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## **HR Corporate Master (A New HR Model)**

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# ***HR Corporate Master***

**(A new HR Model)**

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# HR Corporate Master

## (A new HR Model)

### Abstract:

Today's organizations consider human resource management as an all inclusive practice and view it playing vital role in their development. Thus the boundaries of human resource field are expanding, as pointed out by Ulrich & Brockbank (2005) that "HR work does not begin with HR, it begins with the business". This emerging need of enlargement in Human Resource Roles propels a thirst for more and more research to bring out the exact responsibilities and roles of HR departments as well as HR professionals in the organizations. In line with this highlighted need and on the basis of literature review, the propositions that have been drawn out to emphasize this research are: firstly; HR is likely to act as an Organizational Architect, Secondly; HR aptly provides expertise as a Functional Expert, Thirdly; HR is expected to act as a change Manager, Fourthly; HR likely acts as a knowledge facilitator, Fifthly; HR needs to act like an external master, and sixthly; HR performs its role as an Intrapreneur. Upon proving these propositions through literature, we will suggest a new model in HR, with the name of "HR Corporate Master", which will explain those roles that HR has to play in order to give success to businesses by its presence.

Key words: Human Resource Management, Organizational Architecture, Functional Expert, Change Manager, Knowledge Facilitator, External Master, Intrapreneur

### Introduction:

The role of human resource management (HRM) and its stature as a department has been a constant concern for both the researchers and companies over time. HR Department has usually been viewed as more clerical or administrative than advisory or consultative; and more into imposing the practices instead of designing structures, strategies, policies and processes. Many use to think about HR as paper pushers who usually hire people and file papers (Fallon & McConnell: 2007) because for years, companies have been striving to "transform HR" by improving the efficiency and effectiveness of HR operations.

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However, operational excellence is just a starting point for HR transformation — a part of an effective, holistic transformation (Lissak, Geller, DiMarzio, Neo: 2009).

On other hand with the changing business scenarios a need of transformation in the HR Roles and responsibilities has started emerging. Christensen (2006) states that; HR has evolved through decades. This evolution has been influenced by both internal learnings and external trends. Over the past decade, the field of HR has gone through unprecedented change. It is now being expected that in order to enhance organizational performance, HR must be involved in strategic plans and decision making, as well as participate in redesigning organizations and work processes. “In recent years, a normative discourse has developed which asserts that the path to improved status for HR `professionals' involves reinvention of their role as `business partners' and `internal consultants' promoting enterprise competitiveness” (Wright: 2008). Conner & Ulrich (1996) asserts that HR needs to add value by acting as a partner with line management. He notes that "HR professionals add value to a business when they use their expertise to link internal organization and management practices to external business requirements".

Numerous researches have been made by researchers highlighting various roles of Human Resources including but not limited to the researches on HR Business Partner (Ulrich: 1997); HR as direct revenue earner (Beatty & Schneir: 1997), HR as Intrapreneur (Mitchell: 2000); HR as knowledge facilitator (Smith & Schurink: 2005). Now there exists a need to identify, evaluate and combine those separately defined roles of HR into a single verdict and make it comparatively easy to understand that what exactly is required from HR Professionals and what should they deliver. Thus building upon this need, this paper focuses on identifying the roles of HR Professionals through research and present them in the form of a new Model “HR Corporate Master” Model.

### **1. HR as an Organizational Architect**

Silverman (1997) quotes that “The term “Organizational Architecture” emerged out of the consulting work performed by Delta Consulting and was first documented in the book, Organizational Architecture: Designs for Changing Organizations”. Christensen (2006) narrates that the greatest contribution of

organizational architect is the ability to see and then help manage the alignment of customer needs; business strategy; and organizational objectives, processes, systems, and structures.

Many researchers have given their approaches to “Organizational Architecture”. Nadler & Tushman (1997) state that it comprises mostly of Structure, Business Processes & Human Resources, whereas Churchill (1997) is of the view that it includes Structure, Culture, and Business Processes. Galbrith (1995) & Merron (1995) mainly consider Strategy, Structure, Business Processes and Culture as the components of Organizational Architecture. Thus combining the most common components from above highlighted approaches, we can formulate a definition of Organizational Architecture as “The organizational architecture consists of the strategy, structure, business processes and Culture”.

