

from being a routine administrative function to a strategic one, just as human resources have evolved to be seen as valuable assets.

- d. **Administrative duty** - In this capacity, HR is responsible for carrying out the organization's policies and procedures. Human Resources staff typically performs the usual administrative and service tasks in many firms today and are not involved in strategic business concerns. The administrative aspect of human resources has evolved. The HR division must also work to enhance the organization's administrative structure. The department of human resources takes on the conventional personnel role, offers regular operational support, and manages paperwork. To promote employee involvement, SHRM organises a variety of training and development programmes. Functional managers consider the HR department to be somewhat unimportant.

8. **Strategic Human Resource Theoretical Perspectives** - These can be categorised into three groups:

- a. **Fit Perspective** - The word fit translates as "congruity." Organizational performance indicators and human resource practice. Fit comes in two flavours: internal and exterior. According to the fit perspective, human resources are a crucial success factor that must be taken into account during every stage of organisational planning. Practices in human resource management ought to be incorporated into the organization's strategic planning procedure. Even the best strategic plans cannot be carried out without considering the practices of Human Resources. Adopting Human Resource Management methods that align with other Human Resource

practices (internal fit) and the organization's strategic goals can improve an organization's success (external fit).

b. **Functional Perspective** -Strategic human resource management literature that is categorised as "functional" has two characteristics. As a staff function, human resources is regarded as consultative to and below the key line functions. The overall Human Resource strategy is associated with sub-functional strategies, such as compensation and recruitment strategies. This viewpoint is based on the idea that an organisation operates most effectively when each departmental unit maximises its contributions within the confines of its particular field of expertise. It also acknowledges that organisational structures ought to be based on variations in rank or grade, leading to the development of staff functional specialists. The task of directing the company falls to general managers at the top, functional managers with independent competence in the middle, and subordinates at the bottom.

c. **Economic Perspective** According to this viewpoint, human resources are a distinctive and distinct source of competitive advantage. When four fundamental criteria are met, human resources can be a source of persistent competitive advantage. The firm's production processes must be enhanced by human resources, and the capabilities it is looking for must be uncommon. Human resources and human capital must not be susceptible to being replaced by new technologies or other replacements.