization. This model goes beyond traditional HRM practices and focuses on the integration of HR activities with overall business strategies and goals. Organizational survival refers to the ability of a company to sustain itself and thrive in a competitive business environment. In today's rapidly changing and dynamic market, the survival of organizations depends on their ability to effectively manage their workforce and adapt to evolving business needs. The HRM Value Chain Advanced Model plays a crucial role in enhancing organizational survival by aligning HR practices with business objectives. This model identifies key HR activities and processes, such as recruitment, selection, training and development, performance management, and reward systems, and establishes the linkages between these activities and organizational outcomes. By adopting this model, organizations can create a competitive advantage by developing a skilled and motivated workforce, improving employee engagement and productivity, and fostering a culture of continuous learning and innovation. This, in turn, enhances overall organizational performance and ultimately contributes to its survival and success. The HRM Value Chain Advanced Model emphasizes the strategic role of HR in driving organizational success. It highlights the importance of HR practices in attracting and retaining top talent, facilitating knowledge sharing and collaboration, promoting diversity and inclusion, and creating a positive work environment. Furthermore, this model recognizes the interconnectedness of HR activities and their impact on various organizational outcomes, such as financial performance, customer satisfaction, and employee well-being. It emphasizes the need for HR professionals to collaborate with leaders and managers across the organization to ensure that HR practices are aligned with the strategic direction and goals of the business. In conclusion, the HRM Value Chain Advanced Model is a valuable tool for organizations seeking to enhance their survival and success in today's competitive business environment. By incorporating this model into their HRM practices, organizations can effectively manage their human resources, align their HR activities with business strategies.

KEYWORDS: HRM, HRM Value Chain Advanced Model, Value Chain, Organizational Survival, HRM Practice, Performance Management, Employee Diversity and Inclusion.

Introduction

The information age has changed many of the classical business activities by altering the core values and management principles. Human resources management has also changed and has adapted to the new challenges of the 21st-century information age. The hunt for knowledge and for the determined business value is driven by more complex and far-reaching human resources activities. Companies must change their classic view on human resources to prevail and succeed in the new complex and fast-paced century. Human resources have changed its working principles to fit the requirements of constant data, information, and knowledge hunting and morphed into a proactive and dynamic business value driver. The main objective of the paper is to show and document that human resources management is a 21st-century business value and knowledge driver that business organizations must use in their quest for the ultimate competitive advantage.

When discussing a business or a business organization the concept of human resources cannot be ignored. Right next to the viability of the business idea and the needed business capital the human resources are an essential element that supports a business idea to become reality by transcending from just a well-thought business plan to an operational, activating organization. A business organization can be defined as an entity formed for the deployment of commercial activities by making use of resources to create value for its shareholders. One of the critical resources that a business organization needs to control and use is human resources. Like any other business resource, also human resources, represented by the employed or needed staff/employees need to be properly managed and handled to reach the defined business organization goal. Since the very early stages of development of human society, there was a clear need for attracting, retaining, training and developing the best available people for the achievement of an organizational goal. "During pre-historic times, there existed consistent methods for selection of tribal leaders. From 2000BC to 1500BC, the Chinese used employee screening techniques while Greeks used an apprentice system." (Tubey, et al., 2015).

The 21st century has come with a lot of changes and challenges to the daily life of humans. One major change in the daily life of humans is determined by the information age that started in the 1990s with the breakthrough of electronic data processing. The massive adoption and rapid development of information technology have led to a paradigm shift in business management and business philosophy. Data, information, and knowledge have become the prime commodities of the information age of the 21st century. Business organizations, like any organization, are generating data, information, and knowledge from within their own organizations.

Definition of Concepts

The human resource Value Chain advanced model is an essential advanced tool used to show the added value of human resource and how human resource contributes to business goals through human resource processes and practices. (Jill Romford, 2021).

Value Chain Model It is a design including a number of main activities and supportive activities performed by the organization to achieve its objectives and competition where organization analysis and installation are performed through this model to identify its current

and future resources contributing to the achievement of an added value to the organization and its clients better than the rival organizations (Stevenson, 2007).

Human Resources Management Activities It is a set of activities within the value chain model that are classified among the supportive activities and contributing to Staff development, which leads to the achievement of competition and the new value of the organization (Alnidawi, 2009). **Organizational Sustainability:** It is the process of successful sustainability and continuity creation of the organization in various fields in the light of an unstable business environment and contributes to the achievement of the organization's objectives with high efficiency and effectiveness in a continuous manner (Alnidawi, 2015).

