

ORIGINAL RESEARCH PAPER

Analysis of human resource architectural components based on governance approach

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ABSTRACT

BACKGROUND AND OBJECTIVES: Human Resource Architecture, one of the components of organizational architecture, is the process of identifying and combining the appropriate elements of human resource management to create and present a vision of human resources in the organization. Organization in which there is a coordination between employee behavior, human resource systems, resource activities, and the mission and goals of the organization. Governance is also an economic and political means of exercising power in a country's economic, political and social institutions, or as a set of traditions and institutions in which a sovereign operates, or for managing all relationships, and is defined as an executive term at all levels. The purpose of this study is to investigate the architectural performance of human resource management in municipalities.

METHODS: This study is quantitative and developmental research. In this study, non-interactive method and thematic analysis of documents were used. Initially, 30 documents were identified and examined, and then the text reading table using the Scopus index identified 7 fully related documents. Next, three open, axial and selective encodings are performed on the specified documents. MAXQDA2020 software was used for data analysis. Then, to verify the validity of the identified components of the cryptographic output, its validation was performed using a distribution of 75 questionnaires among middle and senior managers of the Municipality of Tehran, using LISREL software.

FINDINGS: Considering the coding, finally, human resource architecture with a governance approach in four dimensions (partnership and network governance; contractual and joint governance from above; outsourcing and job-oriented governance and hierarchical and knowledge-based governance) and 15 components of the category was classified. In partnership and network governance, the most repetition in component-related documents emphasizes on joined-up management (5 repetitions) and in contract and partnership governance, the most repetition is related to the commitment and accountability components (5 repetitions) and outsourced and job-oriented government with private component. (6 repetitions) and hierarchical and knowledge-based governance with an internalization component (4 repetitions). Based on the findings of confirmatory factor analysis, only the internalization component (T-Value <1.96) was not approved in the Municipality of Tehran.

CONCLUSION: From the coding, it is finally concluded that the human resource architecture with a four-way governance approach of the partnership and network architecture; contractual and joint governance from above; Outsourcing and job-oriented architectures as well as hierarchical and knowledge-based architectures have the most iterations in the reviewed literature.

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INTRODUCTION

Organizations are complex organisms whose efficiency, flexibility, and transfer rate are compromised without a proper architecture. Collectively, the term “Enterprise Architecture” (EA) can be defined as an organizational plan that describes the mission structure and information required by the organization and the technologies needed to support them, and creates a transition to the implementation of these technologies (Gorkhali and, 2017). Organizational architecture is divided into several types of architecture, including Information Architecture (IA), Human Resource Architecture (HRA) and Metrics Architecture (MA) (Mirpour et al., 2020). HRA is the process of identifying and combining relevant elements of Human Resource Management (HRM) to create and present a view of an organization’s Human Resources (HRs) in which the synergies between the employees, the Human Resource System (HRS), human resource activities, and the mission and goals of the organization are self-evident (Shokrollahi et al., 2020). HRA seeks to transform an organization’s approach to HRM to reflect the organization’s human composition and appearance to new requirements with a focus on people as an important competitive advantage of the organization (Ranjbarian and Azizi (2914). Potentially, HR architecture can be a strategic asset for the organization likewise as a source of sustainable competitive advantage (Luddin and Suyatno, 2019). Human resource architecture is a mechanism for knowledge-based human resource management. In human resource architecture, on the one hand, there is the organization that spends all its resources to fulfill its missions, and on the other hand, there are people who provide a sustainable competitive advantage for the organization (Zare, 2019). Human resource architecture requires studying and determining the architecture of the current human resources of the

organization and its purpose is to highlight the human face of the organization by employing qualified people in terms of value creation and unique knowledge in the organization in accordance with its missions and strategies. Individuals who can use their unique knowledge to create value not only in the form of a specific job, but also in the framework of the missions and goals of the organization (Happell et al., 2021). On the other hand, with all the characteristics of human resources and its value in organizations and according to the division of organizations in public, private and local, there is an obligation to use the architecture of human resources; because designing a human resource architecture model for the municipalities is one of the most important issues (singh et al., 2019). A survey of the Scopus citation database, using the keyword of human resource architecture, identified only nine international articles between the years 1999 to 2021, which, as Fig. 1 shows, no more than one article has been published per year.

