Deriving Challenges through Clarification of Areas to Strengthen the HR System -Using A Matrix with the Three Axes of Target Employee, Life Cycle Stage, and HRM Policy Choices

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Abstract

This study aims to derive challenges by reviewing the papers which refer to the relation among HRM Policy Choices, HR Outcomes, and Feedback Process to HRM Policy Choices from HR Outcomes for revealing areas that have been studied and those that have not.

As a result, there was only one piece of research into the construction and operation of a HR System which combined the Harvard Model with Systems Engineering. Many papers verify HR Outcome, however, they used not HR Outcomes defined in Harvard Model but items set by themselves. In addition, most papers refer to only the verification of outcomes. There was a little paper suggesting such a process to give feedback to the HR system and to improve it. Therefore, we created a new matrix using the three axes of target employee, life cycle stage, and HRM Policy Choices. The novelty of this paper is to adopt the axis of Human Resource Choices instead of Human Resource Flow. The matrix reveals areas of research that have been studied and ones that have not. we discovered the methodological novelty that this paper has potential to identify issues and change HR system based on feedback process. In addition to helping existing organizations improve their HR systems, new companies may be able to shorten the lead time to build an appropriate HR system as they build new organizations. This paper will contribute to the management system because it finds areas to strengthen the HR System utilizing the result of deriving challenges by reviewing the above papers.

Keywords: Harvard Model, HRM Policy Choices, HR Outcomes, Life Cycle Stage

1. Introduction

In the era of information technology, the motivation and retention of knowledgeable workers in order to gain a winning edge in the market is one of the most important challenges for human resource professionals. Human Resource Management will be the key area of focus in the 21st century as companies and government organizations put in place strategies to cope up with the economic crisis and recovery. [1]

In addition, organizations need to constantly monitor the changes around their internal and external environment to compete and maintain the business interests due to the pressure and brutal competitive conditions of the technetronic age posed by globalization and the Digital Revolution. The most important factor that can manage this change in the most efficient way is Strategic Human Resources Management, which is one of the human resources and key strategic management processes of an organization. [2]

Abdullah describes that there is a positive correlation relationship between effective HRM practices and financial performance. [3] Therefore, it is important to construct an appropriate HRM Systems to attract

knowledgeable workers and improve corporate performance in the future. Improving the process of HRM Systems is a factor that increases the competitive advantage of companies. Boxall divides competitive advantage into "Human Capital Advantage" and "Human Process Advantage". He also explains that "Human Process Advantage" is more difficult for other companies to imitate. [4] Therefore, we need to improve Human Resource Flow in the Harvard Model which was proposed by Beer. [5]

However, no paper referring to human resource flow shows how to construct and operate HRM Policy Choices in the Harvard Model which includes Human Resource Flow, Work System, Reward System, and Employment Influence by using the concept of Life Cycle Stage. No apparent studies so far provide a clear picture of HRM framework with Systems Engineering. [6] Therefore, this study aims to derive challenges by reviewing the papers which refer to the relation among HRM Policy Choices, HR Outcomes, and Feedback Process to HRM Policy Choices from HR Outcomes for revealing areas that have been studied and those that have not.

As a result of this study, there was only one piece of research where Figen wrote about the construction and

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Received: February 27, 2019

Accepted: November 29, 2019

operation of HR Systems to combine the Harvard Model with Systems Engineering. [7] Many past papers verified HR Outcomes, however, they used not HR Outcomes defined in Harvard Model but items set by themselves. In addition, most of the previous papers refer to only the verification of outcomes. There was also only one paper that Figen made suggesting such a process to give feedback to the HR System and to improve it. [7]

Therefore, we created a new matrix using the three axes of target employee, Life Cycle Stage, and HRM Policy Choices. Sato has already used three axes. [6] We separated target employee into permanent employee and temporary employee as it is known that companies may change the flow pattern according to the external environment and the type of employees. [5]

The novelty of this paper is to adopt the axis of HRM Policy Choices instead of Human Resource Flow when thinking about HRM Policy Choices as a whole. The matrix reveals areas of research that have been studied and those that have not.

As a result of deriving challenges by reviewing the papers which refer to the relation among HRM Policy Choices, HR Outcomes, and Feedback Process to HRM Policy Choices from HR Outcomes, we describe the methodological novelty and academic contributions and as follows. In the past, most of papers in HRM mainly referred to permanent employees. However, we can design HR system that will enhance our organization by involving such as talented freelancers who are not permanent employees when we consider temporary employees as well.