After knowing in detail that what is actually meant by the term Organizational architect, the question arises now that in an organization who performs the leading role as an organizational architect. Christensen (2006) has explained the answer to this question in his book that organizational architecture is the role of HR which distinguishes it from other functions of organization. He further explains that to do justice with this role, HR needs to look at the overall functioning of the organization, observe organizational needs, and provide the leadership needed to address those needs – even when they fall outside the traditional purview of human resources work. An HR professional who is performing the role of an organizational architect must also possess the capability to work at and across organizational, conceptual and cultural boundaries. In doing so the HR Professional looks beyond the people stuff and looks at the entire system. Further we would separately explain the HR’s role as Strategy, structure, system and culture architect.

#### *HR as a Strategy Architect*

One of the significant shifts in recent years has been the recognition of HR as a strategic contributor to business. Therefore HR is expected to establish activities that contribute to strategic success of organization. Thus HR managers today participate in developing strategy and ensure that human resource dimensions are considered (Mathis & Jackson: 1999). HR's input to strategy formulation is often sought earlier in the strategy process because HR is central to effective strategy implementation (Bossidy &

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Charan: 2002). Not only are HR professionals invited to the table, they are expected to be more than note takers once they're seated (Brockbank & Ulrich, 2005). In essence, they are being asked to be Strategy Architects (Ulrich, Brockbank, & Johnson: 2009). Ulrich et al. (2009) defined HR as strategic architect as “a professional who is able to shape, share and deliver the business vision internally or externally in order to best situate an organization in the marketplace”.

Ulrich, Brockbank, & Johnson (2009) describe five ways for HR Professionals to better play the role of Strategy Architect, those are; facilitate the strategy-creation process, help clarify and articulate the strategy, ensure execution of strategy by aligning HR practices, align leadership behavior to strategy, and bring the view of the outside customer in. Thus by recognizing their roles as strategy architects and playing an active part in creating and executing the customer-focused business strategy; HR Professionals prove that they should be sitting with the Management team as an indispensable part of the team.

#### *HR as Structure Architect*

Establishing a strong organizational structure can increase a company's efficiency. Organizational structure identifies the positions in an office, determines who manages departments and defines individual job roles. Organizational charts are often used to display the org structure. There could be several options for making an organizational structure, but one of the viable options is to allow the human resources department to outline the company's organizational structure (Brereton: 2010). Corporate Leadership Council (2005) identifies through a research that Companies are asking Human Resources to play a much larger role in determining and implementing new organizational structures.

Sanchez (2007) supports the role of HR in designing organizational structures. He quotes that, “Considering that the organizational structure refers to the configuration of the company’s human resources, it is logical to conclude that the HR department should take the lead role in organizational structuring. The HR staff must therefore be experts or at least familiar with the principles, shapes, and approaches of designing organizational structures”. He further defines the true blooded HR Professional as one who actively lead efforts to design or redesign the organizational structure to accomplish corporate strategy and goals.

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### HR as a System Architect

HR needs to intently look at an implausible opportunity to increase its impact on organizational performance by contributing to the organization's work design challenges that enable growth. This can be considered a significant focus for HR; as by expanding its focus to work design, HR will multiply its influence on both people and business performance (Mohrman: 2007). Mathis & Jackson (1999) further strengthens the idea of HR as business process architect by stating that HR professionals must work with line managers to revise the organizational components and link them with the strategy of business unit.

Heathfield (2010) also supports the idea by narrating that the tactical HR representative is deeply knowledgeable about the design of work systems in which people succeed and contribute. Moreover, Ulrich (1997) shares his view point that on one hand HR Professional helps a firm go through reengineering of business processes; and as soon as the firm identify and improve core processes HR professionals must apply their expertise to HR processes and should demonstrate their ability to deliver HR services efficiently by reengineering their own processes as needed. Tracey (2008) also says that, in order to achieve desired business objectives, firms must also be able to develop HR systems that are aligned with the chosen business strategy.

### HR as Culture Architect

The concept "organizational culture" refers to the personality of a firm, i.e., what makes the organization unique in the eyes of insiders and outsiders. While there are many definitions of culture, the common theme is the presence of shared values, beliefs, assumptions, and patterns of behavior (Schein: 1992). A symbiotic relationship exists between a firm's culture and its human resource management policies; that is, a firm's culture is affected by human resource policies (McAfee, Glassman, & Honeycutt: 2002). Heathfield (2010) discusses that the HR professional helps in establishing the organizational culture and climate in which people have the competency, concern and commitment to serve customers well. Cabrera & Bonache (1999) further support the HR's role in culture architecture by stating that the development of organization's culture is achieved through the detailed planning of HR practices and the careful selection of organizational members. They further argue that HR practices provide information and shape the

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behavior and experiences of employees, thus becoming the means whereby cultures are created and sustained. It is therefore clear that the creation of norms to support an organization's business strategy depends on the careful design of the organization's HR practices.