Literature Review

There is a lot of ambiguity about the term human resource management architecture. Becker and Gerhart (1996) were the first authors to use these terms in texts on human resource management systems. In that discussions, they evoked the connection between the philosophy of human resource management, human resource management policy and the method or actions of the management of human resources. Lepak and Snell (2002) used the term somewhat differently. They talk about the overall picture of how business executives use different types of human resources to achieve their goals. According to Lepak and Snell (2002), human capital is the main center of value creation and determinant of organizational assets. These two experts created a framework called human resource architecture. Mathews et al. (2020)



Fig. 1: Frequency chart of international researches by year (first article published in 1999) Fig. 2: Governance model (Goldsmith and Eggers, 2004)

believe that the difference in employment is due to differences in human capital, which is accompanied by differences in the composition of human resources used in staff management. [Lepak and Snell \(2002\)](#) emphasized the strategic value and uniqueness of human capital as the main drivers of recruitment modes and human resource combinations. The strategic value of human capital refers to the potential of individuals to improve the efficiency and effectiveness of the organization, discover and extract market opportunities, and neutralize potential environmental commitments ([Benn et al., 2014](#)). It is believed that as the strategic value of human capital increases, the likelihood of internal employment by the organization increases ([Borisova et al., 2017](#)). On the other hand, the uniqueness of human capital refers to the scarcity, specialized and specialized nature of that capital in the organization ([Peprah, Ganu, 2018](#)). When employees are non-transferable, organizations are more likely to invest in training, education. People expect to invest in general (transferable) skills. Organizations are also more likely to employ non-specialized human capital from outside the organization by paying current labor market salaries. Meanwhile, differentiation is the clearest reason for internal employment. While differentiation is the clearest reason for internal hiring, organizations invest more in developing and improving relationships with external employees and in cases where their partners emphasize the creation and transfer of personal knowledge. If the development of human capital were limited to a single person, it is of course a path of dependence and requires the ultimate knowledge that is created according to the situation ([Magidi and Mahiya, 2021](#)). The framework of [Shaw et al. \(2001\)](#) confirms the view that multiple groups of employees contribute to the organization's goals in different ways. For example, managing strategic-oriented human resources in an organization is different from ordinary employee. The framework of [Shaw et al. \(2001\)](#) confirms the view that multiple groups of employees contribute to the organizational goals in different ways. For instance, strategically oriented human resource management in an organization is different from the normal employee ([Pyone et al., 2017](#)). The terms governance and government have pure and specialized meanings that are sometimes used interchangeably, regardless of the concept. The concept of government is derived from the Greek words *kyberman* and *kybernetes*,

