



THE IMPORTANCE OF HUMAN RESOURCES PLANNING IN STRATEGIC MANAGEMENT*

Stratejik Yönetimde İnsan Kaynakları Planlamasının Önemi

Ömer Emrah ACAR

Bağımsız Araştırmacı, omeremrahacar@hotmail.com , Konya / Türkiye

<https://orcid.org/0000-0002-9911-1311>

Doi: <https://doi.org/10.33723/rs.1557606>

Acar, Ö. E. (2024). "The importance of human resources planning in strategic management". R&S- Research Studies Anatolia Journal, 7(4). 490-518.

Makale Türü / Article Type: Derleme Makalesi / Review Article

Geliş Tarihi/ Arrived Date: 28.09.2024

Kabul Tarihi / Accepted Date: 30.10.2024

Yayınlanma Tarihi / Published Date: 31.10.2024

* This study is the summary of the master's project titled "The Importance of Human Resources Planning in Strategic Management" completed at Selçuk University, Institute of Social Sciences, Management Organization Program.

ABSTRACT

Changes in competitive conditions force businesses to develop new capabilities in order to sustain their existence and be successful. At this point, businesses have made an effort to change their management approach and gain a strategic perspective. This approach, called strategic management, involves the effective use of the resources that the business has in order to regulate the relations between the business and its environment and to gain superiority over competitors or to make a difference. The most important resource that businesses have is human resources. The most important key to the adoption and successful implementation of the strategic management approach is to have an effective manpower. With a strategic human resources planning, businesses will be able to ensure that employees are provided at the right time, with the desired qualifications and assigned to the right jobs in line with the business strategy. The purpose of this study is to create a conceptual framework for the role of human resource planning in the strategic management process. At this point, the studies on strategic management, human resource management and strategic human resource management in the literature were examined in detail. As a result of the research, it was concluded that strategic human resources planning is the process of creating comprehensive and long-term human resources strategies and developing the plans, programs and tactics necessary for the implementation of these strategies, and that businesses that manage this process in the best way can establish superiority over their competitors by identifying opportunities, threats, advantages and weaknesses.

Keywords: Strategic Management, Strategic Human Resources Management, Strategic Human Resources

ÖZ

Rekabet koşullarında meydana gelen değişimler, işletmeleri varlıklarını sürdürülebilmeleri ve başarılı olabilmeleri için yeni yetenekler geliştirmeye zorlamaktadır. Bu noktada işletmeler, yönetim anlayışlarını değiştirerek stratejik bir bakış açısı kazandırma çabası içine girmişlerdir. Stratejik yönetim olarak adlandırılan bu yaklaşım, işletme ile çevresi arasındaki ilişkileri düzenleyen ve rakiplere karşı üstünlük elde edebilmek veya farklılık yaratabilmek için işletmenin sahip olduğu kaynakların etkili bir şekilde kullanılmasını içermektedir. İşletmelerin sahip olduğu en önemli kaynak ise insan kaynağıdır. Stratejik yönetim anlayışının benimsenmesi ve uygulamaya başarılı bir şekilde koyulmasının en önemli anahtarı etkili bir insan gücüne sahip olmaktır. Stratejik bir insan kaynakları planlaması ile işletmeler, işletme stratejisi doğrultusunda çalışanların doğru zamanda, istenen niteliklere sahip olarak temin edilmesini ve doğru işlerde görevlendirilmesini sağlayabilecektir. Bu çalışmanın amacı, stratejik yönetim sürecinde insan kaynakları planlamasının rolü konusunda kavramsal bir çerçeve oluşturmaktır. Bu noktada literatürde yer alan stratejik yönetim, insan kaynakları yönetimi ve stratejik insan kaynakları yönetimi ile ilgili yapılmış çalışmalar ayrıntılı bir şekilde incelenmiştir. Araştırma sonucunda stratejik insan kaynakları planlamasının, geniş kapsamlı ve uzun vadeli insan kaynakları stratejileri oluşturma ve bu stratejilerin uygulanması için gerekli olan planları, programları ve taktikleri geliştirme süreci olduğu ve bu süreci en iyi şekilde yöneten işletmelerin, fırsatları, tehditleri, üstünlüklerini ve zayıflıklarını tespit ederek rakiplerine karşı üstünlük kurabilecekleri sonucuna ulaşılmıştır.

Anahtar Kelimeler: Stratejik Yönetim, Stratejik İnsan Kaynakları Yönetimi, Stratejik İnsan Kaynakları Planlaması

INTRODUCTION

Today, businesses are trying to survive in an environment where rapid technological change, newly formed markets, continuous renewal and customer expectations can change at any time with the effect of globalization.

In this competitive environment full of uncertainties, businesses strive to increase their productivity and gain competitive advantage. In order to achieve these advantages, the management approach has also changed in order to adapt to changing conditions. This new management approach requires a strategic perspective. The strategic dimension of management is becoming more important day by day and is an indispensable solution for businesses to survive.

The understanding of strategic management, which is the transformation of management thought into the current form of practice, is a structure that requires businesses to follow the changes in their environment and think in the long term in order to maintain their existence and achieve sustainable competitive advantage. Strategic management is not to think about what will be done in the future, but to try to determine how the desired goals can be achieved in the future from today.

However, in order to realize the strategic management process, which is of vital importance for businesses, resources must be used effectively. The most important resource that businesses have is human resources. Businesses that can use their human resources effectively will be one step ahead of their competitors.

The purpose of this study is to establish a conceptual framework for the role of human resource planning in the strategic management process. To this end, the concept of strategic management will be explained first. Then, human resource planning, strategic human resource management and strategic human resource planning will be discussed.

