Presentation of Human Resource Architecture Model (Combined Approach)

Saied Mirpour[1]   **Ebadollah Ahmadi** [2]

Reza Zareie [3]   **Mojgan Amirianzadeh** [4]

Abstract

The purpose of this study is to present a model of human resource architecture in Iranian Customs. This research is in the category of exploratory mixed research. In the qualitative phase, the statistical population was academic experts in HR, managers and assistants in the field of Customs of Southern Iran. Purposeful sampling was continued until theoretical saturation. The sample size was 19 individuals. Semi-structured individual and in-person interviews were conducted. Based on the opinions following the implementation of the texts related to HR architectures, themes and coding, describing the basic elements, characteristics, system, achievements, advanced performance activities, and maintenance activities of HR were extracted. In the quantitative phase, the statistical population of this study consisted of all staff Customs of Southern Iran Who Were used based on theoretical foundations of structural equations minimum sample size of 210 stratified by random sampling based on Morgan Table. To collect the data, a researcher-made questionnaire of HR architecture (2019) was used. The content validity of the questionnaire was assessed by experts according to a predefined format and its reliability was confirmed by Cronbach's alpha 0.971. The following results were obtained to analyze the research findings using structural equations by LISREL software. All the relationships between HR architecture and Dimensions are very strong, because all standard coefficients are completely obtained by No. 1 Finally, it can be said that the strongest relationship between the Dimensions and variables of HR architecture is the relationship between the achievement Dimension and HR architecture.

1, 2, 3, 4. Department of Educational Management, Marvdasht Branch, Islamic Azad University, Marvdasht, Iran

2. Corresponding Author, Email: ebadahmadi@yahoo.com

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1. Introduction

By a close look at the dramatic changes in organizational environments and the intensification of global competition, we can find that all organizations are increasingly seeking to retain and, more importantly, expand their manpower to successfully carry out their current and future processes as the largest and most valuable asset available in the age of knowledge-based economy (Wang & Liu, 2016: 349). Human capital resources are a unique type of resource which includes individuals who are capable of capturing that part of the value which creates value for the organization (Chang *et al.*, 2018). Human capital is the strategic asset of organization; a capital, whose key role in enhancing organizational productivity and efficiency, maintaining competitive advantage and improving the responsiveness of its organization with more rapidity and flexibility in today's evolving era, has attracted management's attention (Batarliene *et al.*, 2017: 113). On the other hand, the change rapidity has challenged past practices of HR management and has given more attention to its optimal use. So that knowledge-based, efficient and skilled HR can improve competitiveness, reduce costs, innovate and directly improve the ability of the organization to adopt new technologies (Niamaki *et al.*, 2016: 130). The term "Human Capital Architecture" means the management and measurement of human capital in an organization. According to this view, individuals are regarded as the human capital of the organization that must be the basis of investment in order to create the key competence of that organization (Chew, 2016: 106). HR architecture systems, procedures, structures, and staff's behaviors involve in HR management, and in fact, it is allfacets mirror of elements and factors (Armstrong & Taylor, 2014). Within each organization, there are a set of related consequences which influence the control of human behavior. Some of these results are in formal policies, programs, and procedures, but many are an unwritten part of

corporate culture which can be called "HR" (Esmaieli, 2019). According to Becker *et al*. (2001), the term "HR architecture" is used to describe a wide range of professional activities related to HR policies and processes. In other words, HR architecture is a unique combination of operational structure, HR models and systems, and staff strategic behaviors (Hird *et al*., 2010). However, human capital change is the only input which can transform or balance other production entities in addition to their own changes, provide a basis for innovation and lead to large-scale economic growth. In these circumstances, human capital architecture can be facilitated by coordinating staff's behavior, HR activities, missions, and the organization's prophecy by appropriately designing, incorporating and investing in HR elements (Hossein & Roy, 2016: 1025). Therefore, HR architecture focuses on HR management as one of the types of organizational architecture and its purpose is to represent the human face of organization through the use of talented people in terms of value creation and unique knowledge within the organization commensurate with its missions and strategies; so that individuals can use their unique knowledge to create values, not just within a specific job but within the organization's mission and goals.