which means to guide and keep things together, while the concept of government implies to political unit to perform the task of policy-making and is more prominent than the implementation of politics. Therefore, it can be said that the word governance refers to being accountable both in the field of policy and in the field of implementation ([Rothstein and Teorell, 2008](#)). Governance is not a new concept, but its background goes back to the beginning of the formation of human civilization, in simple terms, the concept of governance; it is a decision-making process and the background of the process in which decisions are made ([Areiqat et al., 2020](#)). In the late 1980s, the term governance became common in seminars and research literature in the development literature. International institutions such as the World Bank, the International Monetary Fund, and the United Nations Development Program have pioneered the design and application of governance, and the term governance in academic circles has gradually become the focus of theorists and experts in the fields of economics and political science ([Von Engelhardt, 2018](#)). In its 1989 study, the World Bank found that governance, the way the country is governed, or the relationship of citizens to rulers, is a central issue in development ([Auriacombe, Shikha, 2019](#)). Subsequently, at the Second Conference on Human Settlement in Istanbul in 1996, the United Nations emphasized the need to take steps to establish state governance in the cities of the world and made its motto "global action for good governance" ([Trindade, 2020](#)). The World Bank defines governance as the way that power is exercised over a country's economic management and social resources in order to achieve development ([Jamal and Camargo, 2018](#)). There are three sectors involved in governing a country, including the government, civil society, and the private sector, all of which are essential to human development. In addition, all three sections are interacting with each other, so that the weakness and strength of one of them will disrupt the social balance, so by creating the necessary connection and balance and separation of duties of each of these three the section will provide the possibility of better living in a desirable society ([Salamon et al., 2017](#)). Among the researches, [Lepak and snell \(1999\)](#) are the most cited research. In this study, human resource architecture in terms of uniqueness and value of human capital is considered a category regarding the development of human resource architecture in which human resource

Table 1: scientometrics of articles on human resource architecture components

Title	References	Number of references	Research methods and findings
The human resource architecture: toward a theory of human capital allocation and development	Lepak and Snell (1999)	1546	Given that not all employees have the same strategic knowledge and skills, a resource-based perspective, corporate capital theory, and transaction cost economics are used to develop a human resource architecture with four different modes of employment: internal, Development, Acquisition, Contract, and Alliance. This research has investigated the relationships between employment status, employment relationships, human resource settings and competitive advantage criteria.
Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations	Lepak and Snell (2002)	808	The characteristics of human capital as well as the human resource (HR) configurations were examined for employees in four different employment modes (knowledge-based employment, job-based employment, contract work, and alliance/partnership). The results showed that the strategic value and uniqueness of human capital in these four modes of employment are different. In addition, each employment situation is associated with a specific type of human resource configuration (commitment-based, productivity-based, compliance-based, and participatory).
Relational archetypes, organizational learning, and value creation: extending the human resource architecture	Kang et al. (2007)	517	Theories of knowledge-based competition emphasize the firm's ability both to explore and to exploit knowledge as the source of value creation. Human resource management was directly introduced into this forum by introducing a framework of relational archetypes—entrepreneurial and cooperative—that is derived from unique configurations of three dimensions (structural, affective, and cognitive) of social relations within and across firm boundaries. The result identified how human resource configurations can be linked to the strategic management of these relational archetypes
Human resource architectures for new teachers in Flemish primary education	Vekeman et al. (2015)	9	In this research, four human resource architectures were identified: office human resource architecture, developmental, strategic and strategic-developmental. This architecture showed that only a minority of principals strategically configure a set of HR practices for new teachers. The difference between these four HR architectures can be seen in the extent to which managers understand and cope with external challenges.
Examining the human resource architecture relationship with employee productivity of chemical industries	Khan et al. (2021)	4	This study investigates the relationship between human resource architecture and the productivity of chemical industry employees. Using the correlation test, the results showed that there is a significant relationship between human resource architecture and its dimensions with labor productivity. Also, using univariate and multivariate regression, showed that strategic human resource management has the greatest impact on productivity of the workforce.
Human resource architecture model: a Twenty-year review and future research directions	Luo et al. (2020)	3	This study has developed a framework in two dimensions (ie content and the use of human resource architecture model) based on which it systematically discusses current findings in terms of theoretical application, empirical validity, and human resource development and critique.
Manager profile and its impact on human resources architecture	Medina et al. (2017)	1	This study seeks to analyze whether the competencies and role of the human resources manager affect the acceptance of human resource architectures more or less in accordance with the model of Lepak and Snell (1999). The results obtained through the use of PLS-SEM modeling showed that a more strategic role and a higher level of competence of the human resources manager do not guarantee a higher level of compatibility with Lepak and Snell (1999) model of human resource architecture. These results are probably due to the secondary role that these managers still have in many companies, with scarce resources and limited influence, and little room for maneuver. There is also significant inertia that makes it difficult to make major changes to HR practices.

development takes

place in four modes of internal development, procurement, contract, and alliance.