STRATEGIC MANAGEMENT

The concept of strategic management has been widely used in business literature since 1980. This concept was formed by combining the words strategy and management (Eren, 1997: 16). Strategic management is about analyzing the situation facing the business. This analysis allows managers to formulate strategies to tackle the situation or challenges facing the business (Henry, 2021: 7). Strategic management is a part of the general management processes of enterprises. In other words, when the business is evaluated hierarchically, it covers a special management area that is of interest to the top management (Dinçer, 2007: 35). However, strategic management, in addition to general management activities, takes necessary precautions by examining the environmental elements that are seen as threats for the long-term survival of the business, and also focuses on long-term activities and final results (Ülgen & Mirze, 2004: 26). The underlying idea of strategic management is not what to do in the future. The main purpose of strategic management is to determine what can and should be done today in order to reach the point we aim for in the future (Efil, 2004: 17).

In order for businesses to be successful, they need to be able to foresee the threats and opportunities they may face, determine rational strategies by making predictions and implement these strategies effectively. For this reason, the importance of strategic management at the global level is increasing day by day (Akgemci, 2008: 8). One of the reasons why the strategic management approach has gained importance is the fact that managing a business strategically can have positive effects on business performance. In addition, strategic management provides efficiency in decisions and actions in the event that businesses are faced with constantly changing situations. A business needs to coordinate some departments and business activities in order to achieve its goals. Strategic management will be able to achieve the objectives by affecting all levels of the business. This reveals the importance of strategic management

(Coulter, 1998: 23). At this point, the benefits of strategic management can be listed as follows (Jauch & Glueck, 1998: 18; Galloway, 1990: 20-21):

- Strategic management brings with it a proactive management approach.
- Strategic management enables businesses to recognize changes that may occur at any moment in advance.
- Strategic management enables the identification of realizable goals and orientations.
- Strategic management facilitates managers to investigate fundamental problems.
- Works carried out with a strategic management approach yield more effective results.
- Strategic management provides support to managers in investigating the basic problems of the business.
- Strategic management helps communication within the organization, the coordination of individual projects, the transfer of resources and the development of short-term planning such as budgets.

The strategic management process can be defined as the whole of information gathering, analysis, selection, decision-making and implementation activities aimed at the survival of the enterprise in the future and achieving a sustainable competitive advantage (Ülgen & Mirze, 2004: 31). Strategic management process can be considered as a special decision-making or problem-solving process (Odabaş, 2004: 85). This process covers all the processes from the decision-making stage to how to implement the decisions taken and how to check the implemented decisions to identify and correct the deficiencies (Ketchen & Craighead, 2020: 1332).

The strategic management process consists of planning, selection and assignment of strategists, environmental analysis, setting goals and objectives and strategy formulation. In the strategy implementation phase, previously determined strategies and plans are implemented. In the final stage of the process, the results of the implementation are reviewed, and if the desired

objectives have not been achieved, new arrangements are made. These stages can be explained in detail as follows:

- 1. Selection and Assignment of Strategists:** Strategists who initiate strategic management studies in enterprises, who are at every stage of this process and who are responsible for strategic activities are classified in two ways; the first one is strategists in managerial positions and the second one is professional expert strategists. In this process, top management is responsible for formulating and implementing strategies for business units. At the same time, the strategies created at each management level are the responsibility of the managers in that unit. Professional strategists, who are appointed from outside the organization and who are experts in this field, can also take part in the creation and implementation of strategies. Expert strategists should have strategic consciousness, be able to see events from a broad perspective, have advanced analysis skills, manage time well and have creative characteristics (Ülgen & Mirze, 2004: 59-63).
- 2. Strategic Analysis Process:** Strategic analysis involves the processes of redefining objectives, selecting appropriate strategies for these objectives, and examining both the external environment (international, technological, economic, political, socio-cultural, natural, market, customers, suppliers, competitors, financial institutions, trade unions) and the internal environment (resources, capabilities and competencies) (Esmer, 2020: 83). At this point, first, the external environment of the business is examined by conducting a SWOT analysis and the threats and opportunities that may be encountered are predicted, then the weaknesses and advantages of the business are identified. Finally, the objectives of the business are determined and appropriate strategies and policies are developed to achieve these objectives (Dinçer, 2007: 70).
- 3. Determination of Goals and Objectives:** Determining the vision, mission and objectives of the business has an important place in the strategic management process.

The vision, mission and objectives determined by the enterprises play a guiding role in their future strategies. At the same time, they are seen as supportive elements in the implementation, measurement and evaluation stages of strategies (Göral, 2014: 188). Mission means the specific task undertaken by a person or a community. While how the future is viewed is expressed with vision, future-oriented efforts are concretized with mission. The mission reveals the working area of the business and the reason for its existence (Güner, 2008: 67). A business vision, in its simplest form, expresses a picture of the future of the business shared by all employees. In this respect, vision should be considered as a mental design that brings together beliefs about how the future can be and the ways in which the desired state can ideally be achieved, rather than an individual fantasy (Thoms & Greenberger, 1998: 4). Goals can be defined as socially or humanly determined tangible or intangible values that guide responses or behaviors. Objectives are divided into three as strategic, economic and non-economic objectives (Dinçer, 2007: 165).

