

# Contemporary Trends in Human Resource Management and Institutional Work from a Socio-Professional Perspective.

ZEMMOUR Badreddine <sup>\*1</sup>, GUENIFI Adel <sup>2</sup>

1 Blida2 University (Algeria), eb.zemmour@univ-blida2.dz

2 University Of Biskra(Algeria), adel.guenifi@gmail.com

Received: 22/06/2023; Accepted: 08/08/2023; Publication: 30/09/2023

**Abstract:** Despite the overlap between the various sciences that dealt with the role of human resources in bringing about change, whether in the field of business administration or modern organizations and the challenges of modernizing them or theories of organization, especially the theories that dealt with the issue of total quality or engineering or management by empowerment and modern theories such as the theory of management by values All of them contain the orientations of the future institution and ways of rational exploitation of contemporary human resource management according to a socio-professional perspective that makes institutional work a platform that helps adapt to international and global challenges. By relying on collective or collaborative work, this research paper highlights the most important contemporary trends in human resource management and institutional work from a socio-professional perspective, focusing on the most important modern trends in the institution of the future, whether it is a global institution or a distinguished institution.

**Keywords:** human resource; management; institutional work; socio-professional.

## 1- Introduction:

Management is considered one of the most important human activities in societies at all stages of their development, and in this

---

\* *Corresponding author.*

## **Contemporary Trends in Human Resource Management and Institutional Work from a Socio-Professional Perspective.**



position it is linked to economic, social and political life. Management today has become a developed science with its theories and principles, and hardly a day passes without a new idea or a developed theory being added to this science. Or an advanced method. This development is in perfect harmony with the rapid transformations and changes in this new era. The main result of the changes taking place in today's world is the emergence of new administrative trends that represent a philosophy different from the ideas of management in the past. This philosophy was reflected in the institutions and their methods in facing the changes. Among these recent trends: re-engineering work systems, restructuring, total quality management, strategic planning and organizational development, or what is called institutional construction or work.

### **2- Institutional work concept:**

Institutional work or work through the institution is a form of expression of cooperation between individuals or what we call collaborative work and the tendency to accept and practice collective work in form and content in letter and spirit and perform work in an organized manner based on foundations, principles, pillars and organizational values. Specific and institutional work of this nature is not an option in today's world, but rather a necessity to survive and maintain existence and competition in order to provide the best, as there is no place today for individual work (Al-Adlouni, 2002, p. 20).

And the most important characteristics of institutional work we find:

- 1- The institutional work guarantees stability and continuity of work and maintains the accumulation of expertise, experience and information and is not affected by the change of leadership, as it is managed by specialized competencies with high professional performance.
- 2- Institutional work ensures that the leader or leadership is not alone in making crucial decisions related to the institution, as it increases reliance on specialized agencies that provide studies and research assistance.

3- The institutional work maintains the administrative and financial stability of the institution by following a set of work systems (policies, rules and procedures) that work on goals and means in accordance with the vision of the institution.

4- Institutional work ensures that all its employees are committed to a system of values and principles around which their performance, behavior, and functional and human relations revolve.

5- The institutional work ensures that the administration will strive to choose the best administrative methods and theories that achieve the highest percentage of profits and provide the best level of services.

6- Institutional work ensures that the institution is supported by the best human resources, by adopting an advanced policy in selection and employment, and following a systematic approach in qualifying and training in order to achieve continuous professional development.

7- Institutional work confirms the readiness of the institution to provide alternative leadership at a time of necessity and emergency and when the institution enters into a crisis of any kind or in an emergency situation that requires change and replacement (Al-Adlouni, 2002, pp. 22-24).

### **3- New directions in the management of human resources:**

#### **3-1 Empowerment:**

The classical organization is based on dividing the tasks, most of which are similar and combined in the same department, which in their entirety represent a job or a profession that is managed by the most qualified individual in that department, while in the horizontal organization oriented towards the customer, the worker who is in external contact with The customer becomes responsible for satisfying the latter within the best deadlines, and this necessitates giving the worker the possibility of informing, advising, making a diagnosis, making a decision to solve a problem, calculating the price, and even negotiating it, and therefore many of the tasks that were divided into jobs Previously, it became combined and entrusted to the same individual, which allows for shorter deadlines. The term empowerment is considered one of the basic terms for the new organization of human resources, especially if the institution thinks about applying total quality management. According to the definition given by Koh and Lee, Empowerment is considered "a set of policies

## Contemporary Trends in Human Resource Management and Institutional Work from a Socio-Professional Perspective.

and applications that aim at sharing power and control with the workers, and this is evident when the official aims through his actions to give the worker the ability to make decisions and greater freedom to work within his mission. The worker is the one who takes the initiative to bring about the necessary changes in order to Raising the degree of empowerment (Ibrahim, 2004, p. 451).