Literature review

With regard to scientometrics, 7 articles on human resource architecture components were identified in the Scopus index, which is shown in Table 1.

The theoretical framework of this research is taken from the model of Goldsmith and Eggers (2005). According to this study, governance is a synthesis of four elements: Network orientation; Joined-up management; Outsourcing and Hierarchy.

Goldsmith and Eggers (2005) showed that there are two main spectrums of hierarchical governance and network governance. In the article, citing many researches, the frequency of network governance have been thoroughly investigated in different context and confirmed that in all cases under consideration, the government plays the role of almost a third party and creates a horizontal structure with the participation of other sectors. On the other hand, however, there is hierarchical governance, which scholars believe existed in the 20th century, and government officials operated in an orderly and hierarchical manner with little involvement of private and non-profit organizations. Among them there is a tendency to joined-up governance. With the examples mentioned in this article, governments have the ability to manage their networks, in particular their ability to allocate financial power and capital, i.e. services are provided vertically

and operations are performed horizontally. When it comes to administrative outsourcing, governments often outsource their work to these sectors either because of their weak capacity to manage government networks (often financial and investment issues) or lack of trust in the private, non-profit sector and civil society. To summarize the research, it can be said that most of the studies dealt with human resources and good governance issues separately, but none of the studies dealt with both issues together. Therefore, the purpose of this study is to investigate these issues from various dimensions in Tehran, the capital metropolis of Iran, as a strategic and political city. The Municipality of Tehran is a metropolis with 64,000 people at headquarters level, 22 districts, regions, organizations and companies. Due to the fact that municipality is a non-governmental public sector, the human resource policy and human resource models used in this organization should be different due to the partnership and cooperation with the people (Klein et al., 2020). Also, considering that the Municipality of Tehran, as one of the most influential organizations in the administration of the capital in governance, requires the participation of three institutions of government, civil society, and the private sector, so in the present study, an appropriate strategy in dealing with these three sections, was examined and in this regard, the most optimal architectural style of human resources was presented with it so that the capacity of human resources can be used in the best possible way in order to provide services to stakeholders. Hereof, the main issue of the present study is to provide

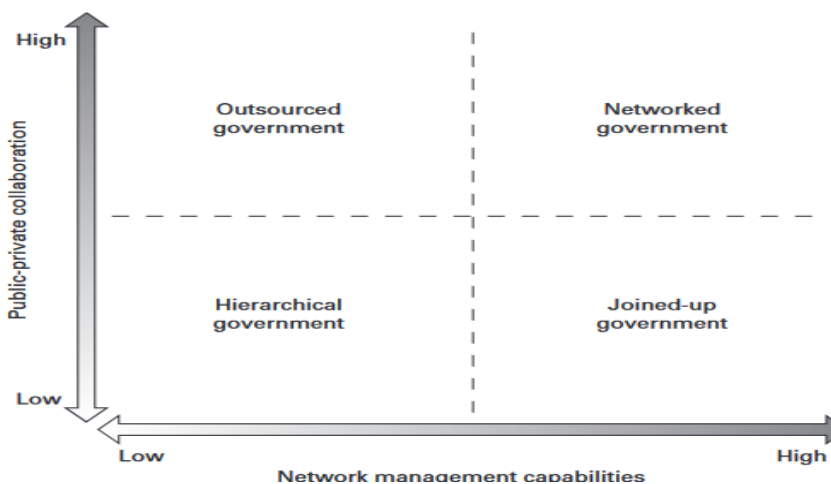


Fig. 2: Governance model (Goldsmith and Eggers, 2004)

Table 2: research method, statistical population and sampling method in research stages