4. Strategy Formulation: After evaluating the threats, opportunities, advantages and weaknesses in the external and internal environment, enterprises make the selection of strategies that may be suitable for them, which is another stage of the strategic management level. As a result of strategy formulation, businesses will be able to evaluate the realities of the external environment, their own available resources and capabilities, and design strategies that will help them achieve their goals (Robbins et al., 2013: 111). Strategies can be classified into two main categories: basic strategies and strategies according to management levels. Basic strategies are analyzed under four headings: growth, downsizing, maintaining the status quo and mixed strategies. Strategies according to management levels are divided into three as corporate strategies, competitive strategies and functional strategies (Ülgen & Mirze, 2004: 70-71).

5. Implementation of Strategies: The first thing to do after developing strategies and preparing strategic plans is to organize for the successful implementation of the strategies. Organization is necessary not only for strategic planning but also for activities at each level of management. Activities at this stage include the preparation of programs and budgets by sub-units to implement strategies and policies. In the fulfillment of all these, collecting the data and information to be used and ensuring their flow is a key element (Köse, 2008: 79-80).

6. Evaluation of Implementation Results and Control: The last stage of the strategic management process is the evaluation of the results of the strategic plan, reviewing the developments and implementing corrective measures, if any, i.e. the control stage (Aktan, 1997: 136). This stage is important for understanding and analyzing whether the implemented strategies are actually leading the business in the right direction (Fuertes et al., 2020: 12). In the evaluation and control phase, strategists can evaluate whether the implemented strategies have yielded the expected results, if the results are not as desired, why this has occurred and what changes can be made (Katsiolouides, 2006: 19).

The basic model of strategic management includes the selection of strategists, strategic analysis, setting goals and objectives, strategy formulation, strategy implementation, and evaluation and control processes. An important element of strategic management is strategic management tools. Strategic management tools are necessary to determine the marketing position, customer needs, competitive position and the impact of internal and external factors that affect the performance of the business. These tools are also important for developing strategies to gain and sustain competitive advantage (Afonina & Chalupsky, 2012: 1535). These tools and techniques commonly used in the strategic management process can be explained as follows:

- **Open Book Management:** The basis of open book management is that the information that employees have should not only help them in the course of their duties but also help them understand the overall performance of the business (Rouhani et al., 2024: 316). It is a management philosophy that aims to share information about business performance with employees, to train employees to understand what this information means, how the business generates revenue, and how their own efforts affect the success of the business, as well as to give them the opportunity to contribute to the success of the business and to reward or profit share to employees who contribute to the success of the business (Davis, 1997: 7).
- **Search Conference:** It is a participation technique that aims to create a common mind within the organization. Search conferences can be held to determine the vision and mission of an organization, as well as to identify problems and find solutions in strategic planning (Aktan, 1999: 6-7).
- **Balanced Scorecard:** It is an application model that tries to realize the vision and strategies of an enterprise effectively by transforming them into physical measures (Dinçer, 2007: 396). This approach prioritizes achieving financial targets, but also argues that the aspects of financial targets related to business performance should also be taken into account (Akgemci, 2008: 53).
- **Brainstorming:** It is a technique based on sharing thoughts on a subject without criticism and judgment and aims to reveal creative thoughts (Şahin, 2005: 442). Brainstorming provides a free and open environment that encourages everyone to participate. The ideas put forward for problem solving are developed by all participants and creative solutions are tried to be reached (Almutairi, 2015: 137).
- **Value Chain Analysis:** It is a method used to identify the activities of the business that can be characterized as strategic and to understand their effects on cost and value. This

analysis enables businesses to identify activities that create value, reduce costs and differentiate themselves in order to gain competitive advantage (Stabell and Fjeldstad, 1998: 413, 416).

- **Reengineering:** It can be defined as a fundamental rethinking and radical redesign of business processes in order to achieve dramatic improvements in the performance of the organization (Elapatha & Jehan, 2020: 2). This method envisages starting the organizational functioning from scratch, erasing traditional working methods from the corporate memory and designing how the work can be done best from now on (Öğüt, 2009; 212, 214).
- **Delphi Technique:** It is a method used by experts to make forecasts for the future (Wantanakomol & Silpcharu, 2020: 3). This technique is a method that allows experts to decide and agree on a subject without face-to-face meetings and discussions in order to solve a problem within the organization (Aktan, 1999: 7).
- **Outsourcing:** It is a business strategy in which businesses focus on their own areas of expertise and provide the rest of the work through other businesses specialized in that field (Fabian et al., 2023: 48).
- **Cost-Benefit Analysis:** It refers to the systematic comparison of the costs and benefits of a particular activity or project in order to determine whether it is economically profitable (Yalçın, 2006: 16).
- **Benchmarking:** It is the process of comparing products, services and practices against strong competitors and businesses known as leaders in the sector (Henry, 2021: 116). Benchmarking determines the standards related to products and services in the organizational interaction environment, and makes it possible to know at what level the business is (Saraç, 2005: 55).

- **Downsizing:** It can be defined as a strategic alternative that is used especially in times of crisis and includes different combinations of reductions in the physical, human and organizational systems of an enterprise in order to adapt to competitive conditions (Dewitt, 1998: 59). Downsizing is seen as an effective strategy that helps businesses maintain their competitive advantage and is widely practiced (Adeoye & Lawrence, 2021: 4).
- **Customer Relationship Management:** It is an approach that organizes the strategies, functions, processes and understanding of the business by using technology in order to gain new customers, retain existing customers and ensure customer loyalty and satisfaction (Zengin & Ulama, 2015: 401). The goal of customer relationship management is to optimize the present and future value of customers. This approach is an approach that adopts creating, maintaining and further developing customer relationships (Baş, 2021: 26).
- **Nominal Group Technique:** It is a group decision-making method used for a group to reach a consensus quickly. This technique, which envisages giving equal rights to everyone in the group, was developed as an alternative to the brainstorming technique (Şen & Cenkçi, 2009: 3).
- **Portfolio Analysis:** These techniques are widely used in strategy selection. With the help of portfolio matrices, it is possible to analyze what kind of strategy an enterprise should follow in the market and in which areas it should concentrate its investments (Akgemci, 2008: 81).
- **SWOT Analysis:** It is a technique that allows analyzing the internal and external environment of an enterprise. With this analysis, both the current situation in which the business is in and how it may be in the future can be determined and predicted (Baykal, 2018: 153). With SWOT analysis, businesses first identify their strengths and weaknesses

by analyzing the internal situation, and then try to determine the situation against competitors and the opportunities and threats in the market by analyzing the external situation (Aktan, 2008: 7).