It is a useful tool for demonstrating how the HR department contributes to the achievement of business objectives. It is true that firms struggle to demonstrate human resource value. One reason is that each company is distinct. Some things that may work for one company may not be suitable for another. Another factor is that demonstrating value in a practical manner is challenging. The human resource value chain approach is designed to address this issue. The human resource value chain shows how the outputs of human resource activities and practices contribute to company objectives. It demonstrates that the department has a number of processes and actions that result in human resource results, which help the organization achieve its goals.

Value Chain Model is a term used in the business administration area, which means all activities contributing to creating value for the product starting with search, development, engineering, and manufacturing then to the customer. (Castro *et al.*, 2006). **Value Chain Model** It is an analytical tool that gives a precise vision of the total organization's performance and helps in the determination of the factors, which affect the organization's competitiveness. (Evan, *et al.*, 2007). **Value Chain Model** It is a group of activities through which a commodity or service is formed and delivered to the clients, also achieve their satisfaction. (Flatt & Stenley, 2008). **Value Chain Model** It is an analytical tool that works on partition and analysis of main and supportive activities connected in the organization that aim to realize the value in the product, incomes, profits, and share value. (Koch, 2008). **Value Chain Model** it is an integrated model for the activities that achieve a competitive advantage for the organization. (Salmon, 2008). **Value Chain Model** It is a group of activities connected in the organization that achieves the value starting from the main inputs obtaining sources and until the product's final delivery to the clients. (Dobni, 2010). **Value Chain Model** It is a group of analytical methods used by the organization to compare its performance with its competitive position in the environment it works. (Human & Naude, 2010). A value chain is defined as a series of business actions that involve the creation, sale, and correction of goods or services. **Organizational Sustainability** It is the operation of continuity and survival in the long-term business environment with the achievement of high-performance indications that confirm and support continuity and survival (Baum, 2006). **Organizational Sustainability** It is an operation of sustainable value creation for current and future generations (David, 2007). **Organizational Sustainability** It is the operation to preserve the firm supplies, assets, and funds in the long term (Kotler & Armstrong, 2007). **Sustainability** It is the operation of the firm continuity and stays strong in the environment where it works for a long term with the

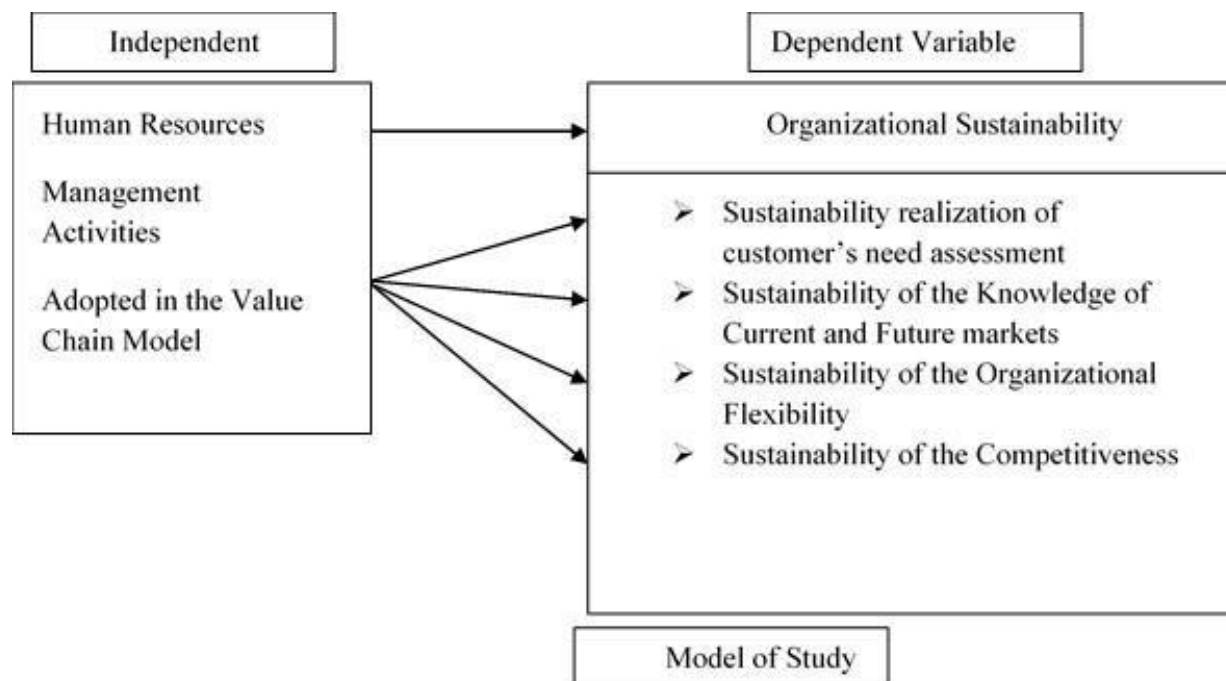
existence of indications enhancing this continuity and confirming the increase of firm power (Landrum & Edwards, 2009). Organizational Sustainability It is the operation of ideas generation correctly and methodically to achieve continuous competence and effectiveness for the firm (Ebner & Baumgartner, 2010). Organizational Sustainability It is an operation of the firm activity realization through the optimal usage of the firm supplies to transform continuous inputs to valuable outputs for the client (Elliot, 2011). Organizational Sustainability It is a set of administrative operations conducted by business organizations to achieve economic and social competition continuously (Azua, 2012).

