From Human Resources Management (HRM) to Human Resources Governance (HRG)

Gholamreza rahimi[1], Farrokh Ghorbani Namvar[2], Farhad Maadi[3], Taher Pazireh[3]
[1]Faculty member of Islamic Azad university
[2]Faculty member of farhanghian University
[3]PhD student in Human Resource Management

Abstract: *Previously, based on the principles of classical management, separate and detailed work is done between the various units of organization so that each unit was an independent island of the other units. Nowadays not only human resources department could not evade the attention of the company's strategy but also line units cannot shirk responsibility for the matters of human resources. The aim of the study at hand presented a model for partnership of various units of organization for human resources initiatives. To design this model, Grounded Theory was used and the related sample of Casting Company of Iran's car Manufacturing was chosen. In the process of conducting research, firstly the data were collected through participant observation then the data were adjusted to the new literature on human resources management (HRM) and finally in the last step, a model was developed that based on, the matters of human resources must handle by the partnership of line managers, top management, professionals of human resources and the staff themselves that this way of handling is called human resources governance (HRG).*
Keywords: *governance, human resources, human resources governance (HRG), human resources professionals, line managers, top management, partnerships*

INTRODUCTION

Increasing global interaction and improving interaction of companies with environment, persuade organizations willing to do the activities that led to the acquisition of competitive advantage and adapt to complex circumstances and dynamic environmental conditions to meet present and future needs. Many countries confess that pressures of competitive forces resulting from globalization are increasing and the ability of an organization to face with the pressures depends to better use of human resources. With the growth of industries and knowledge workers, the pressure has accelerated on the human resources and faced them with serious challenges. Two distinct flows are seen in contemporary human resource approach. First flow relates to the delegation of the functions of human resources to line managers, and the second flow points out to the integration of HR operations with business strategies and the emergence of strategic management (McCracken & Wallace, 2000)[1]. Previously influenced by the idea of division of labor, the human resources department was only responsible for the everyday human resource routine issues and neglected the role of strategic human resource development but for now the idea of division of labor prescribed by Adam Smith ,

---

[1]MacCracken & Wallace, 2000

Fayvl , Weber and others have been questioned and organizations increasingly go towards reintegration activities .

The paradigm of holographic organization also reinforces the belief that organizations are forced to seek ways that by the help of them clarify the entire characteristics in every components of organization so every component be the mirror of whole view (Sarlak, 2008, 104)[2], In this direction, human resources department, who previously served acted as the island must change its nature and share some of its duties with other units (internal and external) and delegate to it and carry out the newer duties, responsibilities, and most strategic in areas such as the development of strategic partnerships, training and introducing the champion of change and human capital development.

There is ample evidence regarding human resources responsibilities that are increasingly decentralized and have been delegated to line managers (Whittaker & Marchington, 2003)[3], (Renwick, 2002)[4] and human resources professionals turn to most strategic and long term aspects of human resources (Kulik & Bainbridge, 2006)[5]. Human resources governance bode on the way of foreign and domestic partnership in carrying out the duties and responsibilities of the human resources. According to this approach, running human resources affairs is neither possible nor wise with sufficient human resources professionals.

Human resources governance bode on partnership of various units in doing human resources operations and the way of responsibility in order to reach to strategic aims and seeks answer to the question that who do the affairs of human resources (among senior managers, the professionals of human resources, and line managers)?[6] In this study the diverse roles of senior managers, line managers, professionals or human resources professionals and at last employees themselves is discussed in doing various functions of the human resources. It seems that in today's evolving and renewed circumstances, the other procedures of human resources management do not work without the accompaniment and partnership of units and managers of various departments, adaptation of the complex and dynamic environmental conditions cannot be settled.

Theoretical Background

The Concept of Adaptation

The adaptive organization is the organization that foresees the current and emerging conditions and responds to it (Depow & Hylock, 2010)[7], and to adapt and keep pace with an uncertain business environment, continuously renew itself (Kapoor & et al, 2003)[8]. Such an organization reacts to the changes that relate to

---

[2] Sarlak, 2008, 104
[3] Whittaker & Marchington, 2003
[4] Renwick
[5] Kulik & Bainbridge
[6] Human Resources Professionals
[7] Depow & Hylock,
[8] Kapoor & et al, 2003

environment that encompasses it with consciousness, quickly, easily and effectively (Verbruggen, 2005: 26)[9] that these reactions imply of adaptation capacity. Adaptation capacity refers to a system's ability to respond to environment and indicates practical solutions to deal with changes and uncertainties in environmental conditions like variation and extreme changes (Smit & Pilifosova)[10] that this capacity can be come off via creating and applying factors such as innovativeness, empowerment, recognition, and systemic thinking, maintaining simplicity and consistency. Human resources governance has close relation with systemic vision, integrity, innovation and empowerment, and helps them to accomplish.

Human Resources Roles

Human resources managers, in addition to do all the traditional measures (such as analysis and job design, job evaluation, recruitment, human resources planning, selection, socialization, designing a system of services compensation, human resources development, discipline, safety and health) must play new roles in the organization. By dividing the duties of human resources managers to long-range and short-range about people and process, four essential roles are conceivable for human resources managers (Stewart & Brown, 2009, p.19)[11]:

A) **Strategic partners and champion of change** – it is the better that human resources manager treat themselves as a strategic partner of organization and direct measurements of organization in line with the strategies and objectives of organization and by adoption of effective measures, reduce employees resistance against change.