HUMAN RESOURCES PLANNING

The main purpose of this function, also called manpower, workforce or personnel planning, is to forecast future labor force requirements (Mahapatro, 2021: 38). The plans developed for the coordination of the activities to be carried out according to the results of this estimation are called human resources planning (Aldemir et al., 2001: 10).

Human resources planning is defined as estimating the employee needs of an enterprise and organizing the activities required to meet these needs. At the end of the human resources planning process, it is aimed to create a program that will ensure that the right number and the right quality of employees are provided at the right time to help the business achieve its goals (Decenzo & Robbins, 2019: 53).

In human resources planning; it is important to know the current policies determined by the enterprise and the personal and organizational goals and objectives for the future. In other words, in human resources activities, it is necessary to have a long-term perspective and to take into account the needs of the business. Human resources planning is basically done in order to balance the supply and demand of human resources in the business (Erdoğan, 2003: 119).

The objectives of human resources planning, which has a direct impact on achieving the goals of businesses, can be listed as follows (Mahapatro, 2021: 38; Sabuncuoğlu, 2000: 30-31):

- Changes and constraints in human resources,
- Training and development of existing employees,
- Filling vacancies,
- Recruitment of new employees,

- Estimating labor costs,
- Providing employees to adapt to change,
- Identifying the need for employees in line with the development plans of the business,
- Increasing employee morale and motivation,
- Implementing educational programs for employees in line with the principle of mutual respect,
- Ensuring adequate return on investments in human resources.

Human resource planning has an important place in helping both the organization and the employees to prepare for the future (Harris, 1997: 61). Since human resource planning deals with the optimum use of human resources, it is in a position to provide great benefits to the business in particular and the country in general. These benefits, which will provide advantages to businesses and reveal the importance of human resource planning, can be explained as follows (Aquinas, 2009: 41-42):

- Increases labor productivity,
- Ensures the employment of qualified human resources,
- It helps easy adaptation to rapid technological changes,
- Reduces labor turnover,
- Increased control over recruitment and training costs,
- Prevents losses due to labor mobility,
- It ensures that the labor demand that will occur with the growth of the business can be easily met,
- An increase in productivity is achieved by ensuring the satisfaction of the workforce.

Human resource planning is a dynamic process that continuously collects data, processes, utilizes and transfers this data to the necessary places. This process is under the influence of many controllable and uncontrollable factors inside and outside the organization. These factors

are examined under two main headings: external environmental factors (demographic factors, legal regulations, economic conditions, competitive conditions, technology, trade unions) and internal environmental factors (analysis of jobs, business culture and management style, workforce skills inventory, reliability of human resources information system (Bayrammuradov, 2009: 12).

Human resources planning consists of various stages. According to some authors, this process consists of three stages. These stages are determining the characteristics of existing employees, determining how many employees are needed to maintain the current activities of the enterprise, and finally determining the need or surplus of employees as a result of the calculations to be made in these first two stages (Aykaç, 1999: 104). According to another approach, human resource planning is also considered as a three-stage process. These are; estimation of human resources needs, evaluation of human resources and control stages (Şimşek & Öge, 2007: 70).

Forecasting the amount and quality of labor force that the business will need in the future is a very important issue in terms of sustainable competition. Making a healthy labor demand forecast will enable the enterprise to take a step forward against its competitors in terms of competition (İbicioğlu, 2006: 8). At this point, forecasting methods used in human resources planning can be explained as follows:

- **Forecasting Methods Based on Managers' Opinions:** It is the simplest forecasting technique based entirely on the knowledge, skills, experience and intuition of experts or managers (Aldemir et al., 2001: 46). Although decision-making based on expert opinion is a method frequently used in small enterprises, it is seen that this method is also applied in large enterprises and gives good results (Tortop et al., 2006: 74).
- **Delphi Method:** The Delphi Method is a method that is based on the opinions of experts on a topic and consists of several rounds in which data on a particular topic is collected,

summarized and presented back to the participants (Olsen et al., 2021: 1377). A standard Delphi study has a structure consisting of multiple rounds. The first round starts with sending the questionnaires prepared on the topic under investigation to the experts and getting their opinions. These forms are then collected and edited by the human resources expert. If there are differences in the opinions of the experts, the edited answers are sent to the experts again. After re-evaluation by the experts, the responses are collected again and re-evaluated. If there is still no consensus, this process continues until a consensus is reached among the experts (Brady, 2015: 3).