In addition, we find out that many studies did not consider retirement stage of HR system in its life cycle and focused not on abolishing and improving HR system but on only creating HR system. Therefore, we discovered the methodological novelty that this paper has potential to identify issues and change HR system based on feedback process. For instance, we will not

transform HR system by considering retirement stage of HR system for the talented freelancers. When the score of HR outcomes does not rise as expected, HR system will be improved by testing and abolishing it, which changes the design process of HR system. From the above, we consider this transition is academic and theoretical contribution. In addition to helping existing organizations improve their HR systems, new companies may be able to shorten the lead time to build an appropriate HR system as they build new organizations. Therefore, this paper will contribute to the management system because it finds out areas to strengthen HR System utilizing the result of deriving challenges by reviewing the papers.

In the following, first, in Chapter 2, we outline the Human Resource Management studies, especially Harvard Model. Then, in Chapter 3, we structure and show areas that previous papers referred and clarify domains that have not been studied. Finally, in Chapter 4, we summarize what we indicated and explain the direction of future research as a conclusion.

2. Previous Studies

Beer defines HRM as “all management decisions and actions that affect the nature of the relationship between the organization and employees-its human resources.” [5] In this paper, we use Beer’s definition because we created the matrix based on the Harvard Model proposed by him.

Beer offers “Map of the HRM Theory” for diagnosing not only the impact of management decisions on the human resources of the firm, but also whether the policies that guide those decisions continue to make sense and what changes might be considered in them. [5] Beer shows the analytical approach in Figure 1 which is a broad causal mapping of the determinants and consequences of HRM Policies.

Figure 1. Map of the HRM Theory [5]

3. Map of the Harvard Model with Three points of view

Paul called the HR Outcomes as short-term outcomes. Therefore, we should add a feedback process to Human Resource Policy Choices from HR Outcomes. [8] In this paper, we focus on "1. HRM Policy Choices", "2. Verification of HR Outcomes" and "3. Feedback to HRM Policy Choices from HR Outcomes" as shown in Figure 2. We review the papers described for these three areas and show the paper list as shown in Table 1-3.

We categorize the papers by describing the three areas. "1. HRM Policy Choices" and "2. Verification of HR Outcomes" have been studied well. However, a few papers mention "3. Feedback to HRM Policy Choices from HR Outcomes".

First, regarding the box of "1. HRM Policy Choices", most of the previous papers that we read referred only to the concept of HRM Policy Choices. Second, in the box of "2. Verification of HR Outcomes", 14 papers verified HR Outcomes. However, they used not HR Outcomes defined in Harvard Model but items set by themselves. In addition, there are no papers which describe temporary employees. Finally, in the box of "3.

Feedback to HRM Policy Choices from HR Outcomes", there was only one paper which applied the concept of Systems Engineering. Only No.6 paper [7] refers to the concept of Systems Engineering by using IDEF0. However it was also not based on the definition of HR Outcomes in the Harvard Model.

Figure 2. Map of the Harvard Model with Three points of view

Table 1. The List of Previous Studies

No.	Title	Author	Year
1	Human resource management practices in Indian IT industry—an overview	M. Ravisankar , K. Sakthivendan	2013
7	A business process approach to human resource management	Figen Cakar, Umit S. Bititci, Jillian MacBryde	2003
8	At the crossroads at midnight Strategic human resource management now	Paul Boselie , Chris Brewster	2013
9	On establishing human resource management as a social science discipline	Motohiro Morishima	2010
10	Moderating effects of self-efficacy on the relationship between human resource management and professionals' job performance : a literature review	Youko Sunadome	2014
11	Human resource management in an international perspective	Michael Poole	1990
12	An empirical study of high performance HRM practices in Chinese SMEs	Connie Zheng, Morrison Mark, O'Neill Grant	2006
13	STRATEGIC HUMAN RESOURCE MANAGEMENT	Peter F. Boxall	1992
14	Strategic non HRM a viable alternative	Julie Storey	1998
15	From personnel management to strategic human resource management	Olive Lundy	2006
16	Organizational psychology and human resource management Towards a European approach	David E Guest	1994
17	An exploration of the impact of strategic international human resource management on firm performance The case of foreign MNCs in China	Chanzi Bao, Farhad Analoui	2011
18	Critique of Human resources theory	Daniel Radcliffe	2005
19	Developments in Human Resource Management An Analytical Review of the American and British Models	Pawan Budhwar	1996
20	Lower-level and middle-level managers as the recipients and actors of human-resource management	Wolfgang Staehle, Frank Schirmer	1992
21	Managers are the key to workforce stability an HRM approach towards improving retention of health professionals in remote northern Australia	Leigh ann Onnis	2014
22	The human resources management (HRM) practices a panacea to the challenges of the Minstry for Home Affairs	Sipho Benedict. Gamedze	2012
23	Is strategic human resource management strategic-The fit between strategy and strategic human resource management	Torben Andersen et al	2005