Ulrich & Beatty (2001) relate that Internal HR players need to be primary architects for the organization to be successful, because internal HR Professionals (architects) are more sensitive to the needs of the firm; they are more likely to understand the intricacies required for a successful organization; and they are more accustomed to the political realities of creating the right organization. Hence it becomes evident that HR plays a critical role as an organizational architect by defining strategies, developing organizational structures, designing work systems and formulating the culture of the organization. In doing so an HR professional moves out of the people stuff and step into many other issues which are apparently out of the boundaries of Human Resource Management but actually are critical for an organization. Just as Christensen (2006) states that HR as an organizational architect has to think about issues that cut across the entire spectrum of the organization and should lead out in this architectural role by bringing in specific technical skills in the arena of people and organizations. Thus building upon the argument that has been developed above, our first proposition is;

**Proposition # 1:** *HR is likely to act as an Organizational Architect.*

## **2. HR as Functional Expert**

Human Resource Management is the organizational function that deals with acquiring, training, appraising and compensating employees as well as dealing with employee relation issues. These functions also include the detailed topics of HR Planning; Job Analysis; Recruitment & Selection of candidates; Orienting, training & Developing employees; Compensating employees; providing incentives & benefits; Managing Performance; handling grievances & employee relations (Desseler & Varkkey: 2009). Kotey & Slade (2005) describe that the HRM practices mainly include recruitment and selection, training, compensating and managing employee performance. Mathis & Jackson (1999) state that Human Resource (HR) management deals with the design of formal systems in an organization to ensure the effective and



efficient use of human talent to accomplish organizational goals. In an organization, the management of human resources means that they must be recruited, compensated, trained, and developed.

The role of HR professional as a Functional Expert represents the “traditional HR role which is concerned with designing and delivering HR processes efficiently” (Conner & Ulrich: 1996). According to (Ulrich: 1997); the management of the firm’s infrastructure, captured in the term of HR function’s expert (administrative expert) requires HR professionals to efficiently deliver HR processes for staffing, training, appraising, rewarding, and promoting the employees. Ulrich & Brockbank (2005) states that much of the transactional work of HR such as payroll, recruitment and training administration, and so on, is being automated, centralized or outsourced; thus creating a room for more valuable HR deliverables to create a competitive advantage for organizations. It is further pointed out by Ulrich (1997) and Arthur (2001) that moving to the valuable and new emerging roles of HR cannot be performed at the cost of neglecting the basics of good human resource management practices. Whether this expertise is entirely within the firm or the firm chooses to outsource specific functions, the requirement for administrative expertise is ever present. Furtherly the HR professional must also deal with the day-to-day problems, concerns and needs of employees (Conner & Ulrich, 1996).

The above cited literature helps us draw out a base that HR Professionals need to become functional experts in their domain, and must decide on how and which activities should they perform themselves and which activities should they outsource, centralize or automate; but keeping a proper formal control over these activities. We will step wise discuss the activities necessary to be performed by HR Professionals as Functional experts, in the lines below;

The Value added activities related to HR functions must be performed by HR Professionals as Functional Experts. Being functional Experts the HR professionals must do mind work like HR Planning (Ivanovich: 1999) performing Job analysis (as defined by Desseler: 2009); designing job descriptions; doing employer branding activities (Barrow: 2007); conducting selection interviews; performing integration activities during orientation (Heathfield: 2010); put mind input and knowledge in designing and implementing performance management system; design and redesign compensation and benefits by

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performing job evaluation and surveys (Price: 2007); performing proper training need analysis; act as internal trainers for various soft skills; and act as employee advocate during employee relations matters (Ulrich: 1997). As HR functional expert; HR professionals must be able to do budgeting of HR functions. They should work on HR matrices and link HR matrices for HR scorecard in order to know the efficiency and effectiveness of HR functions (Desseler: 2009). Finally they should ethically perform internal HR audits and examine their functional practices through any external HR auditors.

Ulrich (1997) suggests that the transaction based activities or routine standardized administrative processes like recruitment activities (job posting, receiving application requests, providing company information, employment verification etc.); payroll activities (pay calculation, tax withholding etc.); Benefits administration (like medical claims, social securities etc.); Record activities (like relocation and address changes, title changes, travel re-imburement, etc.) can be either outsourced to service providers or automated through technology usage.