- **Nominal Group Technique:** The nominal group technique is a technique that consists of many participants and envisages making decisions based on the opinions of these participants. Accordingly, group members are asked for their opinions on an issue and asked to write these opinions on a piece of paper. Each member then shares his/her opinions with the others. After this sharing, the discussion process starts and each member expresses his/her opinion about the other ideas. Finally, these opinions are combined, put to a vote and scored. At the end of this process, the opinion with the highest score is approved and the most appropriate solution is obtained (Özkalp, 1991: 314-315).
- **Bottom-up Forecasting Method:** In this method, managers of each unit in the organization are asked to estimate their own human resource needs. The general approach here is to ensure that business managers have a general view of what the constraints and opportunities for hiring new employees might be. These managers then use this information to develop estimates of human resource needs in their area of responsibility (DeNisi & Griffin, 2001: 157).
- **Forecasting Based on Known Data:** Forecasting based on known data is based on the idea that changes planned to be made in the future are realized by taking into account past data. It is a simple method based on the principle that the same level of human resources

needed in the past will be needed in the future. Although this method is easy to apply, thinking that the business will never change and planning accordingly may lead to some mistakes (Tortop et al., 2006: 75-76).

- **Forecasting Method Based on Trend Analysis:** With the forecasting method based on trend analysis, it is envisaged to determine the need for employees for the future based on past data. In this method, a graph is first prepared and the trend line is obtained by marking the values of the variables on the graph. Then, according to the slope of the line obtained, data about the future are obtained numerically with the help of second or third order function equations (Bayrammuradov, 2009: 37-38).

STRATEGIC HUMAN RESOURCES MANAGEMENT AND PLANNING

Strategic Human Resources Management

In the current period, human resources, which were seen as a cost element in the past, have gained strategic importance with globalization, international competition, technological developments, changing production and management systems (Bayat, 2008: 73).

Strategic human resources management appears as a conceptual structure. This conceptual structure focuses on how human resources should be used in line with business strategies and focuses on the planning of the required human resources in terms of number, quality and skills and the implementation of strategies in this direction (Özçelik & Doğan, 2021: 291). At the same time, it is about how human resource personnel should adopt a strategic approach on a day-to-day basis. This ensures that human resource activities continuously support the realization of business strategies (Armstrong & Taylor, 2014: 16).

Strategic human resource management focuses on the alignment between an organization's overall strategy and its human resource strategy (Boselie & van der Heijden, 2024: 27). Adopting a strategic approach in human resource management facilitates the adaptation of the

organization to changing environmental conditions and ensures that employees are committed to the long-term goals of the organization. Adopting a strategic approach in human resources management will transform a department that focuses on relationships and procedures, which aims to maintain the current structure, functioning and status quo within a limited area of authority, into an active unit that leads organizational change and focuses on improving the performance of individuals and teams. The adoption and realization of this understanding requires a five-step process. These can be listed as follows (Barutçugil, 2004: 57-60):

- **Determining the strategic purpose of the business:** This stage requires answering questions such as the nature of the business, the sector in which it operates, what kind of added value it generates and where it aspires to be in the future. Based on these answers, the human resources department has to plan which jobs will be done by which people, how they will be found and trained, and how they will achieve high performance.
- **Implementation of strategic plans and scenarios:** At this stage, studies such as identifying the critical elements for the success of the business in the coming years, determining the impact of external environmental factors on the business, analyzing competitors and identifying weaknesses and strengths are carried out. In this process, human resources management determines what kind of human resources practices are required in each different situation and evaluates the possible effects on the business.
- **Strategic positioning:** This stage will enable the organization to assess itself accurately and gain the ability to respond more quickly and effectively to changes. At this point, strategic positioning will facilitate the correct operation of practices such as planning, recruitment, providing knowledge and skills to employees, performance appraisal and career management in terms of human resources.

- **Identifying critical human resources issues:** At this stage, it is determined which improvements will actually contribute to the strategic objectives of the organization and bring competitive advantage.
- **Implementing human resource management strategies:** Human resource management must know and fulfill what the business needs to do to realize its mission and vision. In addition, the human resources department must acquire the employees who will enable the organization to achieve its strategic objectives and empower them with the right knowledge and skills.

Businesses that maintain the human resources management process with a strategic approach increase their ability to cope with unexpected organizational and managerial events. The human resources unit actively contributes to the process of creating and implementing a business strategy shaped by organizational and environmental changes (Öğüt et al., 2004: 285).

Strategic Human Resources Planning

Strategic planning of human resources is based on the strategic management process of human resources. In other words, strategic management of human resources and strategic planning are based on a similar conceptual framework (Akyüz, 2006: 127).

Strategic human resources planning aims at determining the organization's employee needs in order to ensure that they are of the quality required to achieve strategic goals. Strategies and goals that are necessary for the long-term success of the organization will not make sense without human resources with the qualifications and skills to carry them out (Arslan, 2012: 91). At this point, strategic human resources planning is the planning process of determining the current and future needs of human resources in line with the strategic plans of the organization (Boon et al., 2019: 2499).

The objectives of strategic human resources planning can be listed as follows (Bagheri, 2016: 434-435):

- Contribute to and improve the overall performance of the business,
- To show the importance of human resources,
- To play an active role in the development of human resources that support the continuous development of the organization,
- Establish clear communication between the business and the core activities of human resources,
- Provide planning tools that support and enable the development of human resources.

Strategic human resource planning is the process of developing comprehensive and long-term human resource strategies and developing the plans, programs and tactics required to implement these strategies. If done correctly, strategic human resource planning provides various direct or indirect benefits to an organization. These benefits can be explained as follows (Barutçugil, 2004: 127-128):

- It encourages proactive rather than reactive behaviors,
- Provides an environment of open and trusted communication to achieve business objectives.
- Encourage critical thinking and continually question the appropriateness of programs based on assumptions,
- It enables the determination of the difference between the current state of the business and the state it wants to be in the future.
- Encourages managers to participate in processes,
- Identify potential barriers, limitations, threats and opportunities related to human resources,

- A successful strategic human resources plan, developed with the participation of managers at all levels, creates common bonds among employees.