### **3-2 The multidimensional approach to empowerment:**

This method is based on a combination of the previous methods and refuses to adopt a one-sided dimension to interpret the principle of empowerment that in order for the process of empowerment to be effective and successful, it must be based on multiple aspects and foundations. These foundations are: education, successful leadership, effective monitoring, continuous support and encouragement, and structuring, appropriateness and interaction between all of these (Melhem, 2011, p. 41).

From here, everyone works as partners and takes the initiative collectively, through the interaction of the organized team, and they also work on making strategic decisions on this basis. Empowerment is not a personal feeling, as if one of us says: "I feel empowered today." This is impossible without structural elements and appropriate organizational factors, In addition to appropriate relationships between managers and subordinates on the basis of trust, support and communication, and providing others with necessary and unnecessary information so that the individual and the team feel some responsibility towards the desired performance results, The factors of trust, knowledge, skill, informatics, support, incentives and strength are among the important foundations in forming a team and an individual who are able to take charge of matters at work and in the institution in general (Melhem, 2011, p. 42).

#### **4- The concept of organizational strategy in the field of human resource management:**

What is meant by the organizational strategy in the field of human resource management are those concepts and perceptions of the human element within the institution or organization of any kind as represented by managers and leaders, whether in terms of its formation as a biological organism with psychosociological characteristics on the one hand and cognitive on the other hand, and all indicators of a dimension The biological dimension, the psychosociological dimension, and the cognitive dimension, which first place it in the minds of these leaders and managers, and then the reflections of these perceptions in the concepts (a set of indicators) on the importance given to this human resource, and then the status that it takes within the institution, which determines its position within the structure. Organizational and what are the functions entrusted to him through the set of roles that he performs within the organization that are determined by the totality of duties and rights so as to make him occupy leadership in the leadership of the institution and create a competitive advantage in the field of individuals and through which the institution maintains its survival, continuity, growth and the mechanisms adopted to achieve this (El-Morsi, 2006, p. 99).

#### **5- The role of organizational strategy in the field of human resource management in achieving goals:**

This is achieved through the presence of human resources management at all levels of preparing the general strategy of the institution, There are four levels of interdependence between human resource management and strategy, including:

##### **5-1 Administrative connection:**

The lowest levels of connection where human resource management focuses on daily activities and is far from decision-making and subordinate within the organizational structure of other interests and is considered more traditional.

##### **5-2 One-way link:**

In light of this link, the strategic plan preparation unit develops and prepares plans, then informs them to the authority responsible for

## **Contemporary Trends in Human Resource Management and Institutional Work from a Socio-Professional Perspective.**



managing human resources, and through these plans, the latter designs its programs.

### **5-3 Two-way engagement:**

This level of engagement allows consideration of human resources issues during the strategy preparation process through three stages:

**a-** Inform human resources management of strategic alternatives.

**b** - Human resources management studies strategy indicators

**c** - The plan or alternative based on human resources management is referred to building and designing programs. Here, there is mutual dependence between senior management and human resources management. From this level, the parameters that form the organizational strategy for human resources management begin, through which the general strategy is built (**Barbar, p. 159**).

### **5-4 Integrated Liaison:**

It is a dynamic and multi-faceted liaison based on continuous interaction rather than phased or sequential interaction. The Human Resources Department is an effective component in the senior management department and participates strongly in building and implementing the strategy (**Al-Hiti, 1999, p. 329**).

### **6-Inputs through which human resource management can contribute to achieving the goal:**

The organizational strategy for human resources management is an integrated plan that contains the elements of building strategies and the mechanisms for implementing them, starting from perceptions to results and evaluating them, and between the Human resources management models needs to be applied. We mention:

### **6-1 Porter model:**

Which is achieved according to two strategies, the leadership strategy or cost reduction strategy, and the diversity strategy in what the institution offers to its customers, in addition to the strategy of focus and allocation for the purpose of excellence.