Hence, some solutions are needed so that government agencies managers and staff, in the shadow of human capital architecture, can identify, develop, absorb, employ and invest in qualitative and HR knowledge-based while accepting useful and fundamental changes, the ability to enhance the productive population power, in particular the workforce, and increase the capacity available to promote and improve economic growth and development in an age of instability . So the researcher is trying to answer the question of "What are the dimensions of HR architecture in Iranian Customs?"

2. Literature Review

In a study by Messersmith *et al.* (2018) entitled "Different HR Management Devices between Jobs: Its Impact on Staff and Organizational Performance" concluded that employing different HR management devices is related to staff and organization performance; and employees who are less concerned about HR management have a lower understanding of equality, and as a result, it has led to a lower level of citizenship and increased mobility. Morris *et al.* (2016) in a study entitled "Architectural Framework for Global Talent Management" concluded that there are four types of employees in an organization. Different types of employees play a competitive advantage according to the organizations strategy. The results also showed that the alignment between core organizational strategies and different HR management patterns is effective in gaining competitive advantage . A Case Study of Selected Banks of India" concluded that HR management procedure as a tool for enhancing organizational learning, empowering employees, enhancing skills and competencies are the creation of innovation and reinforcement of commitment, motivation and engagement. Norris (2015), in a study entitled "Employee Engagement in HR Management: Behavioral Distribution and Corporate HR Architecture" showed that there was no significant difference in future employees' expectations of HR management based on recruitment styles. These results also showed that the pattern which employees expect in the future is standard patterns and preventive . Khorassan Social Security Organization)" concluded that HR architecture has a positive impact on organizational entrepreneurship . Also, implementing measures to utilize the four dimensions of HR architecture by organizations can create a favorable situation in organizational entrepreneurship and increase the efficiency of HR and organizations . Salimi fard *et al.* (2018) in a study entitled "An Analytical Model for Measuring Factors Affecting

Organizational HR Architecture" came to the conclusion that the propellant criterions were ranked first and then, respectively, HR systems, basic elements, staff behavior, HR management activities and architectural products. Zare *et al.* (2018) in a study entitled "Investigating the Contingent Dimensions of Key Staff Performance Evaluation System with HR Architectural Approach" showed that key staff performance evaluation system step includes objective and process-based indicators, relative evaluation method along with free distribution and extensive inputs with long-term timing .
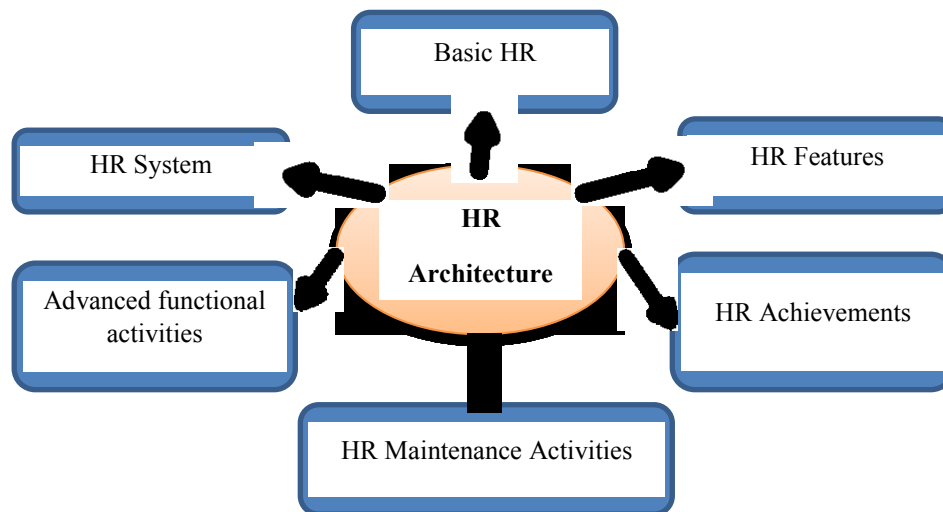

Fig. 1. The Conceptual Model

3. Method

The present research is a mixed exploratory study which was conducted in the qualitative phase of statistical population of HR academic experts, managers and assistants in the field of HR Customs in Southern Iran.