B) **Supporters of Staff** – Human resources mangers must provide an environment where employees feel comfortable and safe, and have the motivation to work.

C) **The role of human capital development** - Human resources managers must prepare the areas for growth, learning and skills development for all staff and they must follow and implement individual and team developmental designs

---

[9] Verbruggen, 2005
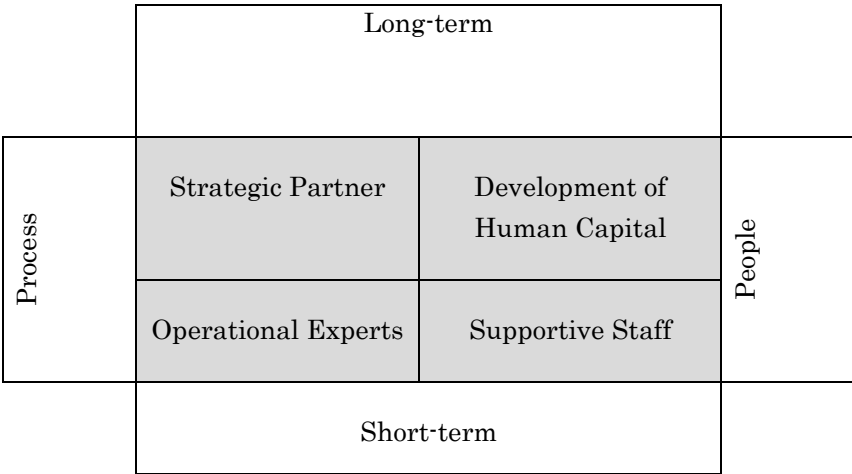[10] Smit & Pilifosova
[11] Stewart & Brown

Figure 1: The Role of Human Resources (Stewart & Brown, 1392, 26)

D) **The role of functional specialists** - Human resources as professional managers should be able to serve their role in areas such as selection, training, recruitment and evaluation of performance, efficiency and effectiveness.

The Concept and the Nature Human Resources Governance

Ruling was introduced before entering to the human resources issues in the public sector. World Bank considers governance in public sector as the traditions and institutions by which the force applied to the common good of the country. More precisely, governance refers to the partnership of public area actors i.e., government, private sector and civil society (Monavarian, 1379).

Human resources governance should also be considered as a partner in the business. Roles of each members of the partnership may be different but all members share the responsibility for advancing business goals. In human resources governance, all stakeholders involved in implementing the human resources main functions and some minor matters are assigned through outsourcing agreement to units outside the organization. Accordingly, nowadays the responsibility for implementing human resources is not only to the responsibility of human resources units but also the wider community within and outside the organization is also involved. This community consists of individuals and units throughout the organization because both line managers and human resources professionals need to be entered into this partnership. Ulrich (2009)[12] believes that line managers have the final responsibility towards achievements and company's processes.

Although there is no clear definition of human resources governance but human resources governance term dates back to 1990-2000 that wide efforts took place to enhance enforcement duties as business partners.

---

[12] Ulrich (2009)

Human resources governance perspective makes possible the organizational success through coordination of tasks and business process. Human resources governance due to the partnership to all categories of all stakeholders in the implementation of human resources programs enables human resources executives for decision making and strengthens a type of value-based management in organization. Also improves the level of trust among top managers, employees, line managers and human resources practitioners (Mouli & Veena[13], 2003). Human resources governance seeks to answer the following questions:

A) How human resources get organized for value creation?
B) Who do the affairs of human resources (Human resources professionals, line managers, consultants or contractors)?
C) How the society structure of human resources firm is determined?
D) What part of the organization is responsible for the accountability of human resources affairs (Ulrich, 2009, pp. 258-259)[14]?

By this explanation human resources governance can be defined the partnership actors of organization including top managers, professionals (professional) of human resources, line managers and employees to manage human resources and accountability to achieve strategic objectives.

Emerging Partnership

Previously, the common models for organizing firms was based on criteria such as function, product, geography and target markets, but with the development of cooperation networks between organizational units , the design of network organizations became the concern for managers and linear and policy makers of business world. Nowadays organizations as networks or clusters are described even in virtual form, without boundary. In these organizations, more work is done through relationships and information rather than hierarchy and linear and policy. Organizational boundaries are determined based on knowledge and value rather than geographic and legal definitions. New organizational forms by moving the pyramidal structure toward the network structure requires new thinking about management processes. Network survivability requires specific policies, in this regard, developing and implementing human resources policies and systems of training, evaluation, performance, appraisal, and like it is very important and would fit the network requirements of network organization. The interaction of human resources management with other organizational units and activities of all units like the network, balance is done between the functions of human resources and business priorities and human resources executives are empowered to make decisions. In this context, it is alleged that:

---

[13] Mouli & Veena
[14] Ulrich

A) Senior managers are responsible for implementing human resources development and linking it with other aspects of human resources management to obtain present and future organizational needs and requirements;

B) Line managers must be ensured that the policy framework and proposal offered covers the requirements of the organization. They should actively support employees' learning;

C) Employees must be committed to continuing training of themselves;

D) The specialists of education (human resources training) need to cooperate by senior executives in the framework design and also designing and implementation of detailed recommendations for learning based on goals.

