

Chapter 7

THE EFFECT OF STRATEGIC HUMAN RESOURCES MANAGEMENT ON ORGANIZATIONAL PERFORMANCE, THE MODERATING ROLE OF ORGANIZATIONAL STRUCTURE

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INTRODUCTION

Within complex and dynamic workplaces as today's, the effective management of human capital is to form a basis for sustainable competitive advantage of a company substantially. In this terms, human resources management is the basic in order to realize sustainable competitive advantage within the development and harmony of human capital as a structural mechanism. With human resources management, companies may affect and form the skills, behaviours and attitudes of individuals, thus they can make their jobs better and may realize the targets of the organization. Actually, several studies indicated that, individually or systematically, certain human resources management could affect the company outputs directly and positively. It continues to be coincide with the main idea that strategic human resources management affected the employees' behaviours and individual performance and therefore affected performance positively within the level of collective (Sanchez et al., 2015:140)

Organizational structure can be defined as a managerial mean for the formal distribution of job roles and integration and control of activities related to job (Demir and Okan, 2009) Organ et al. (2006) stated that formalized rules and procedures and centralized decision making were the obstacles for employees to perform their jobs. Therefore, carrying out a high qualified job performance is really hard within organizations with high level formalized rules and centralized decision making. Organizations which obey rules and procedures in high levels can obstruct high performance among employess in terms of job performance. This situation is resulted in the fact that formalized job procedures and requirements obstructed employees to realize high performance (Johari and Yahya 2019) While Miller (1992: 162), defined variables pertaining to the organizational structures

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