Strategic human resources planning involves a process consisting of two stages: determining the objectives of human resources and determining the human resources strategy. The correct implementation of this process by both the management and the human resources unit will ensure the success of human resources planning and thus organizational plans.

There are different approaches to strategic planning of human resources. While making a classification about the approaches on this subject, it would be a correct approach to establish a relationship with the evolution of management thought in order to understand how the subject has developed. This approach means establishing a relationship between the accepted understanding of management and the perspective of human resources, as well as seeing managerial activities as a whole and perceiving the organization as a system (Baransel, 1979: 11). Strategic human resources planning approaches are analyzed under the following headings (Tortop et al., 2006: 82-87):

- 1. Classical Strategic Planning Approach:** This approach was the first strategic planning initiative and has attracted a great deal of attention from businesses. The main purpose of this planning process is to make strategic decisions about the business and to harmonize the business with its environment. The most effective method of achieving this goal is strategic planning. The classical strategic planning process starts with a comparative assessment of the business's environment and its objectives. After that, the process continues with strategic decisions by analyzing possible threats, advantages, technologies, expectations, alternatives and preferences. Finally, the process is completed with implementation and evaluation activities.
- 2. Neo-Classical Strategic Planning Approach:** The view that the human resources of the organization should be given more importance in the strategic plans to be made with the

importance of human resources has been accepted. In the light of these views, classical strategic plans have been re-evaluated. The renewed approach adopted based on this new view has led to the emergence of the neo-classical strategic planning approach. This approach is based on the need to give more importance to human resources in enterprises.

3. Modern Strategic Planning Approach: With the modern management approach, it has started to be accepted that there is not always a valid business structure, on the contrary, the most appropriate business structure can be determined depending on the conditions in which the business is located. This approach argues that in the process of determining business strategies, objectives and development scenarios should be made in terms of human resources in the business, environmental analysis should be carried out mainly within the framework of human resources, and the economic, social and technological dimensions of change as well as the population-related dimension should be evaluated.

4. Neo-Modern Strategic Planning Approach: This approach argues that in addition to the assumptions of the modern approach, the effects of technological developments, which are developing rapidly today, should be considered in more detail.

CONCLUSION

Businesses operating in a constantly changing and uncertain environment have to act with a strategic management approach in order to survive and succeed. The concept of strategic management, which is formed by combining the words strategy and management, has a meaning that regulates the relations between the business and its environment and includes the effective use of the resources of the business in order to gain superiority over competitors. Strategic management deals with what can be done today in order for businesses to achieve their future goals. In the strategic management process, strengths and weaknesses are identified through internal analysis, possible opportunities and threats are identified through external

analysis, and long-term activities and final results are focused on. Strategic management, which can ensure the achievement of the objectives determined by affecting all levels of the business, provides a proactive management approach, enables the identification of problems in advance, enables the setting of achievable goals and enables the work to yield more effective results.

The most important key to the adoption and successful implementation of strategic management is to have an effective workforce. At this point, we come across the concept of human resources planning. Human resources planning is defined as estimating the need for employees and organizing the activities necessary to meet this need. With this planning process, it is aimed to create an action program that will help the business to achieve the goals set by the business, to ensure that the desired quality and number of employees are provided when they are needed. Human resources planning is an important process that helps to prepare both the organization and the employees for the future. Human resources planning deals with the best use of human resources and thus provides benefits to businesses such as increased labor productivity, employment of qualified manpower, easy adaptation to rapid changes, reduced labor turnover and increased productivity by ensuring employee satisfaction.

Businesses that adopt the strategic management approach have to evaluate the planning of the workforce, which is the most important element in this process, from a strategic perspective. Strategic human resources planning refers to the planning process of providing employees at the most appropriate time, with the desired qualifications and assigning them to the right jobs in line with the strategy determined by the business. Strategic human resources planning is the process of creating comprehensive and long-term human resources strategies and developing plans, programs and tactics required for the implementation of these strategies. Organizations that manage this process correctly should ensure an open and reliable communication environment.

REFERENCES

- Adeoye, A.O. & Lawrence, E.M. (2021). Organizational Downsizing and Survivors' Performance: A Study of First Bank PLC. *International Journal of Management and Administration*, 5(9), 1-16.
- Afonina, A. & Chalupský, V. (2012). The Current Strategic Management Tools and Techniques: The Evidence From Czech Republic. *Economics and Management*, 17(4), 1535-1544.
- Aquinas, P. G. (2009). *Human Resource Management-Principles and Practice*. Vikas Publishing House.
- Aldemir, C., Ataoğlu, A. & Budak, G. (2001). *İnsan Kaynakları Yönetimi*. 4th ed., İzmir: Barış Yayınları.
- Akgemci, T. (2008). *Stratejik Yönetim*. 2nd ed., Ankara: Gazi Kitabevi.
- Aktan, C. C. (1997). *Değişim ve Yeni Global Yönetim*. İstanbul: Şahinkaya matbaacılık.
- Aktan, C. C. (1999). *Yönetimde Yeni Konseptler ve Yeni Teknikler*. Yeni Türkiye, 59-68.
- Aktan, C. C. (2008). *Stratejik Yönetim ve Stratejik Planlama*. Çimento İşveren Dergisi, 22(4), 4-21.
- Akyüz, Ö. F. (2006). *Değişim Rüzgarında Stratejik İnsan Kaynakları Planlaması*. 2nd ed., İstanbul: Sistem Yayıncılık.
- AlMutairi, A. N. M. (2015). The Effect of Using Brainstorming Strategy in Developing Creative Problem Solving Skills among Male Students in Kuwait: A Field Study on Saud Al-Kharji School in Kuwait City. *Journal of Education and Practice*, 6(3), 136-145.
- Armstrong, M. & Taylor, S. (2014). *Armstrong's Handbook of Human Resource Management Practice*. 13. Baskı, UK: Kogan Page Publishers.
- Arslan, M. L. (2012). İnsan Kaynakları Gereksinime Süreç Yaklaşımı: Stratejik İnsan Kaynakları Planlaması. *Öneri Dergisi*, 10(37), 89-101.