Senior Management Role in Human Resources

Top management in supporting human resources processes has a vital role. Human resources process proceeds by the level of commitment and the belief of management to human resources and immediately stops after managers demit their support and attention. Senior management sets the organization's policies and for the regulation of strategy and ensuring participation by all levels of an organization supervises to achieve strategic objectives. Senior managers' focus on human resource strategies and programs may be accomplished through the codification of organization's vision and expression of the intellectual positions, which is indicative of the commitment or lack of commitment of senior management. Policies either formally or informally expressed by senior management are like a reference that lies on the service of codification process related to the selection, training, evaluation and in summary, decisions about human resources. For example, top management can include it on the company's mission statement for valuing 'employee learning'.

Armstrong (2006) states that the role of senior managers in the affairs of human resources administration include:

A) Defining and describing the human resources management philosophies;

B) Considering human factor in regulating business applications;

C) Providing development guideline;

D) Supervision and trusteeship of human resources.

The Role of Line Managers in Human Resources Training

Tendency that promoted falsely and the accountability and responsibility of human resources issues is assigned to the department of Human Resources, The line managers will be allowed to shirk their duties and human resources administrators can induce a false sense of responsibility that they are lonely responsible for

human resources. The truth is that the administrators of human resources to be considered "Staff[15]" and architect, facilitate, and recommend human resources plans but line managers must finally undertake and have the responsibility; approval and implementation of human resources activities. Human resources operations by line managers are more prominent than designing activities by human resources professionals in order to influence the behavior of employees, their motivation and satisfaction. Hence, line managers in terms of influence on attitudes and behaviors of employees, by translating human resources staff and expanding their views are central to executive levels (Hutchinson & Purcell, 2003)[16].

Ulrich in responding to the question of who is responsible for human resource policies considers line managers as the most important actors of human resources area and states that the line managers have the following roles;

A) are responsible for the results and achievements;

B) are accountable to the shareholders in terms of economic value;
C) are accountable to customers in terms of creating value of products or services;
D) are accountable to the employees in terms of creating a good working environment (Ulrich, 2009, 259).

Cunnigham & Hyman (1995)[17] know the daily activities of human resources such as rewarding, performance evaluation, motivation and job training in the responsibilities of line managers in human resources theme. The role of line managers in learning can also include;

A) Line managers must periodically discuss with their subordinates on the themes like the operation and determining the training needs;
B) Line managers must consult with human resources and learning professionals on strategic human resources issues;

C) Line managers should not hesitate to subordinates their interest and support of learning;

D) Line managers should engage in training and coaching of their subordinates;
E) Line managers should actively participate in the developmental process of human resources strategy (Siugzdiniene, (2008)[18].

The main role of line managers in human resources development process can be manifested in the process of reviewing capacities and performance of employees. Typically, the reviewing process includes an

---

[15] Staff
[16] Hutchinson & Purcell
[17] Cunnigham & Hyman
[18] Siugzdiniene

evaluation of past performance and determining the educational needs of the future. Training needs may have different origins. They may result in short tasks (performance) or being raised of expecting to achieve higher levels of performance, while the aim of the training may be the preparation for higher occupations in the staff. Therefore the training of employees should not be considered sectional action, but it needs to be done regularly and consistently. In this direction it is desirable that the evaluator will act as a mentor or supportive.

The Experts (Professionals) Role of Human Resources

Human Resources departments are now two halves that one half relies on the operations and administrative measures and the other half on strategic and evolutionary tasks. Of course both of them create added value, guarantees paperwork and efficiency, control costs, reduce operating errors and evolutionary and strategic tasks, and provide implementation of strategies. Human resources paperwork must be done in a way that will ensure that the administrative demands of the employees are done quickly and accurately. While at the same time some actions must be done to preserve the balance of quality and service levels and also reduces the costs.

As the administrators of human resources cannot find a way to manage administrative measures, they cannot do evolutionary acts because they do not find time to do it. Paperwork is short-term, emergencies and tangible. Evolutionary acts are long-term, comprehensive and vague. When these two face with each other usually administrative actions are overcome. Administrative activities are too time-consuming that there is not enough time on strategic tasks. If the administrators of human resources can play their roles with sufficient merit, they become the actors, executives, partners, architects, actors and designers who manage both individuals and organizations better (Binesh, 1387).

Director of human resources, at the level of senior management should be a part of a team while acting on the basis of cooperation relations, determines where the organization goes and how it wants to reach its destination. Human resources professionals also need to balance the need for change, innovation and development with the need for continuity and stability and discipline, while maintaining efficiency, encourage taking risk and innovation.

