Application of Human Resources System at University of Isfahan.

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Abstract
Human resources architecture is a composition of function, human resources issues and tools which has been oriented to create and provide value to customers, employees and shareholders, and the society. This research is focused on the human resources system as indices of human resources architecture. The Data in this study were collected from surveys of faculty members of university of Isfahan in academic year 2011-2012.The purpose of this paper was to study of the human resources system application of human resources architecture archetype at university of Isfahan. Results indicate that faculty member's perceptions of application of human resources system at the University of Isfahan is less than average.
Key words: Human resources architecture, Human Resources system, Organization strategy.

1.   Introduction

Human resources architecture in terms of its subject "Human" is complex and with high importance and it has dimensions to the extent and depth of human and it should be appealed the philosophy, ideas, methods and the systems which are appropriate to existential complexities of contemporary developed human and historical evolution   period of human resources management. Human resources architecture attends to developing of abilities, and needs assessment and resolving employees' needs with motivating, empowering their spirit   and satisfying them, in order to promote the efficiency and effectiveness of organization employees through performing "okay," of "good works" and gain human resources professional and organizational loyalty and finally acquire necessary competitive advantage. (Movafaghi and Ebili, 2010). Human resources management system reflects human resources essential components as an integrated whole considering strategy and the value of the organization. (Schuler, 1992).The role of this system in human resources architecture is the convertor of the basic components to human resources practices and behaviors. According to Becker and Gerhart (1996), to understand the effects of the human resources system on organizational outcomes, should be taken an architectural approach. Human resources system including human resources competencies, practices and the principles governing the organization, as well as the type of relationship and interaction of these components with each other. Also, the mode of coordination, integration and segregation of human resources with organization strategy should be determined in human resources system (Beaty and Huselid, 2003).

Major elements or components of human resources management system
In human resources system with high performance, each component of the system is designed in such a way that promotes the quality of human resources in organizations as possible. This issue is a necessary need for an organization that the human resources system be organized in such a way that support the human resources high performance in line with the accomplishment of organization's strategy . (Haridas, 2004).Truss & Gratton noted that the human resources management system should be compatible with the organization's strategic demand (Desler, 2009).Major elements or components of human resources management system has five components (Seyed naqhavy and Ghassemi, 2009; Mirrsepasy, 2011):

1-   The outputs of the system include the implementation of individuals, organizations and society benefits, which values and management system of society determines in terms of its priority. Objectives of human resources management system are affected by organization's strategic goals and in accordance with these goals; the first organization expectation of this system is supplying human resources that in fact this action mainly is done by the benefits of the organization.

2 – Processor throughputs, process of the operation and the actions, which it planned and execute how system input, convert into the system output.

3 - Requirements or inputs of system, which supply and dictate general values and policies as well as human

and financial resources.

4 – External and intra organizational environment conditions that determined the threats, opportunities, strengths and weaknesses for explaining the strategies and action plan.

Feedbacks or receiving a response or reaction from the outside of the system and receiving information from environment before the results of process operation of the system is reflected to its external environment (feed forward). In other words it is positive feedback which regulates the human resources management system behavior by providing timely prognosis to the system and reflecting output of the system as the input of the system. Because dealing this issue significantly has a positive effect on organizational function, and organizational restructuring, but it has been neglected from researchers of human resources and organizations, So what distinguishes this study from other researches is using this model in higher education that can improve productivity and effectiveness of human capitals in higher education in general, and specifically at the university of Isfahan.

2.   Research method

This paper details the results of a survey administered to 231 faculty members of the university of Isfahan in academic year 2011-2012 by Stratified random sampling .The methodology examines human resources system application of human resources architecture archetype at university of Isfahan. This is achieved by a descriptive, quantitative survey methodology and researcher use and necessary descriptive statistical indicators (mean, Percentage, variance, standard deviation, etc.) and inferential statistics using SPSS software.

3.   Analyze results

In human resources architecture, human resources system plays three significant roles: coordination, integration and segregation of (Schuler and Jackson, 2007). Coordination: coordination is related to this issue that different strategies need different cultures. According to Schuler and Jackson (2007), three kinds of strategies can be considered to show coordination: operational excellence, product leadership and customer intimacy. In each of these strategies, there are special culture and behaviors among workforce which should reflect value aspect of the organization. The organizations which adopt operational excellence strategy need employees who know working processes should be learned, they able to learn quickly, they focus on short term, they have the mentality of avoiding waste and reduction of the costs, and they be guided by the gradual empowerment. Because the goal of these organizations is to build systems for controlling the volatility out of the system, So free-spirited and ostentatious behavior, is not be accepted, they are not structured or restricted because of their innovation and creativity is expected and hoped that the outside think. Coordination requires that organizations know different values need different cultures. Strategic alignment means that human resources practices focus is on the organization values .