- Aykaç, B. (1999). *İnsan Kaynakları Yönetimi ve İnsan Kaynaklarının Stratejik Planlaması*. Ankara: Nobel Yayın Dağıtım.
- Bagheri, J. (2016). Overlaps Between Human Resources' Strategic Planning and Strategic Management Tools in Public Organizations. *Procedia-Social and Behavioral Sciences*, 230, 430-438.
- Baransel, A. (1979). *Çağdaş Yönetim Düşüncesinin Evrimi: Klasik ve Neo Klasik Yönetim ve Örgüt Teorileri*. İstanbul Üniversitesi İşletme Fakültesi Yayını. İstanbul.
- Barutçugil, İ. (2004). *Stratejik İnsan Kaynakları Yönetimi*. 1st ed., İstanbul: Kariyer Yayıncılık.
- Baş, Y.N. (2021). Müşteri İlişkileri Yönetimi: Ulusal Yazının Bibliyometrik Analizi. *Journal of Business Administration and Social Studies*, 5(1), 25-32.
- Bayat, B.. (2008). İnsan Kaynakları Yönetiminin Stratejik Niteliği. *Gazi Üniversitesi İ.İ.B.F. Dergisi*, 10(3), 67-91.
- Baykal, T. (2018). Örgütlerde Etkinlik ve Etkililik için Stratejik Yönetim ve Stratejik Planlama. *Sosyal Bilimler Araştırma Dergisi*, 7(2), 151-160.
- Bayrammuradov, S. (2009). *İnsan Kaynakları Planlamasında Kullanılan Talep Tahmin Yöntemleri ve İnsan Kaynakları Maliyetleri Hesaplaması*. [Master's Thesis, Marmara University, Institute of Social Sciences, İstanbul].
- Boon, C., Den Hartog, D.N. & Lepak, D.P. (2019). A Systematic Review of Human Resource Management Systems and Their Measurement. *Journal of Management*, 45(6), 2498-2537.
- Boselie, P. & van der Heijden, B. (2024). *Strategic Human Resource Management*. 3th ed., McGraw Hill.
- Brady, S. R. (2015). Utilizing and Adapting The Delphi Method For Use in Qualitative Research. *International Journal of Qualitative Methods*, 14(5), 1-6.
- Coulter, M. K. (1998). *Strategic Management in Action*, USA: Prentice Hall.

- Davis, Tim R. (1997). Open-Book Management: Its Promise and Pitfalls. *Organizational Dynamics*, 25(3), 7-20.
- DeCenzo, D.A. & Robbins, S.P. (2019). *Supervision Today*. New York: Pearson.
- DeNisi, A. S. & Griffin, R. W. (2001). *Human Resource Management*. USA, Boston: Houghton Mifflin.
- Dewitt, R. (1998). Firm, Industry and Strategy Influences on Choice of Downsizing Approach. *Strategic Management Journal*, 59-79.
- Dinçer, Ö. (2007). *Stratejik Yönetim ve İşletme Politikası*. 8th ed., İstanbul: Alfa Yayınları.
- Efil, İ. (2004). *İşletme Yönetimi: Yönetim Düşüncesi Fonksiyonları ve Yeni Yönetim Teknikleri*. 1st ed., İstanbul: Aktüel Yayınları.
- Elapatha, V.W. & Jehan, S.N. (2020). An Analysis of the Implementation of Business Process Re-engineering in Public Services. *Journal of Open Innovation: Technology, Market and Complexity*, (6), 1-13.
- Erdoğan, N. (2003). *Kariyer Geliştirme Kuram ve Uygulama*. 1st ed., Ankara: Nobel Yayın Dağıtım.
- Eren, E. (1997). *İşletmelerde Stratejik Yönetim ve İşletme Politikası*. İstanbul: Der Yayınları.
- Esmer, Y. (2020). Financial Strategic Analysis in SMEs: The Case of Amasya Province. *Research of Financial Economic and Social Studies*, 5(1), 82-88.
- Fabian, A.A., Uchechukwu, E.S., Ooye, C.C. & Okeke, N.M. (2023). Corporate Outsourcing and Organizational Performance in Nigerian Investment Banks. *Scholars Journals of Economics, Business and Management*, 10(3), 46-57.
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, N. & Sabattin, J. (2020). Conceptual Framework for the Strategic Management: A Literature Review-Descriptive. *Journal of Engineering*, (1), 1-21.