Human resources professionals must balance between the struggle of becoming a strategic partner and supporter of employees. They cooperate as strategic partners with senior managers and are considered a part of the management body and as an advocate for employees, are considered a part of line management that this issue led them away from the top management. Resolving this conflict requires that all groups, human resources, management and staff recognize that human resources professionals can propose employees needs and run the line managers commands and as a strategic partnership help to top managers. In general, members of the human resources department can:

A) Provide guidelines in relation to human resources;

B) Act as internal consultants;

C) Encourage innovation in terms of human resource management approaches;

D) By imposing measures and levers available, including education that is related to performance, performance management systems and reward systems facilitate the transition.

The Role of Employees in Training Human Resources

Competing in an era that continuous innovation is its requirements, we have been forced to manage the mental strength of each of our members in the organization. Previously, employees, new and old are often expected a structured program of education must be in their hands and pre-determined training programs run for them. In the new patterns, the organization is committed to employees to consider their learning needs. In line with career development, it is expected that individuals can enhance their employment while in the past the organization was not in charge of providing such an opportunity. It is essential that persons in determining the training needs (developmental) have full participation. Their closeness with job creates the best opportunity to define their training goals. Educations like self-learning or self-development refers to the studies that people via studying books and scientific sources to do the job skills in order to develop and enhance the knowledge, insight, scientific information. Self-learning is one of the characteristics of learning organizations. To fulfill the requirements of a learning organization, the organization must provide and implement resources, facilities and coaching practices as empowering, supportiveness and feedback opportunities.

Organizations like the Nobel Russell, have issued statements that emphasized the reciprocal nature of the employment relationship, consider this very important that "any of its employees will determine opportunities for him/her personal growth and by their line managers will agree about how to achieve opportunities. Employees have a responsibility that by using the programs, statistical packages and existing facilities meet their learning needs and thereby acquire competencies and qualifications required to perform job duties and contribute to the business goals of the company. In learning activities, the employees try to fulfill three objectives: "upgrade job skills," "acquiring knowledge of new technologies" and "organizational development and personal insight." The objectives come off with principles such as active participation, knowledge of results, transfer of learning, reinforcing appropriate behavior, learners' motivation, willingness to change and repeat and action.

Upon the current approach on the principles of educational policy guidance;

1- Each person must know that how is the path of training and available strategies for developing their learning;

2- Learning should be institutionalized through formal training, routine work experience;

3- Each person should actively seek to share knowledge and skills with others.

In the new approaches, the employees responsible for the "self-learning" and deeply for the main responsibility of learner, is highlighted identify needs, set goals, choose methods and means and determining the time and place of learning and assessment results (Walton 1388, 250).

Pedler believes, "self" means "by oneself" in that the learner has begun the learning process and runs. Training implies a relationship between the internal growth and external capabilities. In 1993 the Corning Company began proceeding for staff education and along with it stressed for the educating two employees to acquire the skill "facilitating learning in the team". Later, the two men as facilitators, with the teams that were formed later, contributed and taught them to manage their team actions measurements.

Research Methodology

Tools and Examples

In this study, the data were obtained through participant observation and through direct involvement in human resources and in-depth interviews. Participant observation is the observation of social lives of people who are living in a specific place, in connection with that matter or matters that for obtaining data and their documentary describes, the researchers set to play their role in the field, and given this role contributes to some extent in the social life of the people living in that place, in relation to that matter. In this observation, the researchers or observers, in their view, they are absorbed and as a member of that play their role. The long presence in the community is essential to do this so that gradually identifies the profile and characteristics of the community. This observation can be named the observation within the society since researchers drip into a community, take on the color of the inside, and from inside open a window to see it. It is natural that such an observation is very valuable and it better leads to the discovery and explanation of the society's facts. Goffman argued that to understand and realize any subject, it must be a close relationship with people of the society under study. He entered to the research group and he had a role in the group.

In the present study, data obtained from participant observation were analyzed using Grounded Theory[19]. These findings were later compared with the textual data and systematic framework was developed based on real data. It can be said before the study any hypothesis was not presented and the technique of shadow observation[20] was used, that based on Henry Mintzberg codified the theories of managers' roles.

The organization study for the establishment of the human resources governance selected Casting Company of Iran's Car Manufacturing (Tabriz) that is one of the companies under the Industrial Development

---

[19] Grounded Theory

[20] shadow observation

and Renovation Organization of Iran. Casting Company of Iran's Car Manufacturing previously operating as a subset of Iran Car Manufacturing Company (Tabriz), in 1987 was founded as an independent company and started its activities. The company is now amongst the largest and most important companies that produces cast iron Car and automobile parts in country. The company under study is one of the premier companies in Azerbaijan which is due to the use of new methods of management and quality especially suitable performance in the field of human resources, has earned numerous honors in recent years, and has achieved the following scores:

1 - Prominent unit of East Azarbaijan province, in the years 2007, 2011 and 2012;

2 - Prominent exporter of East Azarbaijan province, in the years 2008, 2011 and 2012;

3 - Prominent entrepreneurship industrial of East Azarbaijan province, in 2010;

4 - Prominent industrial unit of East Azarbaijan, during the years 2008, 2011 and 2012;

5 - Pro-active culture, the environment of the province, in 2010.