Purposeful sampling was continued until theoretical saturation. The sample size was 19 individuals, and semi-structured individual and in-person interviews were conducted . Based on the opinions of academic experts in HR, managers and assistants in the field of Customs of Southern Iran, following the implementation of the texts related to HR architectures, themes and coding, describing the basic elements, characteristics, system, achievements, advanced performance activities, and maintenance activities of HR were extracted. In the quantitative phase, the statistical population of this study consisted of all staff Customs of Southern Iran, including all 2647 supervisory staff of Boushehr, Sistan and Balouchestan, Khouzestan and Hormozgan who were used based on theoretical foundations of structural equations minimum sample size of 210 stratified by random sampling based on Morgan Table. To collect the data, a researcher-made questionnaire of HR architecture (2019) was used. The content validity of the questionnaire was assessed by experts according to a predefined format and its reliability was confirmed by Cronbach's alpha 0.971. The following results were obtained to analyze the research findings using structural equations by LISREL software .

4. Findings

Concerning the first question of qualitative analysis, based on the opinions of academic and Iranian Customs experts, the researcher, after implementing the transcripts of the interviews and related themes and coding, found the conclusion that the HR architectural dimensions were subject to slight the differences between the academic and the Custom experts as follows.

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Table 1.

Dimensions and Components Derived of Academics and Customs Experts Opinions in Southern Iran

	Dimensions	Components
1	Basic HR elements	Planning, Strategy, Policies, Missions
2	HR features	Intelligence, knowledge, skill, experience
3	HR System	Processes, goals, inputs, outputs, feedback
4	HR Achievements	Value creation, development, job satisfaction, performance enhancement, creativity, retention
5	Advanced functional activities	Replacement, teleworking, career promotion, new methods
6	HR maintenance activities	Salary, welfare activities, insurance, training, staff encouragement

Considering the structural model of HR architecture, it can be concluded that the HR component (among other components of HR architecture such as base, feature, system, function and maintenance) has the most impact on HR model. Now, by using path analysis, we examine the factors influencing the HR achievement component. To examine the affecting factors in HR component, we first drew a theoreticalconceptual model based on the relationship between HR components. This path process between the components related to the HR achievements so that each of the basic, features, systems, functions and maintenance components on the one hand were directly and the other hand, we indirectly designed from the path, attribute to function, function to maintenance, maintenance to base, base to system, and finally to system achievement by LISREL software. According to Fig. 3, all the relationships except the relationship between function and achievement were significant (T>1.96). So in next step, this relationship has to be removed from the model and redrawn it.
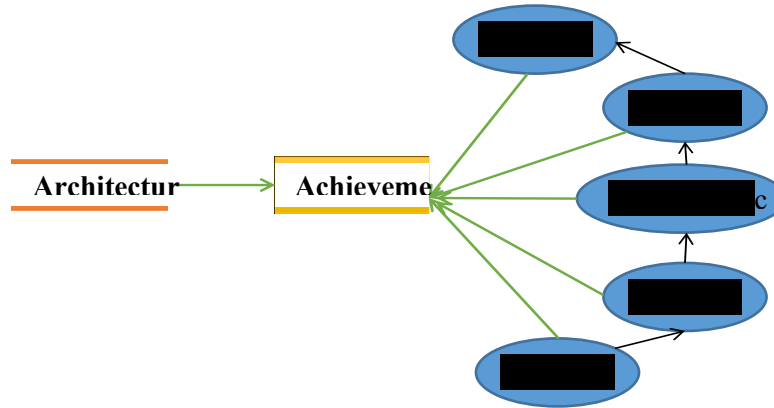
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Fig. 2. Theoretical – Conceptual model of Factors Affecting on HR
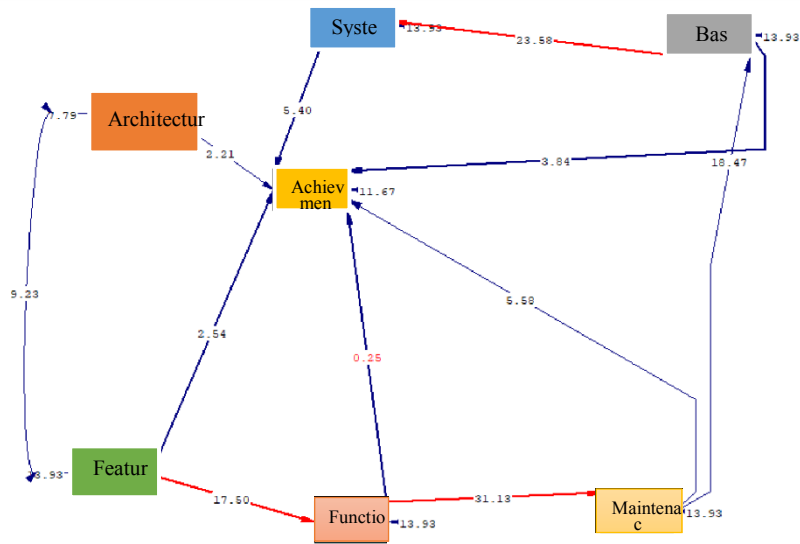Achievement Component