Integration; human resources practices are rarely integrated. One of the shortages of human resources profession is relying on different databases that although all illustrate labor force, they use different languages. Employee compensation has its own language for job evaluation, education and improvement use language of competencies, skill, knowledge and abilities, human resources selection has a particular accent for the occupational needs and job description specifications. Furthermore, performance measurement system often speaks a language different from other fields of human resources. Since the measurement of the organization's strategic development is important and essential, compatibility and coordinating of components of human resource management with each other and the organization values is vital and necessary.

Integrating the organization and human resources strategies based on understanding of the direction which of the organization is moving toward it and result of human resources needs. Differentiation; based on work of Lepak and Snell (2002), human capital and its availability in this capital market is a critical competitive advantage. The role of human resources systems is that regarding the fundamental values and key competencies of the organization define necessary human capital and dispose to organization. Lepak and Snell believe that the human capital of organizations is based on two key features including uniqueness and value creation, which is divided into four types: the knowledge workers, operational partners, professional partners and contractual staff. Also, Armstrong (1388) says that human resources management works through coherent human resource systems that are related to each other:

–   The philosophy of human resources which describe high values and guiding principles that have been accepted for individual managing.

–   Human resources strategies, which determines the direction of human resource management.

–   Human resource policies which are the same guidelines and they define how values, principles and strategies applying and implementing in the human resource management areas.

–   Human resources processes, including formal procedures and used methods for implementation of strategic plans of human resources policies.

–   Actions relating to human resources, including used non-formal approaches in individual managing.

–   Human resources programs that will provide the possibility of the implementation of human resources strategies, policies and actions according to the plan.

As Ulrich & Lake pointed out human resources management systems can be an achieving source of organizational capabilities , the capacity that allow institutions and organizations learn to invest new opportunities. (Armstrong, 2009).

 After the analyzing of data, this information has been acquired:

[Insert Table 1 about here]

Based on information in a table1, it can be concluded that observed is less than critical level at $\alpha \leq 00.5$; therefore amount of application of human resources system at university of Isfahan is less than average level.

4.   Conclusion

As the responses mean in the above table showed, faculty members don't have favorable comments about the determining of the short-term and long-term goals of the university for all faculty members , The feedback process is applied as a means of improving relations between the human resource management sections, and interaction between faculty members is in high level. Also these cases that there is an adaptation and coordination between the human resources management sections at the University, The activities of different parts of human resources management are focused on the values university, And the organizations strategies are consistent with the capacity of faculty members; In response of the faculty members, all these cases have acquired an average less than the average level. Obviously, application of these cases is not in favorable situation at the University of Isfahan.

5.   Suggestions

As the responses mean in Table (7) showed, faculty members don't have favorable comments about the determining of the short-term and long-term goals of university for all faculty members , The feedback process is applied as a means of improving relations between the human resource management sections, and interaction between faculty members is in high level. Also these cases that there is an adaptation and coordination between the human resources management sections at the University, The activities of different parts of human resources management are focused on the values university, And the organizations strategies are consistent with the capacity of faculty members; In response of the faculty members, all these cases have acquired an average less than the average level. Obviously, application of these cases is not in favorable situation at the University of Isfahan. According to the results obtained based on the low average of application of human resources system components respecting lower average some of items , to the university administrators are recommended that:

•   Long term and short term goals of university to be clear in order to coordinating of the affairs in line with these goals for faculty members.

•   To improve the performance and relations between different parts of human resources management use the feedback process by consultation with experts in the human resources field.

•   Considering university values in activities of different parts of human resources management by careful and strategic human resources planning.

•   Careful selection of faculty members and university strategies in such a way that, university strategies are in agreement with the scientific capacity of faculty members.

6.   Resources

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Table1. Comparison of grade averages for application of human resources system indicators of human resources architecture model at university of Isfahan ,with hypothetical average of3

	Average	Standard deviation	Standard error	t
Human resources system	2/73	0/612	0/041	-6/47