Some of the mechanisms related to the various sectors of partner companies in terms of human resources practices, are briefly described:

A) **Training and education of employees** - the traditional approach to human resources management, identifying training needs, planning, implementation and evaluation of educational courses are on the human resources department. The surveyed company, the main policy of education unit is done in a committee composed of representatives of both line units including production issues, quality control, technology and industrial engineering. The basis of holding training courses is educational standards for every job that are determined by mutual cooperation and training of managers and supervisors of the production sectors (line units) and the educator in charge in this process has mainly facilitation role and the main actor are the managers of line units. Due to the ambiguous environmental circumstances in order to adapt to new innovations, these standards will be reviewed periodically to fit the pace and intensity of environmental changes, the revision period of time is shorter. After determining the educational needs of the line units, these standards on Education Committee (with representatives from all departments) are further modified and ultimately approved by the organization and actually a holographic environment is realized in the Committee. In these standards, in addition to knowledge and skills related to the job, according to the presence of quality control unit and representative of the management in education committee, standards provided on the capabilities needed to implement quality systems. The educational needs also derived from industry innovations are considered and thus a kind of coincidence comes off with the renewal circumstances in the field of education.

B) **Selection and Recruitment** - Before this, the employees needed for various units were provided by the human resources management affairs and being under the authority of them. Perhaps the sole interference that the specialized units had on this was the announcement of personnel requirements. For instance, production unit announced the level of its requirement over the next six months and human resources unit after recruitment process, recruit the needed people and they were being under its authority. This procedure has completely changed now. Employments tests are often designed by the using units and after the initial stages of selection, agent or manager of the relevant department has a major role in the interview. Thus, the role of administrative affairs and human resources professionals in the process of recruitment is more facilitative and staff rather than and implementing.

C) **Classification of occupations and Disciplinary Committee** – The categorizing team of jobs that has decisive role in many categories of decisions regarding careers, job groups and the etc., is a cross-sectoral team that the line units and top management representatives are its members. Disciplinary Committee also composed of the same.

D) **Performance evaluation and benefits of variable** – in the field of the role of line managers in performance evaluation and its results, it should be said that, like many other organizations, performance evaluation is done by a direct supervisor and is confirmed by a higher-level managers. Due to the fact that the employment relationship of much of the employees with the company is contract workers (not officially and confirmed), the results of evaluation performance in continuing employees cooperation has a direct impact. The procedure is the work of one or two months before the end of the contract, the human resources management affairs, call out from the managers of units about contract extension of workers or employees under their supervision. Line manager's view in the field of employee continued cooperation is decisive and human resources affairs herein have the staff role.

Data Analysis and Conceptualization

In this study, the method of Grounded Theory[21] or basis is used to analyze the data obtained from participant observation. Grounded Theory is a general research method, interpretive, and inductive (Glaser & Strauss, 1967), which allows the researcher in various subject areas to act to the codification of theory and proposition rather than relying on existing theories and pre-compiled. These theories and propositions are codified in the formof systematic and based on actual data and Grounded term indicates that each theory or proposition has been developed based on this method; a documentary on the fields of real data is established. This theory is grounded in the data and hence it is called Grounded Theory. The aim of the Grounded Theory is about matters that there is some knowledge about them, and to be taken a revised theorist look. In Grounded Theory method, the researcher does not start from concept and structure and manufacturers (components) and previous variables but in addition to obtaining data (and by the support of theoretical

---

[21] Grounded Theory

sensitivities) that explore the main categories of phenomena related to their research and finds the concepts and issues surrounding it and tries to understand its relationships and adjustment and theoretical formulation. The purpose of this process than to describing or explaining is exploring. Effort is done through Grounded Theory in order to formulate a systematic theory and exploration of a phenomenon. Data Analysis in Grounded Theory is done during the regular process and yet constantly comparing data, (Farasatkhah, 2009).

This strategy, converts the data from the information sources to a set of codes, common codes into categories and then the categories to a theory. The studied phenomena may be the issue in an organization or even a text. In the first case, the researcher collects data from interviewees' speeches and then processes by classifying and encoding them and at last presents his/her own theory (Danaiefar, 2005).

In Grounded research, after codification of research questions, data collection (along with an analysis to reach theoretical saturation) is attempted and encrypts data in three simple steps:

1 - Open coding (open);
2 - Axial coding;
3 - Selective coding.

In this study, after recording the data obtained from the participant observation during the open coding, these data were matched with human resources modern literature in the later stages, conceptualization was done in an explanation that follows.