Stages	Society	Type of sampling	Number of examined sample	Data collection method
Identify the components of governance-based human resource architecture	Scopus Indexing	Accessible	7 fully related documents	Available documents
Validation of human resource architecture components based on governance according to the nature of the Municipality of Tehran	Middle and senior managers in the Municipality of Tehran	Accidental	75 Middle and senior managers	Questionnaire

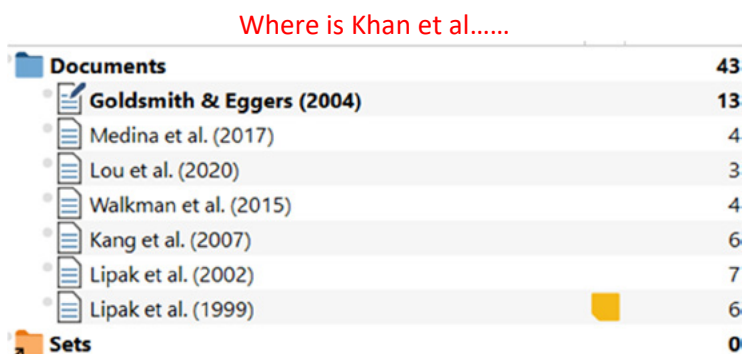


Fig. 3: Open coding in MAXQDA2020 software

a model of human resource architecture based on governance in the Municipality of Tehran. The current study have been carried out in Tehran in 1400.

MATERIALS AND METHODS

The present study is a quantitative and developmental research which seeks to identify governance by considering the nature of the municipality as a public non-governmental institution and having various governmental (disciplinary, economic and cultural) goals. This research is non-interactive and uses documentary content analysis. Based on this, first 30 documents were identified (Table 1), then using Scopus index, 7 fully related documents were selected and three codes were opened for the specified items, open, axial, and selective. The MAXQDA2020 software was used to analyze the data, and the LISREL 8.50 software's confirmatory factor analysis method was used to investigate the validity of the identified components of the coding output (validation was performed using a distribution of 75 questionnaires). The statistical population and sampling method are different in two stages and were done according to Table 2.

RESULTS AND DISCUSSION

Research findings

By analyzing the collected data from existing documents as well as second-hand data extracted from scientific indexes, the main categories and sub-categories were extracted. Open coding was continued to the stage of category saturation.

Open Coding

In the open coding of texts, the list of which is shown in Fig. 3, 43 document codes were identified and entered into the software, in this phase the titles were initially selected mainly by the researcher and an attempt was made to have the greatest relevance and consistency with the data it represents.

From the data entered into the software, 43 initial codes were identified.

Axial coding

By finding out the initial codes and characteristic similarities and differences, they were classified into various abstract classes and general classes, the idea underlying this classification is to examine previous analyzes and relevant data and coverage of the subject



Fig. 4: Axial coding in MAXQDA software

under study, and obtain relevant information to search for general abilities around a particular axis. Fig. 4, shows the section related to axial coding is displayed using the software.

Then, to know more about the codes and their repetition, an axis coding process was performed which has been of great help to the selective coding and research process. The resulting encoding (Fig. 4) is used to generate a selective encoding. After having extracted and determined the main categories, the initial model is obtained (Fig. 5).

Validation findings

In this section, after identifying the components, its validation was performed using confirmatory factor analysis and LISREL software in standard estimation mode and significant coefficient. The coding results of Maxqda2020 software have reached four main components: They are studied in the format shown in Fig. 6, with standard evaluation modes and significance factors. In the standard estimation coefficient, the more is moved from the coefficient 0.2 to the number 1, the greater the impact. In addition, the significance coefficient must be above 1.96. The calculation of factor loads in the standard mode of network

architecture, joined-up architecture from above, outsourced architecture and traditional hierarchical architecture is shown in Fig. 6.

According to Fig. 7, the twelfth component (internalization) is not approved in the Municipality of Tehran as the T-Value is <1.96.

Table 3, shows that all indicators have a good fit of the model.