Thus we can say that HR functional Expert means; an HR Professional must be knowledgeable and skilled of all HR functions like Job Analysis, developing Job Descriptions, recruitment and selection, training and development, performance management, compensation and benefits and employee relations. Moreover they should know that which activities of these HR functions should be outsourced, which should be automated through human resource management system (HRMS) and which should be performed through their minds and intellectual input. In support of the literature cited above our second proposition is;

**Proposition # 2:** *HR aptly provides expertise as a Functional Expert*

### **3. HR as Change Manager**

Change is complex to define because every organization faces separate set of challenges and thus a different rationale for change. According to Robbins (2003) change is concerned with making things different. Whereas Ahluwalia and Joshi (2008) comment on change as “when an organizational system is disturbed by some internal or external force, change frequently occurs. Burnes (1996), views change as a process in which an organization continually adapts to get aligned with its environment.

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Organizations continue to change in response to major shifts in the environment, e.g., in technology, competition, regulation, globalization, and as a result of internal, planned efforts to achieve greater profitability, quality, and effectiveness (Berry & Gordon: 2000). Generally three different response types to a change may occur; initiatives, processes, and cultural adaptations. Where initiative changes focus on implementing new programs, projects or procedures; process changes focus on the ways to complete a task; culture changes occur when the basics of a business are re-conceptualized (Ulrich: 1997).

Change creates a lot of chaos and sensory load on the employees affected, which in turn generates a resistance to the change initiative (Bhaskar, Bhal, Ratnam: 2003). It has been observed that it does not matter whether the change is perceived as being a positive or a negative. Resistance is generated because the status quo will be affected. People are comfortable with what they have known. The introduction of a change, even for the better, is an unknown. It adds stress to people (Mento, Jones, Dirndorfer: 2002). Successful implementation of change calls for overcoming the resistance, which can be done by using change management tools & techniques. Change Management according to Gambrell & Stevens (1992) is the term used to elucidate the processes that are designed to provide order to the human side of change. Whereas Change Manager is the one who has the tendency of altering the human capability or organizational systems in order to achieve a higher degree of output or results from the decision of change (Stevenson: 2008)

The question arises here that who will take the lead to manage change initiatives in organization; and Gupta (2009) provides the answer by stating that HR can deliver change management results by being part of the complete change management process. Through change management, HR has an opportunity to make a significant impact on--and contribution to--the organization. HR is best suited to identify and coach individuals in the company to lead change efforts. Also, by identifying and recommending change tools and techniques, as well as addressing barriers, HR's overall role is that of change Manager. HR should look at change from the viewpoint of the employees but without compromising the business needs. HR should debate and analyze on what will change for the employees and how their life will be different once the change is implemented. They should create scenarios of likely outcomes based upon the role that

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employees play in an organization. Ulrich (1997) additionally highlights that to manage change HR professionals must need to master four agendas; Catalyst, facilitator (help in developing employee competencies to cope with change), designer (re-design HR systems to play a major role in company-wide culture transformation, and demonstrator (rather than preaching change to others, first demonstrate the change within the HR function).

Clearly, change is an inevitable feature of organizational life and HR professionals in particular must be flexible to both changing business and people requirements. Attention should be paid to the HR function itself in meeting employee needs, delivering value and partnering more effectively with the business (Hennessy & McCarteny: 2008). Gupta (2009) highlights the most important task for HR during a change management exercise, as “to help employees sail through the transitions”. According to him HR professionals need to make sure that they are equipped with the tools, techniques and skills needed to be successful in this area, as well as they should work in a more strategic capacity with the leadership team during the decision- making phase before a call is taken on the change management initiatives which need to be implemented.

The role of HR is changing rapidly and now requires HR professionals to be the change managers for changes in their organization. HR professionals need to apply a certain set of skills to initiate, design and lead change management efforts. Thus in light of the literature our third proposition is;

**Proposition # 3:** *HR is expected to act as a change Manager*

#### **4. HR as a Knowledge Facilitator**

In recent years, a dramatic change in the world economy has affected the way businesses and organizations operate. One of the changes is the shift from a resource-based view of competitive advantage (i.e. capital, labor, and raw material) to a knowledge-based competitive advantage through Knowledge Management (Yahya, Salleh & Keat: 2001). The knowledge economy has drastically changed many business and human resource management concepts (Smith & Schurink: 2005). In this competitive knowledge economy, our most valuable asset is the Knowledge Asset. It is often said that, in this economy it is not what "we own," but “we know” that would give us the competitive advantage (Shree:

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2009). Hannula, Kukko, & Okkonen (2003) also support this argument by stating that the importance of competencies, i.e. knowledge and skills, is being more emphasized with the change in nature of organizations as more knowledge intensive. Thus Knowledge and knowledge workers have become the most important resource or asset in the knowledge intensive organization (Smith & Schurink: 2005).