Table 2. The List of Previous Studies

No.	Title	Author	Year
24	The significance of the human resources function in the Zimbabwe iron and steel industry	Matthias Ruziwa, Marcus Mutanga, Patience Siwadi	2013
25	RESEARCH IN HUMAN RESOURCES FOR HEALTH AND ITS RELEVANCE TO HEALTHCARE MANAGEMENT PRACTICES	Patricia Browne, Alma McCarthy	2009
26	Human Resource Management and Performance of Public	Ben Kuipers, Bram Steijn	2009
27	Human resource management policy choices, management practices and health workforcesustainability remote Australian perspectives	Leigh ann Onnis	2017
28	A Study on International Human Resources Management Practices (IHRM)	Monica Michael, Richard Francis	2018
29	An investigation into E-participation	Riku Henrikki Pudas	2014
30	HEALTHCARE HUMAN RESOURCE POLICY & NURSE WELL-BEING	Patricia Browne	2009
31	Empirical Studies on Human Resource Management	Cao Wenlu	2014
32	The HR function in Australia supports and barriers to strategic HRM integration	Cathy Sheehan	2002
33	Emerging Patterns of HRM The Influence of Social Ties and "Guanxi" on Recruitment and Selection in China	Wong Yu Hong	2008
34	Business Strategies, HRM Policies and Organizational Performance Evidence from the Peoples Republic of China	Bo Zhang	2011
35	Job descriptions the heart of every HRM System An effective way to compose and implement job descriptions for Lidl Nederland GmbH Master thesis	Jasper M Hidding	2013
36	Understanding Human Resource Management in a Chinese company	Yanjiao Zhou	2009
37	Achieving a Sustainable Competitive Advantage through People AB InBev's Performance Culture	Patrick Massot	2010
38	The Performance Management and Appraisal in Higher Education	Mark Camilleri, Adriana Camilleri	2018
39	Service Development and New Service Performance	Meindert Jan Flikkerma	2008
40	Human resource competency models changing evolutionary trends	Abdul Hamid Abdullah, Ilham Sentosa	2012
41	An Effective Remuneration and Motivation System	Ivana Vorechovska	2014
42	EFFECT OF TRAINING AND DEVELOPMENT ON PERFORMANCE OF ORGANISATIONS	OGOLA DICKSON OGOLA	2011
43	Recruitment and selection and human resource management in the Taiwanese cultural context	Hsu Yu Ru	1999
44	An investigation into strategic human resource management in Indonesia a grounded research approach	Arif Hartono	2010
45	Managing human resource shortages in a unionized setting Best practices in air traffic control	Edward George Fisher, Vitor Marciano	1997
46	The scope and limitations of human resource management a case study of the Bank of Thailand	Kirana Limpaphayom	2002
47	MODEL OF FACULTY MEMBERS'RESEARCH PERFORMANCE IN NATIONAL RESEARCH UNIVERSITIES	Siripapun Leephajaroen	2013
48	The effect of human resource practices on firm performance in Chinese SMEs an empirical study in man [u] facturing sector	Yan Zhu	2010
49	RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND QUALITY SERVICE DELIVERY IN KENYAN PUBLIC SECONDARY	Mutiso M Christine	2010
50	A comprehensive human resource recruitment and selection model the case of the Department of Justice and Constitutional Development	Thapelo Phillip Thebe	2014
51	An emprical evaluation of strategic human resource management within construction sites	Nicola Naismith	2007
52	Exploring the linkages between attitudes towards human resource management practices and organisational commitment evidence from the financial services	Edel Conway	2003
53	Human Resource Management Strategy for UK SMEs to Reduce the Employee Turnover and Maintain Success Business	Boran Li	2012
54	A review of theoretical development in strategic human resource management by the application of a framework to a small firm in the credit management sector	Asquith Margaret Main	1996
55	Senior management perception of strategic international human resource management effectiveness. The case of multinational companies performance in China	Bao Chanzi	2010

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Table 3. The List of Previous Studies