### **6-2 The Mills and Snow model:**

Limited to the defensive strategy. Pioneers. Analytical and response, and all of these strategies are based on the human element in preparation, implementation, and monitoring, and each one needs a specific type of human resource, and all of them need an in-depth analysis.

In this regard, the function of training in modern economic organizations is considered one of the most important elements of development adopted by these organizations in building a device that is capable, in the present and the future, of facing human pressures and challenges. Production on the other way. (Aqili, 2000, p. 92).

Where traditional management concepts ignored the concept of empowerment and the elements of empowerment, contemporary management has shifted towards paying special attention to the issue of empowerment, whether directly or indirectly. We see the relevant literature talking at length and focus on topics such as: empowerment, participation, worker freedom, employee satisfaction, and other topics that lead to the idea that achieving excellence and success in organizations is achieved through the correct management of the human element, and through the pivotal role that enables That the person contributes to the organization. The following will explain one of the most important theories of organizational behavior, which is the theory of empowerment through the psychological dimension (Aqili, 2000, p. 93).

### **7- Empowerment Psychology Theory:**

Some organizational behaviorists have provided definitions that have contributed to enriching the stock of knowledge of the concept of empowerment, such as Kanter (1989) and Thomas and Velthouse

## Contemporary Trends in Human Resource Management and Institutional Work from a Socio-Professional Perspective.

(1990). Empowerment is defined from a psychological point of view as a motivational concept centered on human motivation towards competence and ability, meaning that it constitutes a motivation for workers to achieve high levels of competence and ability. The Oxford English Dictionary defines the verb Empower as giving power to the empowered person. In contrast to delegation of authority, empowerment includes a stimulus and motivation factor through human empowerment and activation of one's own capabilities (Conger and Kanungo, 1988). Thomas and Velthouse (1999) define empowerment as the essential internal motivation that emerges through a number of perceptions that reflect the attitudes of individuals towards the tasks they perform in their jobs, and these perceptions are such as (**Gharbi, 2007, p. 175**):

### **7-1. Meaning:**

The meaning here means that the employee feels the value and meaning of the work that he performs, and therefore the meaning includes compatibility between work requirements and roles that the individual performs on the one hand, and beliefs, values and behaviors on the other hand. If all these considerations are consistent, then the job is without Doubt is of value, and if it is contradictory, then this perpetuates the employee's feeling of lack of meaning, meaning that the job is meaningless. Employees often say "my job doesn't make sense" when it's routine or when his work doesn't align with his values, abilities, or principles (**Melhem, 2011, p. 198**).

### **7-2. Competence:**

The feeling of competence, skill and competence is very important, and this, in fact, expresses the extent of the individual's belief and confidence in his ability to carry out his work tasks with high skill.



### **7-3. Autonomy and freedom of action (Self-Determination):**

In addition to a sense of competence and competence, autonomy expresses the individual's sense of his freedom of choice when it comes to achievement and doing things. He then has the right to choose the appropriate alternative to carry out the work, in accordance with his point of view and his own appreciation.

### **7-4. Impact:**

It is the degree of influence of the individual on the strategic, administrative and operational results of the organization. An example of this: a production enterprise owned by an American student who established his enterprise by relying on independence and freedom of action when it comes to achievement and doing things by offering a website for his company and presenting ideas and products to those wishing to evaluate their products and then the participation of another team in the process. Evaluation of the products that can be produced by experts from various institutions of the world, and then comes the stage of production and marketing of the product, and this is what is called influence through efficiency (**Al-Adlouni, 2002, p. 186**).

This is what we find on the website of the young American, owner of this site, Ben Kaufman:

Where this American young man set up a production project through the use of social media in presenting the product to various young people in the countries of the world, and then arbitration and evaluation by many experts as well as from different countries of the world, and finally marketing the product and displaying it in the market. The idea of this young American contributed to the optimal use of social media among various young people by achieving the goal and reducing the cost, and finally getting acquainted with various international ideas and embodying them from a social and cultural point of view, creating a culture of production and cooperation, and then the benefit spreads to everyone in terms of ownership. And property rights and material interest. He developed 329 products (**Al-Adlouni, 2002, p. 194**).