Main Processes

Main Processes

1. Research Question

2. Theoretical Sampling

3. Data Collection

The Development of Concepts

4. Coding

Defining Categories

5. Continuous Adjustment

6. Saturation of Categories

Codification of Hypotheses

7. Discovering Relationships among Categories

8. Theoretical Sampling

9. Data Collection

Designing Independent Theory

10. Saturation of Categories

11. Hypotheses Test

Formulating Official Theory

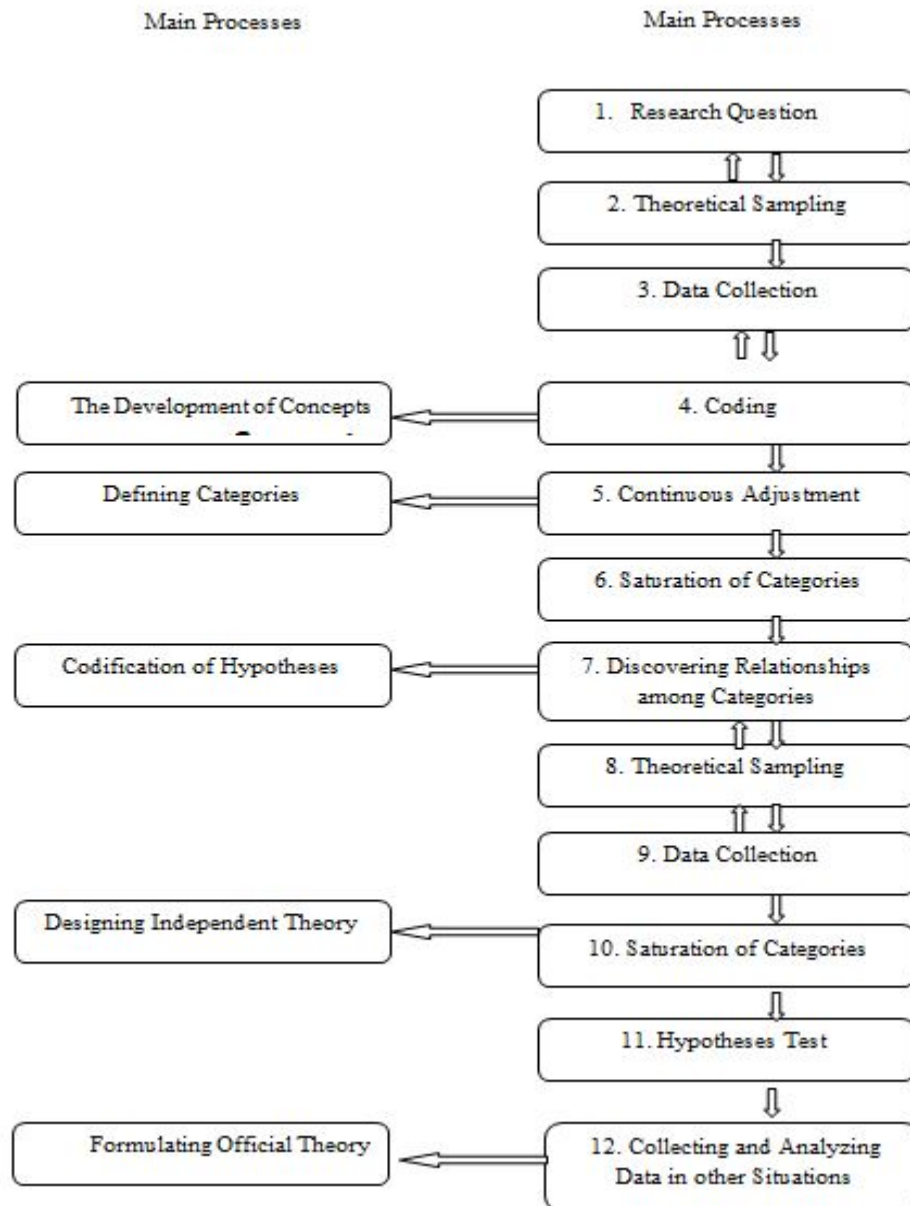12. Collecting and Analyzing Data in other Situations

Figure 2: Summary of Operational Research Processes, Using Grounded Theory (Based on Zolfagarian & Latifi, 1390: 51)

Formation of Concepts and Emerging Theory

In the open coding, codes such as the human resources professional working with line units to determine the educational needs, connecting recruitment volunteers with stakeholders, the role of secretariat committee education, performance evaluation, job classification and discipline emerged and thus the category "facilitation role" and other concepts also appeared in a similar method. With regard to the roles of the various participants in human resources operations, human resources management participatory theory was formed. After referring to new approaches in the writings of contemporary scholars of human resources

management, such as Ulrich, Stuart, and Armstrong, researchers found out that scattered discussion entitled "Human resources governance" exists. The model recently renamed as Anna.

Open Coding Level (50 Conceptual Propositions)
Holding conferences and meetings to review and update employees educational needs, human resources policies by line units, translating human resources plans on operational levels, playing main role in selecting employees, evaluating knowledge and skill =, consulting with human resources specialists about strategic issues, specifying performance criteria =, responsibility on achievements, responding to customers services, crating suitable working environment to =, specifying rewards and punishment =, education while working and coaching = and codes etc.

