

# Theory and Professionals: New Paradigm of HRM

Gürhan Uysal

Ondokuz Mayıs University, Samsun, Turkey

Research topic is importance of theory for firms' professionals. Assumption is that theory increases task performance of employees. It is new paradigm for HRM, task performance. Earlier, human resource management is identified with performance, corporate strategy, and talent management. In this study HRM is identified with organizational tasks. Organizations consist of tasks, and organizational tasks may have impact on firm performance. Second assumption is that: competence and theory may increase task performance of employees. Major conclusion is that HRM departments organize programs for developing competence and task performance of employees.

*Keywords:* professionals, theory, task performance, firm performance

## Introduction

This study discusses new perspective in human resource management. It may be "task performance". Task performance is related with competence of employee. For example, Society for Human Resource Management (SHRM) implements programs in order to increase competence of professionals.

Importance of research is that competence and theory have an impact on task performance of employees.

## Literature Review

### New Paradigm of HRM: Tasks and Competence

New paradigm of HRM might become "task performance". Because tasks may increase organizational performance in firms, and professionals implement tasks in organizations. Therefore, their individual performance in task must become important to HRM department. This study defends that theory of field may increase task performance of employees.

Competence of employees increases task performance of employees. For competent, employees (professionals) must have theoretical knowledge in his/her business field. For example, HR professionals must have HRM-related theoretical knowledge to effectively implement its task in HRM department. On this matter, SHRM carries certification programs and annual conferences for employee competence. Objective of HRM is to have impact on organizational performance (Wright & McMahan, 1992). It is assumed that if professionals are competent, organizational performance increases through task performance.

### Case Study: Peter Drucker's Approach for Management

Case Study approach would be used in this study. Peter Drucker mentioned technology in his book, *Management Frontiers*. According to Peter Drucker, professionals or workers must become technological. It contains both theory and practice. For example, telephone maintenance expert in Bell Atlantic Company must

---

Gürhan Uysal, Ph.D., associate professor, School of Business, Ondokuz Mayıs University, Samsun, Turkey.

Correspondence concerning this article should be addressed to Gürhan Uysal, School of Business, Kurupelit Campus, Ondokuz Mayıs University, 3rd floor, 55139, Samsun, Turkey.

become technological to meet customer's satisfaction. Expert must have theoretical knowledge in telephone industry, and must have job experience in telephone maintenance. Similar conditions must exist for firm's professionals. For example, a marketing manager of company possesses theory in marketing and has practical experience in marketing field.

Peter Drucker is management consultant and academic person. He searched for effective management during his career. He presumed that theoretical knowledge may make a manager effective in his/her career.

### **Research Method**

This study explores case study related with Peter Drucker's approach to firm management. This approach is identified with technological concept, which contains both competence and theory. Accordingly, a professional must have theoretical knowledge and work experience in his/her field. For example, rotation or internship may make professional competent in his/her field.

### **Research Result**

Based on the case study, main result of study is task performance that has an impact on firm performance through departmental performance. Because organizations consist of departments and tasks, managers and professionals affect task performance and department performance.

### **Discussion**

Therefore, it may become responsibility of HRM departments in firms to gain theoretical knowledge for professionals. For example, training division may organize theoretical training program for marketing professionals in marketing field, or HR department may enroll professionals for PhD and MBA programs, who have career planning and career maps in organizations. This theoretical knowledge may increase task performance of employees. For example, professionals may apply product life cycle, GE matrix, and Hofer analysis in his/her career after theoretical training. For example, Hofer Analysis enables marketing manager to implement product life cycle and market position analysis for firm's products.

### **Conclusion**

To conclude, professionals must have theoretical knowledge in their career. HR policy may increase task performance of employees and organizational performance. Because organizations consist of tasks and departments.

### **References**

- Drucker, P. (2010). *The frontiers of management*. Istanbul: Optimist.
- Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2), 295-320.