## **8- Contemporary empowerment methods**

In any case, contemporary writings on empowerment touched on several trends and methods of empowerment, including:

### **8-1 driving style:**

Empowering subordinates is one of the modern leadership methods that contribute to increasing the effectiveness of the organization, and this leadership style is based on the role of the leader or manager in empowering employees. This method indicates that the empowered institution is that institution that includes a wide scope of supervision, in the sense that the ratio of employees to managers is high compared to this ratio in traditional institutions, and also includes granting greater powers to the lower administrative levels in the institution, and this method focuses in particular on delegating powers or authorities from top to bottom.

Leadership has a lot of perceptions so that there is a need to clarify how the term is used and why when individuals are active in the process of helping others in defining the goals to be achieved and clarifying the paths to these goals and learning many effective ways to achieve them, they fulfill the function or role of critical leadership and according to Therefore, all individuals in managerial roles are leaders (Al-Hawari, 1997, p. 58).

### **8-2 Individual empowerment method :**

This method centers around the individual with what is called "self-empowerment". Empowerment emerges here when the individual's cognitive factors begin to move towards accepting responsibility and independence in decision-making. **Spretizer** found that empowered employees have greater levels of control and control over job requirements, and a greater ability to invest information and resources at individual levels, although Empowerment here is viewed as an individual experience of controlling, controlling and assuming responsibility, but there are other methods based on collective empowerment and team empowerment.

It should be noted that one of the important factors in the success and spread of quality workshops in Japan is the training and the adoption of scientific methods in quality control. Moral building and the feeling of improving quality and improving working conditions are not sufficient alone to solve problems without adopting

statistical and scientific methods through controlling the information and influences received. In order to reach correct solutions in the shortest way (**Al-Hiti, 1999, p. 64**).

### **8-3 Team empowerment style:**

Focusing on individual empowerment may lead to ignoring team work, so some researchers saw great importance in empowering the group or the team because of the benefits of teamwork that go beyond individual work, Empowerment on this basis is based on building, developing and increasing strength through collective cooperation, partnership and working together Team work is a method used to empower workers and a justification for developing their capabilities and enhancing institutional performance, and that team empowerment is consistent with structural changes in organizations, in terms of expanding the scope of supervision and shifting to a horizontal organization and flat structures instead of hierarchical organizations. Granting empowerment to the team gives the team a greater role in improving performance levels (**Melhem, 2011, p. 69**). Because the interdependence between team members leads to a great value of individual independence. The added value is also achieved from the cooperation of the team members when the conditions of skill and knowledge are met for each member of the team, when each of them makes a qualitative contribution that adds something new to the collective decision instead of relying on the individual opinion that is subject to error and shortcomings.

Where the achievement of the high quality level depends on the extent to which the operations are properly designed and easy to implement. The old design based on traditional organizational beliefs and concepts will hinder its progress and does not serve the total quality management methodology. In this case, it is not possible to blame the workers and say that they are the reason for the failure of the organization. Its inability to achieve high quality and satisfy its customers (**Aqili, 2000, p. 93**).

Perhaps the method of administrative re-engineering of operations Reengineering serves a lot in this field, as it is called the term "engineering". It was developed by Michael Hammer and James Champy in 1993, and it is one of the types of radical modern organizational change that can be used by all types of organizations by introducing fundamental and radical new changes to their operations, methods, methods, and work procedures:

## Contemporary Trends in Human Resource Management and Institutional Work from a Socio-Professional Perspective.

- 
- Engineering is not a process of restoration or repair of existing operations, but rather a renewal of them
  - Engineering is a revolution to abandon all the old
  - Reengineering seeks to redesign processes in line with the requirements of total quality management and with the variables of the contemporary environment.
  - Reengineering targets processes, not organizational structures. The main objectives of engineering are as follows:
    - Get rid of the old routine and rigid work style and shift to freedom and flexibility
    - Reducing the cost of performance Transforming the work of individuals from close control and supervision exercised on them to work in which they enjoy powers and assume responsibilities.
    - High quality performance and fast and distinguished service. This is confirmed by many researchers in exploiting the organizational structure to invest in human resources (Aqili, 2000, p. 94).