- Galloway, I. D. (1990). Strategic Management in Public Sector Research Organisations: A Critical Review. *International Journal of Public Sector Management*, 5-24.
- Göral, R. (2014). *Turizm İşletmelerinde Stratejik Yönetim*. Ankara: Detay Yayıncılık.
- Güner, S. (2008). Stratejik Yönetim Anlayışı ve Kamu Yönetimi. *Türk İdare Dergisi*, Retrieved March, 30, 2010, from <http://www.sgb.gov.tr/StratejikYonetim/Stratejik%20Ynetim/Stratejik%20Planlama/Belgeler/Makaleler/Stratejik%20Yönetim%20Anlayışı%20ve%20Kamu%20Yönetimi.pdf>.
- Harris, M. (1997). *Human resource management: A practical approach*. ABD: The Dryden Press.
- Henry, A.E. (2021). *Understanding Strategic Management*. 4th ed., United Kingdom: Oxford University Press.
- İbicioğlu, H. (2006). *İnsan Kaynakları Yönetimi*. 1st ed., Isparta: Fakülte Kitabevi Yayınları.
- Jauch, L. R. & Glueck, W. F. (1988). *Business Policy and Strategic Management*. 5th ed., New York: Mcgraw-Hill.
- Katsioloudes, M.I., (2006). *Strategic Management: Global Cultural Perspectives for Profit and Non-Profit Organizations*. 1st ed., USA: Butterworth-Heinemann.
- Ketchen Jr, D.J. & Craighead, C.W. (2020). Research at the Intersection of Entrepreneurship, Supply Chain Management, and Strategic Management: Opportunities Highlighted by COVID-19. *Journal of Management*, 46(8), 1330-1341.
- Köse, A. (2008). *Stratejik Yönetim*. 1st ed., İstanbul: Kum Saati Yayınları.
- Mahapatro, B.B. (2021). *Human Resources Management*. India: New Age International Publishers.
- Odabaş, Ç. (2004). Stratejik Yönetim ve E-devlet. *Sayıştay Dergisi*, 55, 83-93.
- Öğüt, A. (2009). *Bilgi Çağında Yönetim*. 4th ed., Konya: Çizgi Kitabevi.

- Öğüt, A., Akgemci, T. & Demirsel, T. (2004) Stratejik İnsan Kaynakları Yönetimi Bağlamında Örgütlerde İşgören Motivasyonu Süreci. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (12), 277-290.
- Olsen, A.A., Wolcott, M.D., Haines, S.T., Janke, K.K. & McLaughlin, J.E. (2021). How to Use the Delphi Method to Aid in Decision Making and Build Consensus in Pharmacy Education. *Currents in Pharmacy Teaching and Learning*, 13, 1376-1385.
- Özçelik, H. & Doğan, A. (2021). İnsan Kaynakları Yöneticilerinin Bakış Açısıyla Stratejik İnsan Kaynakları Yönetimi: Nitel Bir Araştırma. *Electronic Journal of Social Sciences*, (20)77, 289-312.
- Özkalp, E. (1991). Örgütlerde Grupların Karar Verme Teknikleri. *Anadolu Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 9(1), 311-320.
- Robbins, S. P., Decenzo, David A., & Coulter, M. (2013). *Fundamentals of Management, (Yönetimin Esasları)*. Trans. Ed.: A, Öğüt, Ankara: Nobel Yayınları.
- Rouhani, O., Azar, S.F. & Dizaji, M. (2024). The Impact of Competitive Intelligence on Quality of Service Delivery: The Mediating Role of Open-Book Management in the Hotel Industry. *International Journal of Nonlinear Analysis and Applications*, 15(6), 313-325.
- Sabuncuoğlu, Z. (2000). *İnsan Kaynakları Yönetimi*. Bursa: Ezgi Kitabevi Yayınları.
- Saraç, O. (2005). Benchmarking ve Stratejik Yönetim. *Sayıştay Dergisi*, 56, s. 53-77.
- Stabell, C. B. & Fjeldstad, Ø. D. (1998). Configuring Value For Competitive Advantage: On Chains, Shops, and Networks. *Strategic Management Journal*, 19(5), 413-437.
- Şahin, Ç. (2005). Aktif Öğretim Yöntemlerinden Beyin Fırtınası Yöntemi ve Uygulaması. *Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 14(1), 441-450.
- Şen, C. G. & Cenççi, D. (2009). An Integrated Approach to Determination and Evaluation of Production Planning Performance Criteria. *Journal of Engineering and Natural Sciences*, Sigma, 27, 1-17.

- Şimşek, Ş. & Öge, S. (2007). *Stratejik ve Uluslararası Boyutları ile İnsan Kaynakları Yönetimi*. Ankara: Gazi Kitabevi.
- Thoms, P. & Greenberger, D. B. (1998). A Test of Vision Training and Potential Antecedents to Leaders' Visioning Ability. *Human Resource Development Quarterly*, 9(1), 3-19.
- Tortop, N., Aykaç, B., Yayman, H., & Özer, A. (2006). *İnsan Kaynakları Yönetimi*. Ankara: Nobel Yayınları.
- Ülgen, H. & Mirze, S. K. (2004). *İşletmelerde Stratejik Yönetim*. 1st ed., İstanbul: Literatür Yayınları.
- Wantanakomol, S. & Silpcharu, T. (2020). Strategy for Preventing Corruptions in Industrial Business Organizations With Delphi Technique. *Academy of Strategic Management Journal*, 19(3), 1-7.
- Yalçın, Y. (2006). *Elektronik Veri Tabanlarında Maliyet-Fayda Analizi: Başkent Üniversitesi Kütüphanesi Uygulaması*. [Master's Thesis, Hacettepe University, Institute of Social Sciences, Ankara].
- Zengin, B. & Ulama, Ş. (2015). Müşteri İlişkileri Yönetimi. In B., Kılıç & Z., Öter (Eds.), *Turizm Pazarlamasında Güncel Yaklaşımlar*, İstanbul: Beta Basım Yayım, 395-428.