In the knowledge based environment; knowledge management should be considered an organizational process which is used to achieve better performance due to effective knowledge sharing and organizational learning, recognizing and developing competencies, and gaining from individually different skills and knowledge (Hannula, Kukko, & Okkonen: 2003). According to Chivu & Popescu (2008) Knowledge Management can be described as the systematic processes by which an organization identifies, creates, captures, acquires, shares and leverages knowledge. Whereas Martenson (2000) says that Knowledge Management (KM) is the set of professional practices which improves the capabilities of the organization's human resources and enhances their ability to share what they know. According to him KM is a five steps integrated approach of identifying, creating, storing, sharing and applying knowledge to enhance organizational productivity, profitability and growth.

Since knowledge is embedded in organizational human resources, the process of learning is closely linked to ways the organization manages these resources. In order to gain competitive advantage from KM, organizations need to identify core competencies, or integrated knowledge sets, that distinguish them from competitors and add value for customers (Gloet & Martin: 2006). Ulrich (1997, 1999) refers to these knowledge sets as organizational capabilities, and suggests that HRM can play an important role in creating and developing the organizational capabilities required to compete in the knowledge economy. Saint-Onge (2001) also alludes to the need for the HR function to transform itself in order to respond to changing requirements of the knowledge era.

In keeping pace with the concept of human resource's importance in KM Function, Smith & Schurink (2005) state that the increasing importance of knowledge and knowledge workers in organizations changed the role and position of HR from personnel administrator to one of strategic role player and asset manager. This changed role calls the HR professionals to manage the knowledge workers in a way that

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access to the knowledge asset can be secured. Moreover, keeping in view the organization's knowledge requirements HR people must hire workers with different skills and perspectives; develop the measures to retain particular knowledge workers and their knowledge; design performance measurement tools which are linked to the overall organizational strategy and knowledge requirements; Create a knowledge sharing culture within a trusting environment for employees; and develop the workers for a different working environment (as knowledge based organizations continuously keep on changing).

There are several roles that can be played by HR in developing a knowledge management system. The major role of HR is that it should help the organization articulate the purpose of the knowledge management system (Chivu & Popescu: 2008). Another role of HR is of knowledge creation that is defined by Smith, Collins & Stevens (2001) by stating that HR practices are significantly related to the knowledge creation process. According to them knowledge creation capability is dependent on three dimensions; 1) knowledgeable employees, 2) employee motivation, and 3) information combination and exchange. Whereas HR can facilitate knowledge creation by hiring knowledgeable employees (through the appropriate use of its recruitment & Selection function); Motivating these knowledgeable employees (by effective use of compensation & Benefits function); and providing a culture for information exchange (by introducing networking practices / events / opportunities for employees). Chivu & Popescu (2008) highlight the role that HR must integrate effective knowledge sharing and usage into daily life so that knowledge sharing must be expected, recognized, and rewarded.

HR also has a key role to play in nurturing and strengthening knowledge management through "learning initiatives". HR is best placed to play the role of an effective facilitator, and give positive reinforcements for Knowledge Management through organizing visible knowledge sharing events and strengthening skill and competency development of employees. Moreover HR should focus on the fact that People do not do what you tell them, but what you measure them for. Thus HR needs to institute a system of performance management, which will reinforce the discipline of sharing, documenting knowledge and reuse of others' ideas with pride to achieve business goals (Shree: 2009).

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One of the most prominent roles of HR in knowledge organizations is subsequently that of knowledge facilitator. The crux of knowledge sharing and transfer strategies does not entail the collection and dissemination of information, but rather the creation and maintenance of an enabling environment as well as linking knowledge workers with one another to share knowledge. (Smith & Schurink: 2005). Hence in light of the literature cited above, our fourth proposition is;

**Proposition # 4:** *HR likely acts as a knowledge facilitator*

## **5. HR as an External Master**

HR profession as a whole is quickly moving to add greater value through a more strategic focus. But we need to understand that human resources work does not begin with HR—it begins with the business. The ultimate receivers of these businesses reside in marketplaces i.e. the customers who buy products & services. Knowledge of external business issues matters because external realities ultimately determine the relevance and utility of virtually all internal operations (Ulrich & Brockbank: 2005). Another perspective of external business environments is given by Tekin (2005) that, there is a growing perception among enterprises that sustainable business success and shareholder value cannot be achieved solely by maximizing short-term profits through customers, instead it calls for a market-oriented yet responsible behavior. This responsible behavior of corporations can be called corporate social responsibility (CSR); and HR is considered as the initiator and coordinator of CSR philosophy and activities in an organization. Now when the need for external focus of HR is evident, we have categorized the external focus in two dimensions; 1) External Customer, 2) Corporate Social Responsibility.