Economic Importance of human resource Value Chain advanced model

Economic Importance of Study The economic importance of the study is materialized by highlighting the most important factor that contributes to the achievement of organizational sustainability, which is the human resources management activities adopted in the value chain model characterized by great importance in terms of economic situation support to the organization as attracting new customers, keeping the current customers as well as supporting competitiveness for the organizations and helping them to exploit available chances and avoid threats that reflect positively on the market share of the studied organizations and on the growth, continuity, and success.

Model of Study

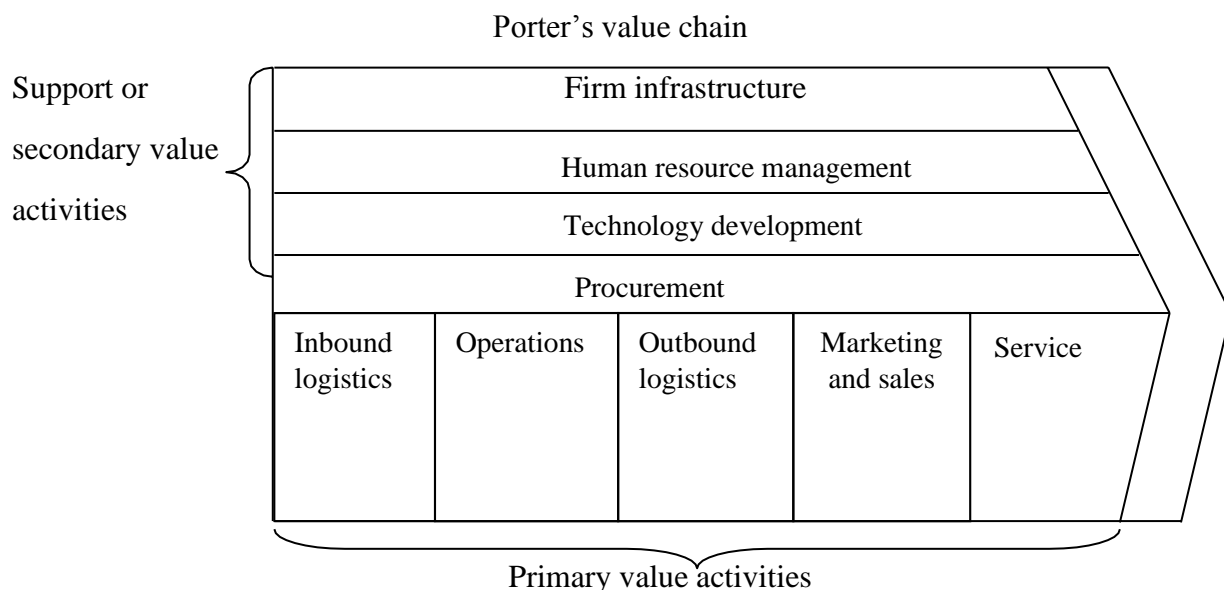
The activities of the value chain model are combined with two types of activities, such as:



1. Main Activities: The activities contributing directly in the operation of commodity or service production and are represented in the following operations: (Inbound Logistics, Operations, Outbound Logistics, Marketing and Sales, and Customers Services).