No.	Title	Author	Year
56	Department OF Human Resource Management Strathclyde Business School	Michael Erras	2002
57	Exploring human resource management practices an empirical study of the performing arts companies in Australia	Stanley Chibuzo Opara	2016
58	Human resource development in government organizations of Nepal	Nakrishna Bhattarai	2017
59	From collegial engagement to performance management the changing academic landscape in Australia	Leanne Morris	2011
60	The Influence of Human Resource Management on the Development and Maintenance of A Culture	Kieran Slevin	1997
61	Effective people performance strategies critical ingredients for business success in Barbados and Eastern Caribbean business enterprises	Hartley B Richards	2010
62	Managerial perceptions of the personal and career transitions of redundant executives and survivors of redundancy	Noeleen Doherty	2000
63	The ageing workforce practices and their effect on the financial performance of companies in metal industry	Filiz Ozturk	2009
64	Towards a framework for performance management in a Higher Education institution	Allison O'Reilly	2009
65	Work-life balance balancing work-life and operations in the elderly care home care and maternity care	Kristen Kupper	2010
66	The societal culture dimension within the human resource practices of Taiwanese management in the UK	I Chun Lisa Chen	2005
67	Reward & Recognition Strategies A case study of GE Healthcare in Umeå	Tugba Oztoprak, Richard Lundmark	2007
68	Teachers' recruitment and retention in Tanzania private secondary schools a case of Mbeya region	Ayubu Japheth Chenelo	2011
69	Recruiting the cyber leader an evaluation of the human resource model used for recruiting the Army's Cyber Operations Officer	Wallace C Nicholson, Sean A. Gibbs	2017
70	Towards balanced personalized client care Human Resources Planning and Workforce (Re) scheduling in the Elderly care, Home care, and Maternity care	Bo van Westerrop	2010
71	AN INQUIRY INTO THE NATURE AND USE OF EXECUTIVE RECRUITMENT CONSULTANCY IN GLOBAL	Neil Andrew Cuthbertson	1996
72	Copycat Absenteeism Reasons for the Difference in Sickness Absenteeism	Pieter Oene Van Der Honing, Ulrika Fuchs	2007
73	KOUJYOU RICCHI TO TAYOUSEINI KANSURU KENKYUU (Study on factory location and diversity)	Yuzuru Utsunomiya	2017

3.2 Explanation of The New Matrix

Sato suggested a matrix using the three axes of target employee, Human Resource Flow, and Life Cycle Stage. [6]

As mentioned in previous sections, no paper referring to Human Resource Flow shows how to construct and

operate HRM Policy Choices in the Harvard Model which includes Human Resource Flow, Work System, Reward System, and Employment Influence by using the concept of Life Cycle Stage. [6] Therefore, this paper uses HRM Policy Choices instead of Human Resource Flow in Figure 3.

Target Employee	Lifecycle Stage	Human Policy Choices			
		Human Resource Flow	Reward System	Work System	Employee Influence
Permanent Employee	Concept				
	Development				
	Production				
	Utilization/Support				
	Retirement				
Temporary Employee	Concept				
	Development				
	Production				
	Utilization/Support				
	Retirement				

Figure 3. The New Matrix by using Human Resource Choices

Table 4. Mapping Matrix of Previous Studies

Target	1. HRM Policy Choices	2. Verification of HR Outcomes	3. Feedback to HRM System from HR Outcomes
Permanent Employment	Box A 1,7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,29,30,31,32,33,34,35,36,37,38,39,40,41,42,43,44,45,46,47,48,49,50,51,52,53,54,55,56,57,58,59,60,61,62,63,64,65,66,67,68,69,70,71,72,73	Box C 7,10,12,22,21,22,25,26,27,34,37,47,59,63	Box E 7
Temporary Employment	Box B 11,29,41,50,56,57,62,64,65,66,68,71	Box D	Box F

3.3 Classification of Boxes

In a previous section, we divided studies into six boxes. We named the boxes as below to deploy them to the new matrix that we mentioned.

Figure 4 shows the positioning of six boxes. As we mentioned, the papers in Box A and Box B only refer the concept of HRM Policy Choices. We mapped Box C to Utilization/Support Stage of Permanent Employee because studies in the box verified HR Outcomes while

operating HR Systems. The paper in Box E is classified to Development, Production, and Retirement stage of Permanent Employee as it designs a HR System and process by using Systems Engineering such as IDEF0. When we do not get the HR Outcomes we expect, the HR System and process is improved by System Engineering. We also mapped Box D and Box F for the same reason as Box C and Box E. However, there are no papers that mention these areas.