Axial Coding Level (14 Conceptual Propositions)
The duties related to line managers, four categories; the duties related to top managers, three categories; the duties related to human resources professionals, four categories, the duties related to = three categories

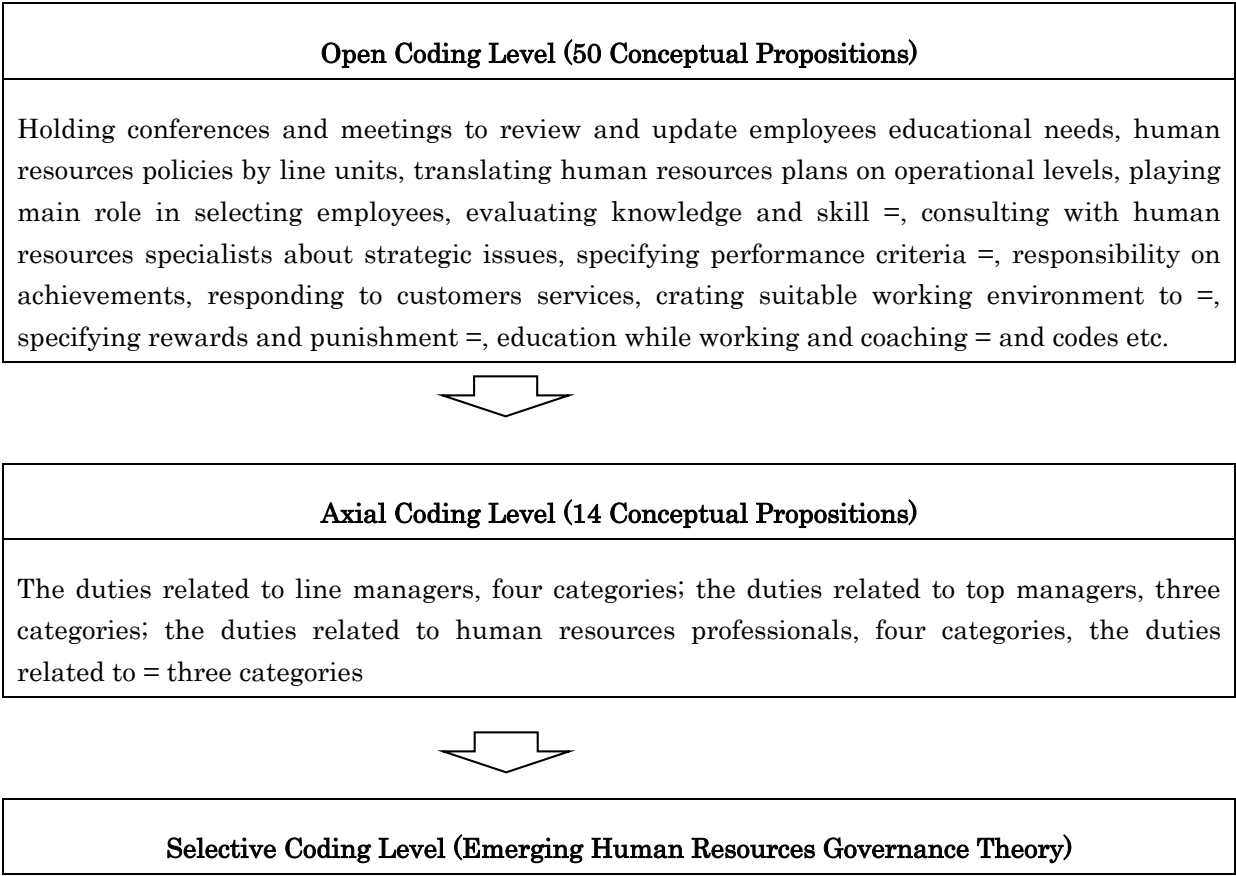| Selective Coding Level (Emerging Human Resources Governance Theory) |
| --- |

Figure 3: The Process of Data Reduction and the Attainment of Information to Theory, in three Coding Stages

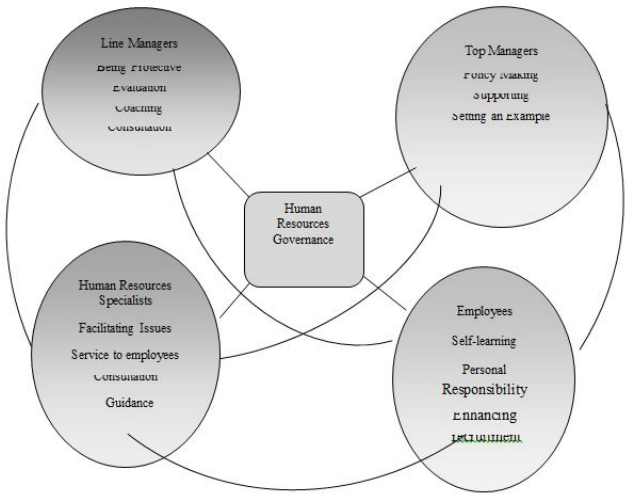Figure 4: Human Resources Governance Model

Conclusions and Recommendations

Along with changes in the business environment, human resources field is also subject to changed. After 1997, Dave Ulrich in his book "Human Resources Champions" used the interpretation of a strategic partner for administrators of human resources organizations the word was spread quickly and revolutionized the traditional and spent human resources function in order to be ready to accept the heavier responsibilities. Day after day, topics like, recruitment, employment, service compensation, education, payment, labor relations and communications in human resource management texts faded and topics like human resources value creation and creating added value for customers and investors, strategic role of human resources on track to achieve business goals, coaching, organizational university and etc. filled their place. Department of human resources, for their new roles had been forced to attract the participation of other domains and involve all organizational units and employees themselves in all human resources responsibilities. Teamwork, learning teams, team learning and chief teaching manager, quickly replaced holy words of traditional management era such as division of labor, hierarchy of command and unity so Tom Peters, Distinguished Professor of Management, knows one of the hardest things for today's managers that is forsaking the concepts that had been prescribed for the industrial age. Apparently not, there is no way to escape the fact that and cannot manage today's society organizations by the methods and rules of yesterday. Thus, administration of human resources affairs in the form of a group or team in which all the units feel responsible and accountable for results developed and gradually emerged a new form in proportion to the information age and the rapid changes in the business environment and is ongoing. Hence, looking at the various organizational units as independent islands has passed and human resources should be spent and units of participation, managers and employees of other departments in performing the duties and functions of human resources management, rather than direct involvement in personnel administration, play facilitation role in this direction and are thought to play a role in human resources strategy.