2. Supportive Activities: The activities that help and provide support for the main activities allowing them to perform their roles to achieve the organization's main objective and conclude the following: A. Firm infrastructure. B. Human Resources Management Activities. C. Development and Technology. D. Materials Procurement. The table above Explains the Value Chain Michael Porter devised the value chain concept. Porter's value chain identifies the fundamental and secondary activities that any business engages in while creating value for customers.

Human Resource Value Chain Advanced Model



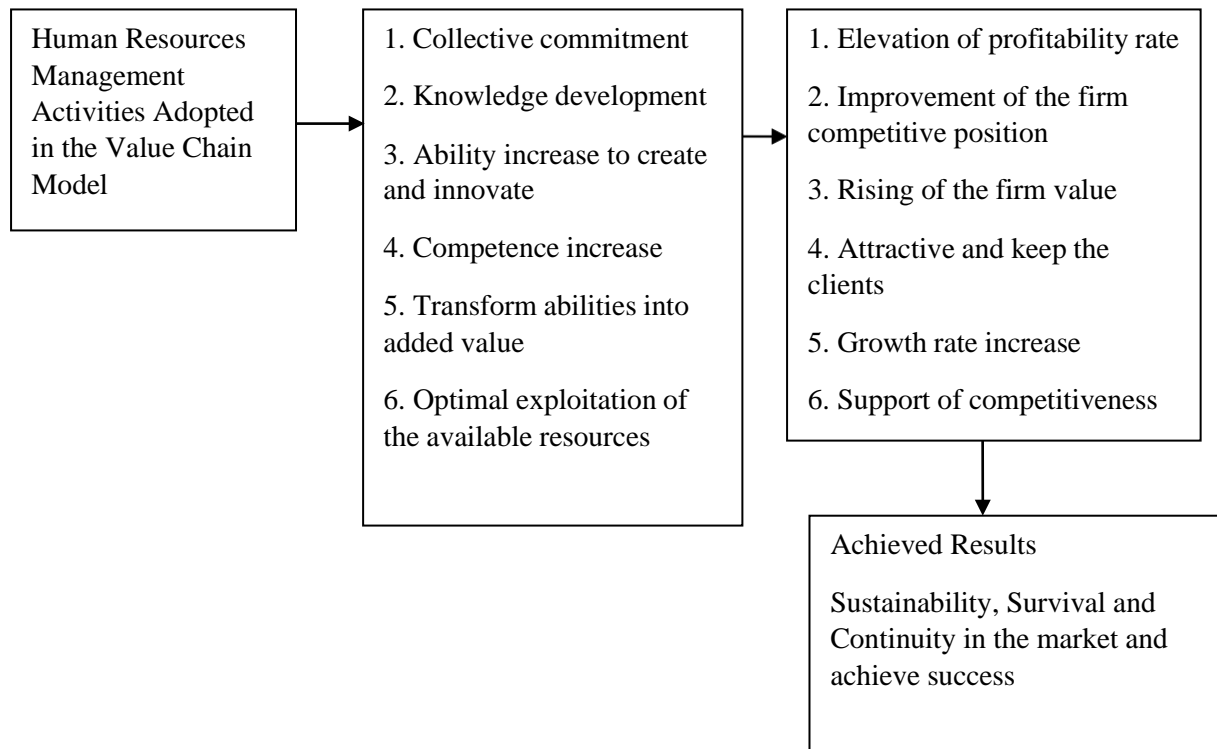
Value Chain Model

Human Resources Management Activities Adopted in the Value Chain Model We have explained that the value chain model includes a number of activities, and among the prominent supportive activities in the model are the Human Resources Management Activities as they have a major and strategic role, where all other main and supportive activities depend on the human resources as they are the essential element in building competencies and capabilities that supplement the new added value to the organization through which the firm can create competitiveness and be superior to the rivals. It is meant by Human Resource Management Activities are (a group of different, continuous, and organized activities linked to human resources and classified within the supportive activities to other operations in the Value Chain Model that contribute to creating the new added value. These activities include all functions, strategies, policies, and programs related to the human element in the organization. Value Chain Model explains the prominent activities related to human resources as the following Management Activities Adopted in the Value Chain Model;

1. Continuous and specialized education for the staff
2. Continuous development of staff communication abilities in the firm
3. Development of teamwork methods for the staff
4. Development of knowledge balance for the staff
5. Enabling the staff in the firm
6. Development of communications between the employees
7. Development of the employee's

analytical and research skills 8. Improvement of staff orientation toward the excellence strategy 9. Staff psychological constitution and development of their creativity 10. Development of the employee's creative abilities 11. Encourage the staff to take initiative.