### *HR for External Customers*

External constituents who comprise markets for products, services, and capital ultimately vote with the money they spend about virtually everything that occurs in a firm. These realities determine whether HR is successful in creating human abilities and organizational capabilities that generate products, services, and results that customer and capital markets (Ulrich & Brockbank: 2005).

There's convincing evidence that HR drives customer satisfaction – and corporate revenues – by careful attention to who is hired, how they are trained, how they are coached, and how they are treated on the job.

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Increasingly, companies are recognizing that HR plays a seminal role in building a customer-friendly culture. There are many things HR can do to help create an environment that nurtures good service and customer relationships. Throughout the business world, HR departments are focusing their efforts on improving customer satisfaction. They're using HR activities – hiring, training, coaching, and evaluation programs – to give employees the tools and support they need to develop and nurture positive, lasting relationships with clients (Kiger: 2002). Moreover HR must also frame itself as a source of competitive advantage. Competitive advantage exists when a firm is able to do something unique that competitors cannot easily copy. And what it does better than its competitors must be highly valued by its customers demand. HR can create competitive advantage by creating human abilities and organizational capabilities that are substantially better than those of the firm's competitors. HR initiatives create a competitive advantage when they persuade customers to transfer money from their wallets to the company's instead of to competitors (Ulrich & Brockbank: 2005).

Creating customer connectivity may originate in a variety of practices. It may originate in databases that identify and track each individual customer preferences. Customer connectivity may also come from dedicated account teams who build long-term relationships with targeted accounts. Customer connection may also come from involving a customer in the firm's HR practices. To leverage such opportunities, many firms are including customers in staffing, training, compensation, and communication practices (Ulrich & Smallwood: 2004). HR programs should ensure that satisfaction of target customers is one of the indicators of employee performance. In addition, they should reward and recognize outstanding customer service. The more effective these programs are in communicating to employees the importance of target customer satisfaction, the more powerfully they will instill a sense of accountability for customer share. Including targeted customers in HR practices can increase customer commitment to the firm. For example, customers can be involved in designing performance appraisals and training programs. Many HR professionals are finding creative ways to include customers in HR practices (Ulrich: 2010).

#### *HR for Corporate Social Responsibility*

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Corporate social responsibility (CSR) means a commitment by a company to manage its roles in a society in a responsible and sustainable manner (Tekin: 2005). One of the emerging trends in HR's external focus is the role of HR in representing companies to their communities and in accounting for community requirements in their companies' value proposition. HR departments increasingly are given the mandate to work with local communities in addressing these complex and important issues (Ulrich & Brockbank: 2009).

The importance of CSR gains value as it goes for establishing a positive company reputation and brand in the public eye through good work that yields a competitive edge while at the same time contributing to others--demands that organizations shift from solely focusing on making a profit to including financial, environmental and social responsibility in their core business strategies. One of the critical roles of HR leadership today is to spearhead the development and strategic implementation of CSR throughout the organization and promote sound corporate citizenship. Attracting and retaining competent people is one of the primary business reasons for CSR (Lockwood: 2004). As HR leaders continue to take greater responsibility and initiative regarding corporate social responsibility policies, practices and activities, it is useful to reflect upon the drivers of CSR and HR's expanding leadership role in CSR strategy and implementation (Kennedy: 2010).

A frequently visible CSR initiative is community relations which can have a positive impact on company reputation and brand. By making use of community programs that highlight the company doing good work; HR can link critical issues--decreasing turnover, savings on cost per hire and attracting talented individuals--to CSR and the bottom line (Lockwood: 2004). Getting the younger employees, who are already environmentally conscious, excited about fresh Corporate Social Responsibility initiatives is a great way to begin. A committed set of employees who infuse enthusiasm for such programs would enable friendly competition and recognition programs (Lokhandwala: 2009). The reward of employees is the key tool to root CSR programs in a company. Companies with corporate social responsibility programs should reward employees to donate their time and energy to voluntary programs with a combination of gifts and recognition awards. Moreover they inspire and motivate employees by

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rewarding to get involved in CSR programs. In practices there are many ways to reward employees taking up voluntary activities. Types of rewards for participating in corporate social responsibility programs are publication of volunteer activities in employees communications, certificates, recognition in public events, offers of product, service or financial assistance (Tekin: 2005).