Where the concept of organization is considered the appropriate tool for understanding how the institution deals with the trilogy: "individuals, work and its centers, relationships". Implementation of programmes, plans and policies, as it is a key factor that has an impact on raising productive efficiency and optimal utilization of human resources as an inexhaustible investment.

From it, there is a set of modern trends for the future institution, including:

### **a- Learning Organization**

**Peter Senge** says in his famous book, *The Learning Organization*. It is not enough for one person to learn and then determine what the organization needs and the rest follow. The organization that will succeed in the future is the one that reveals how to benefit from the learning energy of all its members.

Therefore, the organization learns when the individual learns, and the learning wheel rotates quickly and without problems, and if the mental models of each individual are formed and developed continuously, and if information and skills are exchanged continuously and with

high efficiency, and if the "application groups" are cohesive, then the organization learns and thrives (**Gharbi, 2007, p. 176**) .

**What is the relationship between human resources and productivity? And what is the role of the management theory by values in shaping the values that help in the optimal investment of human resources?**

Successful institutions or organizations give the human element more special care than anything else. This dimension needs attention, care, effort, and management with a vision that tends towards respecting the human element and considering it the most important element of production. **Watson Jr.** (the son of the founding IBM director) says, "This vision towards man was an inherent belief of my father." **Tom Peters** and **Waterman** believe In the search for excellence, distinguished companies are more common than what is common; Respect for the human being, and his appreciation above everything else. This belief does not arise automatically, nor by chance, but rather requires strenuous effort, support, and support from the company's basic axes such as: the company's system, administrative pattern, and values, and each dimension in it must reinforce the other dimension in order to achieve extraordinary results through ordinary people (**Melhem, 2011, p. 196**).

Only these considerations make an institution with individuals who own their decisions, work with enthusiasm and desire, and work with affiliation and a sense that the institution is their institution, that duty is their duty, and that responsibility is theirs.

And the "Management By Value" (MBV) theory appeared by Abd al-Moati Assaf, emphasizing the importance of belief and how it is formed and the importance of values, given that the unity of knowledge in relation to human phenomena in general is represented by what the author calls "core values" because these phenomena are formed as a result of people's relationships The system of relations of any human being "individual or group" is, in fact, an expression of "some values" that this person or this group invokes. The work to

## Contemporary Trends in Human Resource Management and Institutional Work from a Socio-Professional Perspective.

understand these relationships, or to build their systems, should start from defining the core value on which they should be based, then building the system of values that wrap around this core value, wrapping the bees around the queen bee to form the integrated hive (Assaf, 2008, p. 3).

Accordingly, the human sciences become the sciences of values, and the construction of any model for any system must begin with defining the core value and then the system of values "the philosophy of the model". The author ends by presenting the elements of the general model that is built accordingly for any organization. Thus, he believes that building any organization must be based on a specific philosophy or a system of values that give it its identity, and that a distinction should be made in this system between:

- The values of the owners of the organization (the authority of the organization).
- Management values.
- Employee values.
- Values of the surrounding community (political, social and economic).

The construction of the model assumes compatibility between the different values, otherwise there will be a schizophrenia of values, then a schizophrenia of identity, and thus a schizophrenia in the model, which threatens its unity, integration and continuity. The author refers to the case of organizations that may exist in certain societies, and do not wish to deal with the values of these societies, and maintain their system of values in their home country, and says that this can be done by the emergence of these organizations as "isolated islands" (Warren, 2001, pp. 13-15).

" What are the challenges of managing human resources in light of the twenty-first century?

It seems that the traditional success and distinction factors have changed and continue to change. For example, natural resources, land, gold and oil are no longer the necessary factors and scarce currency for success. Information, knowledge and the digital revolution are the dominant factors at present. Bill Gates, CEO of the giant company, Microsoft, says: "The most important assets or assets available to us really lie in the human imagination, as it is the most valuable thing we have and the most important asset we have." Microsoft has a capital estimated at about \$ 500 billion, and it is believed that infrastructure assets are not worth 1% of that number (**Al-Adlouni, 2002, p. 67**).

Here, **Warren Bennis** calls for reviewing the following considerations:

1- About 400 individuals knew the role of the Internet and its enormous power 14 years ago, and today millions of people cannot do without it.