Target Employee	Lifecycle Stage	Human Policy Choices			
		Human Resource Flow	Reward System	Work System	Employee Influence
Permanent Employee	Concept	Box A			
	Development	Box E			
	Production	Box E			
	Utilization/Support	Box C			
	Retirement	Box E			
Temporary Employee	Concept	Box B			
	Development	Box F			
	Production	Box F			
	Utilization/Support	Box D			
	Retirement	Box F			

Figure 4. The Positioning of Each Box

4. Discussion

This section describes discussing the results of this study with Table 4 and Figure 4. Because of comparison of the number of papers in Box A and B and lack of reference in Box D and F, most of papers in HRM mainly referred to permanent employees. However, we can design HR system that will enhance our organization by involving such as talented freelancers who are not permanent employees when we consider temporary employees as well. As we mentioned, it is important to attract knowledgeable workers such as talented freelancers and improve corporate performance in the future. Improving the process of HRM Systems which targets not only permanent employees but also temporary employees is a factor that increases the competitive advantage of companies. Therefore, companies that do not use talented freelancers may not enhance their competitive advantage in the future, resulting in a difference in financial performance compared to companies that use talented freelancers.

We also find out that many studies did not consider retirement stage of HR system in its life cycle and focused not on abolishing and improving HR system but on only creating HR system. Therefore, we discovered the methodological novelty that this paper has potential to identify issues and change HR system based on feedback process. For instance, we will not transform HR system by considering retirement stage of HR system for the talented freelancers. When the score of HR outcomes does not rise as expected, HR system will be improved by testing and abolishing it, which changes the design process of HR system. From the above, we consider this transition is academic and

theoretical contribution. In addition to helping existing organizations improve their HR systems, new companies may be able to shorten the lead time to build an appropriate HR system as they build new organizations. Therefore, this paper will contribute to the management system because it finds out areas to strengthen HR System.

We discovered some challenges in the future through this study.

1. We need to make a clear framework to design and operate a HR System. It is not enough to strengthen the feedback process while fitting a HR strategy and Management type as there are a few papers which refer the areas of Box C, D, E, and F.
2. While there are many papers in Box A and B, it is ambiguous about who decides the HR Strategy, HR Management Process, and HR System.
3. Regarding the studies in Box A and B, it is necessary to design a HR System based on HR Management such as controlled or autonomous types. Therefore, we need a framework to consider this point of view.
4. Most companies should plan not only to construct and operate a HR System but also to retire it. However, there are little papers in Box E and F. We need to make a detailed process to imagine the retirement stage.
5. We should combine the Harvard Model, HRMS (Human Resource Management System) and HRIS (Human Resource Information System) to operate HR System efficiently. In Box C, Figen used IDEF0, however, we need to push forward to utilize Systems Engineering more. [7]

6. HR researchers are often confused as to what area they discuss because they do not view Life Cycle Stage. Therefore, no one studied Box E and F. When they have a clear framework to map the theme they talk about, they can discuss issues explicitly.
7. No paper shows how an organization designs HRM Policy Choices and how mature it is. There is only Figen's thesis to improve HRM Policy Choices by applying Verification and Validation in Box E and F. [7] In addition, there is also no essay to identify and transform types of HR Strategy and Management in Box A and B.
8. Paul states that the focus of work on HRM is oriented towards HRM Policy Choices and short-term HR outcomes. We need to go back and consider other areas, a multiple stakeholder perspective, an attention to contextual factors and a focus on long-term consequences, which the Harvard Model provides. [8]

5. Conclusion

This study aims to derive challenges by reviewing the papers which refer the relation among HRM Policy Choices, HR Outcomes, and Feedback Process to HRM Policy Choices from HR Outcomes for revealing areas that have been studied and those that have not.

The challenges derived from this study are as follows.

- We need to make a clear framework to design and operate a HR System.
- It is ambiguous about who decides the HR Strategy, HR Management Process, and HR System.
- It is necessary to design a HR System based on HR Management such as controlled or autonomous types.
- Most companies should plan not only to construct and operate a HR System but also to retire it.
- We need to make a detailed process to imagine the retirement stage.
- We should combine the Harvard Model, HRMS (Human Resource Management System) and HRIS (Human Resource Information System) to operate HR System efficiently.
- HR researchers are often confused as to what area they discuss because they do not view Life Cycle Stage.
- We need to show how an organization designs HRM Policy Choices and how mature it is.
- We need to go back and consider other areas, a multiple stakeholder perspectives, an attention to contextual factors and a focus on long-term consequences, which the Harvard Model provides.

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-Using A Matrix with the Three Axes of Target Employee, Life Cycle Stage, and HRM Policy Choices

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