The role of HR function in embedding the CSR values in the corporate culture is immense and has been underlined also. An organization can exhibit a better image in the minds of people by presenting itself as an excellent employer which cares for its people and involves them in the ambit of social responsibility. This involvement of employees indicates the strategic importance of HRM in the CSR initiatives of an organization. Human Resource policies, forming the framework for the culture in the business management, create awareness towards the need to achieve the business goals in the best possible and ethical manner. The orientation program of newly recruited candidates should be designed in a manner that corporate philosophy about CSR gets highlighted. The designing of Performance Management System should be done in such a manner that it measures the socially responsible initiatives taken by employees. This becomes important as the internalization of CSR in an organizational culture requires that appropriate behaviors get appraised, appreciated as well as rewarded. The Training facilities may also be made available to instill the CSR culture among employees. As well as the Human Resource department should effectively measure and evaluate CSR activities (Sharma S., Sharma J. & Devti: 2009). Hence in light of the above literature we can say that Human Resource Department acts as an External master as in customer perspective, it can increase company's share of customer by creating a link with customers through involving them in HR practices. on the other hand in terms of CSR we see that the HRM department mostly is the coordinator of CSR activities. The companies see the relationship between human resource functions, practices and CSR activities in different aspects. Thus our fifth proposition is;

**Proposition # 5:** *HR needs to act like an external master*

## 6. HR as an Intrapreneur

Human resource management has been criticized for being too expensive and providing no added value because any measurable business value could not be demonstrated by HR People. The changing nature of human resource management fostered the development of Intrapreneurial activities in human resource management. This activity was demonstrated through an entrepreneurial philosophy resulting in, transforming the cost centers of human resource departments to profit generation hub (Mitchell, 2000). “HR Departments are now being forced to become profit centers” where selling the HR Expertise outside the company is being considered an attractive way to get into black (Koch: 1995). Human resources has always had a service role in the firm, but this role needed to change to a new role for human resources -- that is, to act as a direct revenue earner (Beatty & Schneir, 1997).

“Intrapreneurs” is the new buzz word for those people who take responsibility for creating any kind of innovation within an organization. Employees in human resource departments can become intrapreneurs when they develop ideas for providing human resources to new customers (Mitchell: 2000). Koch (1995) mentions that “some HR Departments have become outside consultants for profit”, and according to our understanding we consider this outside consultancy role of HR as “Intrapreneurial HR”. This newly defined Intrapreneurial role of HR can prove that it is able to generate direct income and, therefore, profits for the organization.

Mitchell (2000) narrates that Employees in human resource departments can become intrapreneurs when they develop ideas for providing human resources to new customers outside their own company. According to him IBM, Disney, and Xerox all provide excellent examples of this type of Intrapreneurial activities by HR. He sites the example of IBM, that in 1992 IBM unveiled a new company called Workforce Solutions that operated within IBM. Workforce Solutions offers human resource services and programs to other firms. Moreover Walt Disney Company operated Disney University as part of its human resource and community relations departments. Disney University sells human resource experience and knowledge to other firms.

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The field of human resource management initially may seem like an unlikely place for such intrapreneurial activities. However these activities have resulted in new and better ways to provide human resource services. Some of the intrapreneurial activities have occurred through classic ways by the delivery of services to firms started by entrepreneurs with expertise in human resource management of a company. The development of these Intrapreneurial activities has reinforced the development of human resource management as a function that adds monetary value to a firm. But this finding is especially apparent when human resource management is one of the firm's core competencies (Mitchell, 2000). HR Departments have capitalized on their personal expertise and have become consultants for companies outside their organization, resulting in earning profits for their company (Koch, 1995). But the basic checkpoint in this regard is the internal health of HR. If HR is not functioning smoothly and efficiently or has any kind of operational problems then staying away from the profit center model would be wise (Wellner, 2000). He more says that some companies may unwisely pursue the Intrapreneurial HR activities for pushing the department to improve or maximize company profits.

Wellner (2000) narrates that the first step before offering HR services outside the firm is to assess your own population in terms of their skills and determine whether you have people, skill and expertise that could help effectively consult with third parties. The path to success as an HR profit center (intrapreneurial HR) is exceptionally bumpy if the people who have to deliver services do not have the required skill set.

Koch (1995) has discussed the example of Xerox who developed internal HR Expertise and then started Intrapreneuring in HR. HR Department of Xerox developed its HR practices and expertise for over 25 years and then turned it into a business “Xerox HR Solutions” by selling this expertise to various companies. Its services include consulting in areas of employee empowerment, employee satisfaction, performance management, labor management, motivation, reward and recognition, workforce diversity, and gender based harassment. Moreover, capitalizing on its core competency – document processing – it also sell document management services and recommend technical solutions to support HRMS.