The Human Resources Management Activities Adopted in the Value Chain Model



Source: (Bounchken & Koch, 2007), (Cheraghi, *et al*, 2012).

Conclusions

The human resources management activities adopted in the value chain model indicate the organizational sustainability with its four dimensions (Sustainability of customers' Needs Assessment, Knowledge sustainability of current and future markets, Sustainability of organizational flexibility, and competitiveness sustainability). Organizational sustainability constitutes a modern reference for researchers, academics, and administrative staff in the firms for its importance in the firms' continuity and success. The human resources management activities contribute to generating new ideas which play a great role in supporting various major and supportive operations in the Value Chain Model. Contributing to the creation of a new work environment, it is characterized by openness and shared opinions, this contributes to the staff development and achievement of competence and effectiveness. It also helps the decision-makers in the different firms to take the correct procedures that contribute to the work development and success of the firm.

Recommendations

1. Development of staff communication skills through their training in the art of dealing with clients.

2. Development of communication between the staff and customers through social networks strategy.
3. Granting the staff wider powers in building interactive relations with the customers.
4. Development of teamwork methods and notify each employee of his importance in the management and organization of these methods.
5. Development of the staff research skills to perform a set of research and studies related to organizational sustainability and its different dimensions.
6. Improvement of staff attitudes through the adoption of a strategy for change.
7. Enhancing positive aspects in the staff towards change and accepting different ideas.
8. Creation of quality culture in the staff of the firm. Providing a working power that believes in continuous change, improvement, and development.
9. Creating and enhancing motivation for creativity with the staff.
10. Following different strategies to create new abilities in the staff and improving the abilities that they have.
11. Encouraging the initiative and risk spirit in the staff.

REFERENCES

- Al-Bakre, T., & Hamddan, K. (2013). The conceptual frame of sustainable and the Sustainable competitive advantage HP company simulating in the adoption for sustainability strategy. *The academic for social and humanitarian studies*, (9), (1), 3-11.
- Al-Mshhrawee, Z. (2015). The role of rationalization accounting in supporting sustainability strategy, accounting point of view. *Al-Azhar University Magazine*, (17), (1), 145-176.
- Alnidawi (2015). Competitive advantage based on human capital and its impact on organizational sustainability, research presented to the Conference of Zitouna University of Jordan/ Faculty of Economics and Administrative Sciences.
- Al-Nsoor, & Abdel, H. (2009). the competitive performance of the Jordanian Pharmaceutical Industry Companies under economic openness, doctoral dissertation, Tishreen University, Latakia, Syria.
- Al-Sakarneh, B. (2004). Pioneered strategies and its role in achieving competitive advantage and the development of performance in the Jordanian telecommunications companies sector, unpublished doctoral dissertation, Amman University, Jordan.
- Azua, S. (2012). Sustainability strategies for the future: management, Innovation and Humanization, partner, *International Journal of Contemporary hospitality management*, (16), (2), 117-130.
- Barret, J., Grint, K., & Nelson, D. (2005). Organizational leadership. *United States: Library of congress Publishing*.
- Baum, T. (2006). Human recourse management for tourism, hospitality and leisure: an International perspective, London: Thomson.
- Baumgartner, R. (2010). Sustainability strategies: *Sustainability profiles and maturity corporate Responsibility Research conference*, 4th -5 th September, Dublin Published online 4 February in Wiley inter Science.
- Bounchken, R., & Koch, M. (2007). the role of Innovation orientations Strategies antecedent and innovation consequences of innovation orientation. *International Journal of Technology intelligence and planning* 3(3), 213-232.
- Castro, J. J., & Pedro, L (2006). Organizational Capital as Competitive advantage of the firm. *Journal of intellectual capital*, 7(3), 324-337.
- Charaghi, H., Khaligh, A., & Naderi, A. (2012). Gaining competitive advantage marketing strategies in container terminal: A case study on shahid Raiaa in Iran. *International Business Research*, 5(2), 179-191.
- David, V. (2007). When Sustainability Become a chaUertge, opportunities for innovation Abound, January/2016 (www.enviormentalleader.com).
- Dobni, C. (2011). The relationship between innovation orientation and organizational performance. *International Journal of Innovation and learning*, 1(40), (3), 226-240.