Partnership of various units in an organization in a variety of human resources' issues in order to achieve the common objectives of the organization, in addition to helping organizations adapt to dynamic and complex environmental conditions, reduces the traditional conflict between the line and the staff. In this process, both parties have unique competencies to work together that will boost human resources operations. This partnership also increases the sense of mutual respect between the units and the line manager feels a sense that no impermissible burden is done on the behalf of custodian's human resources. So the establishment of the proposed approach in this paper is recommended for all organizations, especially businesses that are active in unsafe environments.

References

Ulrich, Dave (2010), *leadership, human resources,* translated by Glichli, B. Institute of studies and productivity of Human Resources, first edition.

Armstrong, M., (2009), *Handbook of Human Resources Management*, translated by Pahlavanian, H and et al, Yazd, Nikouvoush, first edition.

Binesh, M. (2008), *Human Resources in stage,* Tadbir magazine, Issue 200, January, 1977-1981.

Cunningham, I. & Hyman, J. (1999), *Devolving human resources responsibilities to the line.*   Personnel Review, 28 (1/2).

Danaiefar, H. (1384), "*theorist using an inductive approach: basic conceptualization of strategy*", bimonthly scientific - research knowledge and practice, NO. 11. pp. 57-70.

Glaser, B. & A. Strauss (1967), *The Discovery of the Grounded Theory: Strategies for Qualitative Research*, New York. Aldine de Gruyter.

Hutchinsson, S. & Purcell, J. (2007), *Front-line managers as agents in the HRM performance causal chain*: theory, analysis and evidence. Human Resources Management Journal, 17 (1), 3-20.

Depew, Karen (2010), *The Adaptive Organization*, Bridge to Integrated Marketing & Fundraising Conference Program Grid July 28.

Farasatkhah M. (1388), *Future studies concerning the quality of higher education of Iran*, a model derived from basic theory", Journal of Research and Planning in Higher Education, NO. 50. 67-95.

Kapoor, Shubir; Donna Gresh, Josef Schiefer, Pawan Chowdhary & Steve Buckley (2003), *Visual Analysis for a Sense-and-Respond Enterprise*, IBM T.J. Watson Research Center, 1101 Kitchawan Road, Yorktown Heights, NY 10598, USA.

Kulik, C.T. & Bainbridge, H.T. (2006), *HR and the line: The distribution of HR activities in Australian organizations*. Asia Pacific Journal of Human Resources, 44 (4).

McCracken, M. and Wallace, M. (2000), *Exploring Strategic Maturity in HRD – Rhetoric, Aspiration or Reality?* Journal of European Industrial Training, Vol. 24, NO. 8.

Monavarian, A. (2000), *from good government to good governance*, Journal of Management process and Development, Volume 14, NO. 2, 3, pp. 9-25.

Mouli.V.Chandra & V. Veena (2003), *HR and Governance*. Visisht Corporate Growth Associates Pvt. Ltd., Hyderabad.

Renwick, D. (2002), *Line manager involvement in HRM: an inside view*. Employee Relations, 25 (3), 262-280.

Sarlak, M. (2008), *Knowledge age organizations*, Tehran, Payam Noor University, first edition.

Siugzdiniene J. (2008), *Human Resources Development System in the Context of Public Management Reform*. Doctoral dissertation, Kaunas: Kaunas University of Technology.

Smit, B. & O. Pilifosova (2001), "*Adaptation to Climate Change in the Context of Sustainable Development and Equity*", In: J.J. McCarthy, O.F. Canziani, N.A. Leary, D.J. Dokken & K.S. White (Eds).

Ulrich, D. (1997), *Human resources champions: the next agenda for adding value and delivering results.* . Cambridge and Boston: Harvard University Press.

Verbruggen, Bass, (2005), *The adaptive Enterprice,* Master Thesis, Radboud University Nijmega, faculty of Science, mathematics and computer science Volberda, H.W. (1998). Bulding the Flexible Firm, New York: Oxford University Press, p.93.

Walton, John (1388), *Training strategic human resources*, translated by Dr. Naser mirsepasi and Dariush Gholamzadeh, Tehran, Ahar, first edition

Whittaker, S. & Marchington, M. (2003), *Devolving HR responsibility to the line: Threat, opportunity or partnership?* Employee Relations, 25 (3) 245-261

Zolfagarian, M. & Latifi M. (2011), *Grounded Theory with Nvivo8*, Tehran University, Imam Sadiq, first edition.