Fig. 3. Factors Affecting HR Achievement Component Model in
Significant Coefficient

Fig. 3 shows the factor loadings amounts of relationship on the other components to the HR architecture component.
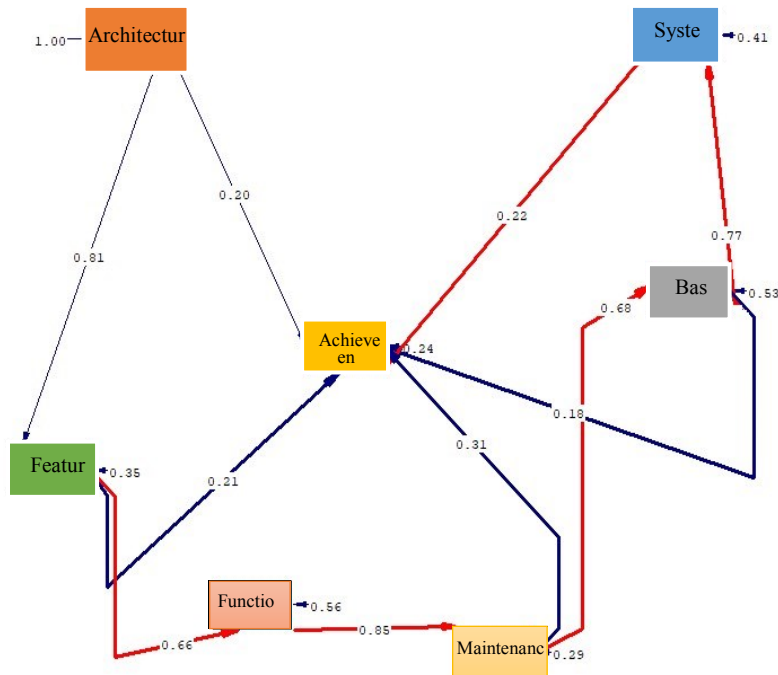

Fig. 4. Factors Affecting HR Achievement Component Model in Factor Loading

According to Fig. 4, all the relationships among the components are statistically significant; so the results can be used to determine the effects (directly and indirectly) of each component of HR architecture on HR component.

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Table 2: Comparison of Affecting HR Achievement Components

Component	Direct Effect	Indirect Effect	Total Effect
Base	0.18	0.169	0.349
Feature	0.21	0.173	0.383
System	0.22	-	0.22
Advanced function Activities	-	0.263	0.26
Maintenance Activities	0.31	0.115	0.425

Based on its results, it can be concluded that the component of HR maintenance activities has the most effect on the of HR achievement components.

5. Conclusions

One of the key components of HR management is the optimal maintenance of capable and qualified employees, including a set of programs and actions which provide optimal training, HR empowerment, material and spiritual supports, appropriate facilities and services, mental and occupational securities. Finally, it led to growth, enhancement of motivation, achieving experience, positional retention and job satisfaction, and entailed more activity and greater engagement. In explaining the above question, it is concluded that HRM activities, which include the five key components, have had the most effect on the creation of HR achievements with the six components. One of the strong reasons for the validity of the results of present research is the fact that the researcher had access to these two key elements that almost all researchers confirmed through our review of the research literature. These findings are congruent with the researches of Cole (2000), Kalias & Beck (2001), Ghazizadeh *et al.* (2006) and Capilli (2000). Concerning to these findings, it can be generally said that since the HR

architectural dimensions in this study consist of all basic elements, features, system, achievements, advanced functional and maintenance activities with high coefficient in HR architecture had a decisive role; therefore, contemplation on the components of each dimensions which have been able to play a role in HR architectural creation and development should be one of the powerful tools that cause the managers face into achieving ultimate, intermediate and behavioral goals. It is clear that an expert attention to each of these dimensions and components associated with each dimension that can separately guarantee the direction of the managers' activities in HR architecture, which is also supported by the findings of the present study.

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