

Evaluation of HR System's Worksheet Visualization based on Harvard Model, Life Cycle, and Organization Strategy and Management Type

Yusuke Sato ^{*}, Nobuyuki Kobayashi [†], Seiko Shirasaka ^{*}

Abstract

Rapid economic changes have recently been requesting human resource departments in Japanese firms to transform their roles and services. No paper refers a method to map the themes they talk about and to discuss these issues explicitly by using the Harvard Model and Organization Strategy and Management Type. In this paper, we evaluate a worksheet using the Harvard Model and Organization Strategy and Management Type. The worksheet is divided into Visualization Map of HR Systems based on Life Cycle and Organization Strategy and Management Type. We asked employees of Human Resource Departments to use worksheets of "visualization map of HR systems based on life cycle" and "Organization Strategy and Management Type". Then, we evaluated the two points on whether they thought the HR System of their company was appropriate and whether they could write down and explain the HR System to other people. As a result, we confirmed that we achieved the goal of identifying issues of the firm and facilitating discussions with management and HR employees of other companies. In addition, this method could play a role in a training program for people who have a little experience as employees of Human Resource Departments.

Keywords: HRM, Harvard Model, Life Cycle, Organization Strategy and Management Type.

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 important challenges for human resource professionals. Human Resource Management (HRM) 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] Drucker states that the most important, and indeed truly unique, contribution of management in the 20th century was the fifty-fold increase in the productivity of the manual worker in manufacturing. The most important contribution management needs to make in the 21st century is similarly to increase the productivity of skilled work and knowledge workers. [2]. Rapid economic changes have recently been requesting human resource departments in Japanese firms to transform their roles and services. [3] In addition, organizations need

^{*} Graduate School of System Design and Management, Keio University, Kanagawa, Japan

[†] The System Design and Management Research Institute of Graduate School of System Design and Management, Keio University, Kanagawa, Japan

- [10] Figen Cakar, Umit S. Bititci, Jillian MacBryde., "A business process approach to human resource management", *Business Process Management Journal*, Vol. 9 No.2, 2003, pp.190-207.
- [11] Fumihiko Itakura, "A Study of Creative Self-managing Organizations in Modern Times" *The bulletin of Jissen Women's Junior College* Vol.31, 2010, pp. 1-12.
- [12] Mintzberg, Henry, Alexandra McHugh, "Strategy formation in an adhocracy" *Administrative science quarterly*, Vol. 30, No. 2, 1985, pp. 160-197.
- [13] Liu Wei., "The Possibility of implementing Strategic Human Resource Planning in Japanese-affiliated companies in China", *Doctoral dissertation, Fukuoka University*, 2014.
- [14] Nobuyoshi Oso., "SENRYAKUTEKI JINTEKISHIGENKANRINO TOUGOUAPUROCHI (Integrated approach of strategic human resource management theory)", *University of Hyogo*, 2015.
- [15] Iida Pukkila., "Recruiting skilled orderlies for health care organization", *Bachelor's Thesis of Degree Programme in International Business*, 2012, 88 pages, 2 pages of appendices.
- [16] Nicholson, Wallace C., and Sean A. Gibbs. *Recruiting the cyber leader: an evaluation of the human resource model used for recruiting the Army's Cyber Operations Officer*. Diss. Monterey, California: Naval Postgraduate School, 2017.
- [17] Ayubu Japheth Chenelo., "Teachers' recruitment and retention in Tanzania", *masters dissertation, University of Dar es Salaam*, 2011.
- [18] Yusuke Sato, Nobuyuki Kobayashi, Seiko Shirasaka, "An Analysis of Human Resource Management for Knowledge Workers -Using Three Axes of Target Employee, Lifecycle Stage, and Human Resource Flow- ", *Review of Integrative Business and Economics Research*, Vol. 9, Issue 1, 2019, pp. 140-156.
- [19] Yusuke Sato, Nobuyuki Kobayashi, Seiko Shirasaka, "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" *International Journal of Japan Association for Management Systems*", Vol. 11 No. 1, 2019, pp. 91-101.