2- 14 years ago, there was no known knowledge of electronic commerce, and now it is estimated at about \$ 1.6 trillion.

3- 14 years ago, the top ten investments in America were in the energy, banking, and manufacturing sectors, and now the top ten companies are all in information technology (such as Dell Computers, Ciscosys, Sun micro Systems, and others) (**Warren, 2001, p. 18**).

4- 14 years ago, the Amazon was the name of a river in Brazil, and now Amazon.com. Amzon.com is an internationally known flag in the world of e-commerce, especially in the areas of selling books.

During a short period of time, history has changed in a way that exceeds the size of the change that occurred during the previous hundred years.

The technological development and scientific and cognitive development, as Edward E- Lawler says) are among the reasons that contributed to the growth of the real importance of human capital. Knowledge growth is accelerating and changing the forms of institutions, the forms of production processes, and the products produced by these institutions, The Internet is one of the clear

## **Contemporary Trends in Human Resource Management and Institutional Work from a Socio-Professional Perspective.**



examples of the technological development that we are experiencing now.

As a result, the nature of business and the way an individual does work has also changed. It is imperative to change the perception of the human element in a manner commensurate with the twenty-first century and its contemporary requirements in order to achieve the competitive advantage by means of the human energies inherent in the era of the knowledge and information revolution. It is clear from the foregoing that the human element is one of the most important elements (**Warren, 2001, pp. 19-20**).

### **9- Orientation towards the global organization:**

Global orientation is a multi-component process that requires modern special skills for managing human resources, the most important of which are: managing global competition on the one hand and managing the accompanying complexities on the other hand, and the necessity of adapting the organization to the global orientation, managing global work teams, managing surprises, and finally continuous learning. It requires continuous learning. The global orientation is a group of arrangements related to the management of human resources, which it is necessary to take care of, and at the top of these arrangements is the knowledge and skills necessary to manage the institution that deals globally and with various human patterns (**Al-Hawari, 1997, p. 62**).

Where he defines the global institution "**Sayed El Hawari**" as the institution whose mission includes a global dimension and obtains forms of external support, whether with financial resources, human resources or technological resources, and achieves a large percentage of profits in markets and fields that move abroad, and it is an institution whose organizational structure includes departments Specialized in global production and marketing in more than one international arena. It also includes multinational and multicultural work teams. The organization's personnel management focuses on



global operations in selection, training, or the distribution of international tasks (Al-Hawari, 1997, p. 63).

**Conclusion:**

We find that effective change is what takes place with global changes, and positive change is what happens by adapting to new trends, whether at the level of human resources management through the contemporary management concept - empowerment - or through the adoption of total quality management as an input that contributes to the continuous development of industrial enterprises Especially since global changes require institutions to quickly adapt to internal and external challenges, otherwise they will remain fragile and vulnerable to exclusion.

***Bibliographie***

Al-Adlouni, M. A. (2002). Institutional Work. Gulf Creativity Company. Dar Ibn Hazm.

Al-Hawari, S. (1997). The Effective Director of the Twenty-First Century. Cairo: Ain Shams Library.

Al-Hiti, K. A. (1999). Industrial Organization. Jordan: Hamid Publishing House.

anwar. (2006).

Aqili, O. W. (2000). The Integrated Methodology for Total Quality Management. Amman : Wael for Publishing and Distribution. .

Assaf, A. M. (2008). An introduction to the theory of knowledge and the elements of success. The Arab Forum for Human Resources Management.

Barbar, K. Human resource management and organizational performance efficiency. Lebanon: University Foundation for Studies, Publishing and Distribution.

El-Morsi, J. E.-D. (2006). Strategic management of human resources - the entrance to achieving the competitive advantage of the twenty-first century organization. The Abrahamic University House.

Gharbi, A. (2007). Human Resources Development. Cairo: Dar Al-Fajr.

Ibrahim, S. A. (2004). Managing Change Successfully. Saudi Arabia: Elmerikh Publishing House.

McHill2015

**Contemporary Trends in Human Resource Management and  
Institutional Work from a Socio-Professional Perspective.**



Melhem, Y. (2011). Empowerment is a Contemporary Administrative Concept. Jordan: Yarmouk University.

Warren, B. (2001). The Future Has no Shelf Life, the Future of Leadership. San Francisco: Chapter in A book.