Considering the coding, finally, human resource architecture with a governance approach in four dimensions (partnership and network governance; joined-up governance; outsourcing and job-oriented governance and hierarchical and knowledge-based governance) and 15 components of the category were classified. In partnership and network governance, the most repetition in the documentation related to the component of emphasis on joined-up governance, with 5 repetitions and in governance contractual and collective are the most repetitions related to the commitment and accountability component (with 5 repetitions) and outsourced and job-oriented governance with the privatization component (with 6 repetitions) and hierarchical and knowledge-based governance with the internalization component (with 4 repetitions). In their study, Vekeman et al. (2015)

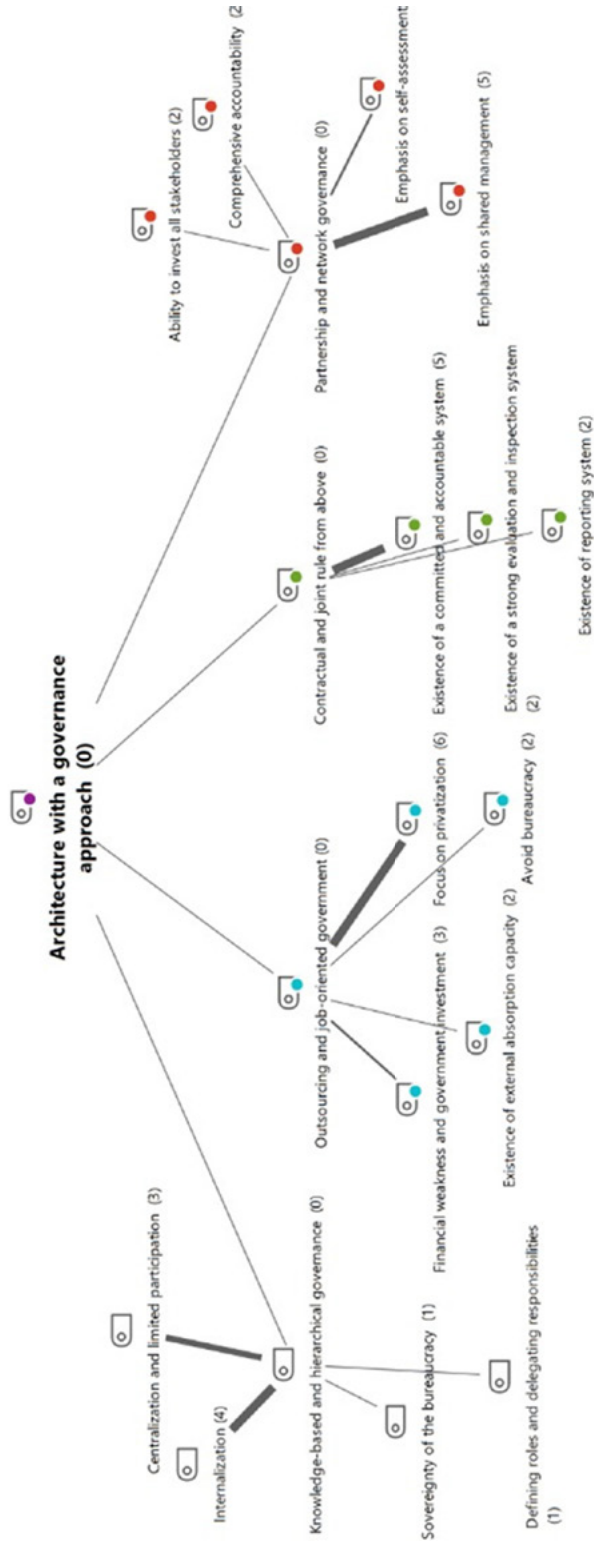
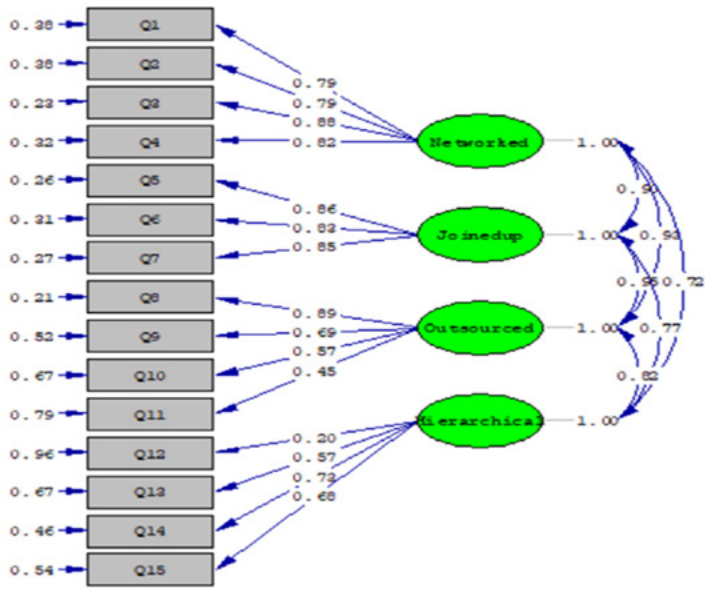
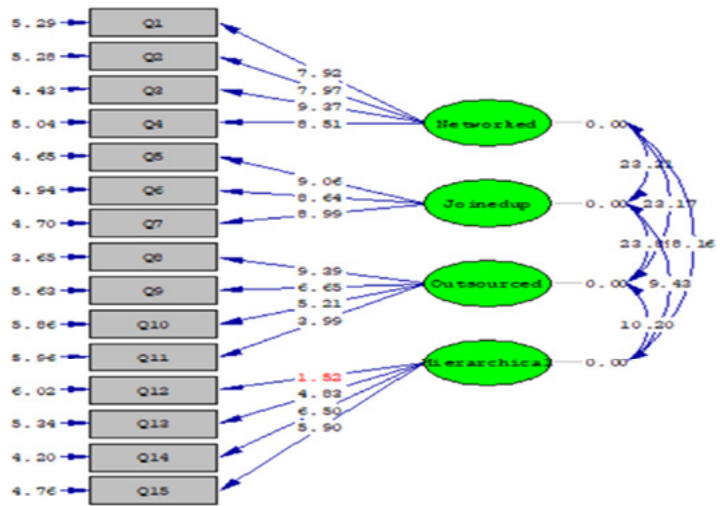