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Wellner (2000) discusses that when an HR Department moves towards HR Intrapreneur role it must develop a strategy up front for balancing its internal and external clients. Because when the HR department decides to go outside, it has to be sure that it does not take its eye off the core reason for being in the first place, that is servicing the corporation. The literature cited above clearly discusses the role of Intrapreneurial activities of HR in organizational success. Thus our sixth proposition is;

**Proposition # 6:** *HR performs its role as an Intrapreneur*

### **HR Corporate Master (A New HR Model)**

In today's competitive business climate, HR must shed its gatekeeper image and evolve into more critical and innovative roles that can continually create value for the organization it serves. Because HR influences or controls most of the managerial systems that impact workforce performance, productivity, and employee satisfaction, it is well positioned to create substantial value addition (Pepitone: 2000).

As we have seen that almost all the activities of an organization revolve around the HR department, so we come to state that a Human resource professional must perform different roles in an organization towards the actualization of the corporate goals and objectives in a way to drive the organization's vision and mission. Building upon the propositions supported through literature, the core roles of a human resources person are grouped into six broad roles that must be carried out professionally. These roles are HR as an Organizational Architect, Functional Expert, Change Manager, Knowledge facilitator, External Master and Intrapreneur. HR professionals who master these roles add value and contribute to an organization's ability to compete in a significantly expanded horizon. To win on this new horizon will significantly test traditional HR professionals. We suggest specific concepts and actions for each of these six roles so that future HR professionals can meet the increasing demands placed on them. The six roles of an HR Professional have been presented in form of a new HR Model, "HR Corporate Master" (See: Fig. 1)



Fig: 1. HR Corporate Master (A New HR Model)

Now we will separately define these roles;

**HR as Organizational Architect:** HR plays a critical role as an organizational; architect by defining strategies, developing organizational structures, designing work systems and formulating the culture of the organization.

**HR as a Functional Expert:** As functional expert HR Professional must be knowledgeable and skilled of all HR functions like Job Analysis, developing Job Descriptions, recruitment and selection, training and development, performance management, compensation and benefits and employee relations. Moreover they should know that which activities of these HR functions should be outsourced, which should be automated through human resource management system (HRMS) and which should be performed through their minds and intellectual input.

**HR as Change Manager:** HR professionals need to apply a certain set of skills to initiate, design and lead change management efforts in their organizations. They should have the knowledge and skills of different change management models to cope the people side of change.

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HR as a Knowledge Facilitator: One of the most prominent roles of HR in today's knowledge organizations is subsequently that of knowledge facilitator. The crux of knowledge sharing and transfer strategies does not entail the collection and dissemination of information, but rather the creation and maintenance of an enabling environment as well as linking knowledge workers with one another to share knowledge.

HR as an External Master: HR profession as a whole is quickly moving to add greater value through a more strategic attention towards external side of business, including the focus on customers as well as on Corporate Social Responsibility.

HR as an Intrapreneur: Employees in human resource departments can become intrapreneurs when they develop ideas for providing human resources to new customers. Through this Intrapreneurial role, HR can prove that it is able to generate direct income and, therefore, profits for the organization.

HR Corporate Master: building upon the arguments supported through literature we define HR Corporate Master as the "HR Professional who realizes the changing needs of businesses in today's competitive environments and as per the needs play the roles of an Organizational architect, Functional expert, Change Manager, Knowledge facilitator, External Master and Intrapreneur; and can lead the organization towards a competitive advantage".

*HR Corporate Master = Organizational Architect + Functional Expert + Change Manager + Knowledge Facilitator + External Master + Intrapreneur*

### **Conclusion**

Human resource management is undergoing a massive transformation that will change career paths in as-yet uncertain ways. Employers are placing greater emphasis on business acumen and are automating and outsourcing many administrative functions, which will force many HR professionals to demonstrate new skills and compete for new, sometimes unfamiliar roles (Bates:2002). Therefore this paper discusses many new HR tasks by presenting HR Corporate Master Model. This model suggests an expansion in the roles of HR professionals and gives them the direction about their future roles in their organizations. This

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paper can become a valuable contribution in academia by becoming a part of theory and literature of Human Resource Management or the model discussed in this paper can become a new solo subject in advance studies of HRM. From the corporate world perspective, this paper is perhaps the most important practical implication that it provides a New HR model which can be used by the HR professionals in terms of implementation for becoming a real HR corporate master.

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