Fig. 5: The initial model based on open and axial coding



Chi-Square=120.93, df=84, P-value=0.00517, RMSEA=0.000

Fig. 6: Factor loads in standard estimation mode



Chi-Square=120.93, df=84, P-value=0.00517, RMSEA=0.000

Fig. 7: Factor loads in the case of significant coefficient

examined how human resource architectures are configured by managers for new employee, seeking to recruit, hire, and retain. In addition, with the differences and commonalities in this direction, four human resource architectures have been identified: administrative, development, strategic, and strategic human resource architectures. However, in current

study, due to the existence of urban governance, partnerships and network governance; contractual and joint governance from above; outsourcing and job-oriented governance as well as hierarchical and knowledge-based governance have also been identified. Khan *et al.* (2021) examined the relationship between human resource architecture and the

Table 3: Fitting of the structural equation model of the research

Fit Index	Amount
Degrees of Freedom	84
Chi-Square	120
X ² /df	1042
Root Mean Square Error of Approximation (RMSEA)	0.0
Normed Fit Index (NFI)	0.87
Non-Normed Fit Index (NNFI)	0.85
Comparative Fit Index (CFI)	0.9
Goodness of Fit Index (GFI)	0.85
Adjusted Goodness of Fit Index (AGFI)	0.84

productivity of industrial workers and showed that strategic human resource management (SHRM) has the greatest impact on labor productivity while in the current research, policies that are a subset of the basic elements showed a great impact on the components of joined-up governance. Goldsmith and Eggers (2005) in a research confirmed that governance is a synthesis of four elements of Network orientation; joined-up governance; Outsourcing and Hierarchy, whereas in the present study, policies that are a subset of the basic elements showed a great impact on the components of joined-up architecture. This article tried to identify the architectural indicators of human resources with an emphasis on governance in the Municipality of Tehran. Organizational architecture is an organizational plan that describes the mission structure and information required by the organization and the technologies needed to support them, and defines the transient process for implementing these technologies. The role and level of involvement of employees in helping to manage the organization is very important. Hence, managers can move forward and improve the efficiency of human resources by implementing the human resource architecture model in accordance with the requirements of good governance of the Municipality of Tehran in which efficiency and productivity can be achieved by taking into account civil society factors, guidance from political stakeholders and higher authorities, environmental change, strategic factors, and support, building trust and creating a competency-based approach.

CONCLUSION

The purpose of this study was to investigate the architectural indicators of human resource-based governance of the Municipality of Tehran. Human resource architecture is one of the components of

organizational architecture, the process of determining and combining the appropriate elements of human resource management in order to create and present a vision of the organization of human resources in which the coordination between employee behavior, human resource system, human resource activities, missions and objectives of the organization. Governance is also defined as the set of traditions and institutions within which rulers operate, or as the method of exercising power in the economic, political, and social institutions of countries or the economic, political, and executive tenure of managing all relations at all levels. With this in mind, new models of good governance have been proposed that have different goals, standards, organization and complexity. This research was carried out with the aim of analyzing the indicators of the architecture of human resources on the basis of governance in the communities, in order to achieve the objectives of the research, qualitative and quantitative development methods were used to identify and extract the dimensions of the model the human resource architecture of non-interactive and the content analysis of the document were used. After studying the theoretical foundations and research background and identifying 30 completely related articles to the subject, compiling a table of texts using the Scopus index led to the identification of 7 completely related documents. Considering the coding, finally, human resource architecture with a governance approach in four dimensions (partnership and network governance; contractual and joint governance from above; outsourcing and job-oriented governance and hierarchical and knowledge-based governance) and 15 components of the category was classified. In partnership and network governance, the most repetition in component-related documents emphasizes on joined-up management (5 repetitions)

and in contract and partnership governance, the most repetition is related to the commitment and accountability components (5 repetitions) and outsourced and job-oriented government with private component. (6 repetitions) and hierarchical and knowledge-based governance with an internalization component (4 repetitions). Based on the findings of confirmatory factor analysis, only the internalization component (T-Value <1.96) was not approved in the Municipality of Tehran.

Suggestions

In order to implement the obtained model, the following suggestions are presented to managers and urban decision makers in the Municipality of Tehran:

- Paying particular attention to civil society;
- Paying particular attention to political, economic, social, cultural, managerial, technological and other developments ;
- Having a strategic vision of environmental issues;
- Establishing a program and system for evaluating performance and determining tasks and authorities, integrating and merging several decision-making centers

AUTHOR CONTRIBUTIONS

s. Ahmadvand reviewed the literature, collected, analyzed and interpreted the data. H. Rahmani was in charge of correspondence, data analysis and review of text editing results.

M. Musa Khani, was very helpful in reviewing the literature and interpreting the data.

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CONFLICT OF INTEREST

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues including plagiarism, informed consent, misconduct, data fabrication and, or falsification, double publication and, or submission, and redundancy have been completely witnessed by the authors.

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ABBREVIATION

AGFI	Adjusted Goodness of Fit Index
CFI	Comparative Fit Index
EA	Enterprise Architecture
GFI	Goodness of Fit Index
HRS	Human Resource System
HRM	Human Resource Management
HR	Human Resource
MA	Metrics Architecture
NFI	Normed Fit Index
NNFI	Non-Normed Fit Index
RMSEA	Root Mean Square Error of Approximation

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