



DESIGNING THE CONSEQUENCES MODEL OF PUBLIC HUMAN RESOURCE MANAGEMENT ALIGNMENT WITH GOOD GOVERNANCE INDICATORS#

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ABSTRACT

Good governance indicators are used today as a measure of governance in different countries of the world, and countries are evaluated and ranked based on its defined indicators. Public human resource policies and processes have more potential and opportunity to improve good governance indicators and conversely good governance indicators have the capacity of covering public human resource management issue. The main question of the research is what is the consequences model of Public Human Resource Management alignment with good governance indicators? Designing the model and formulating a theory with a multi-grounded theory approach - a combined method of induction and deduction - using a semi-structured interview tool and then undergoing theoretical adaptation to existing relevant theories (deduction), empirical validation were obtained. The statistical population includes executive and academic experts in the field of public human resource management of Iran and good governance, and snowball sampling (Purposeful) have been used. Based on the findings of this study, the results of alignment of public human resource management with good governance indicators can be counted from the overall dimensions of quality of life and public benefit, which then quality of life components includes service quality and quality of work life.

Keywords: Human Resource Management, Good Governance, Multi-grounded Theory, Quality of Life, Public Interest

INTRODUCTION

The concept of governance as an important element in the discourse of development has always been a topic of discussion for government managers, civil society and supportive associations. Good governance is a norm for the government and a right for citizens. The theory of good governance with the indicators of participatory, consensus oriented, accountable, transparent, responsible, effective and efficient, equitable and inclusive and the rule of law and through the interactive structure of the three sectors of public and private sector and Civil society has been highly regarded by social scientists in the last three decades.

Human capital is certainly the most important asset for public agencies and recruiting, motivating and maintaining personnel are of multiple importance. Adapting the various human

resource processes with good governance indicators from the recruitment process to staff terminate ensure the effectiveness and high quality of services to recipients.

Human resource management in the public sector faces a variety of issues which can be quantified within the framework of good governance theory. Moral poverty and patronage (Partisan interference) in the functions of public human resource management, including selection and recruitment, promotion and compensation on the form of the results such as low average daily working hours, absenteeism, apathy and boredom to work, time waste in the workplace, the weakness of the entrepreneurial spirit and creativity are obstacles to making a strong, efficient and responsive public sector in providing services and achieving development. All of this may result from uncontrolled authority, lack of honesty, and accountability.

Outdated human resource policies, plans, processes and structures causes problems such as failure in employment or even retaining of specialists and talented, high mobility and low performance of employees, lack of sufficient skills to do the job, reduced motivation due to lack of fair treatment of employees, public rules and regulations disregard and ultimately inconsistency between employees and failure to achieve goals. Failure to address these issues will result in a waste of human, financial, and capital resources, which instead could lead to prosperity, growth, and improvement in governance indicators. Therefore, the importance and necessity of this research and theoretical study of the consequences of the alignment of human resource management with the characteristics of good governance in the public sector are justified.

LITERATURE REVIEW

The role of public agencies in achieving good governance is ensuring the achievement of goals and intended results, providing desirable public services for citizens and users in an efficient, effective and ethical manner and the accountability of public agencies to citizens (CIPFA, 2014). Improving good governance indicators in the providing services provided to citizens by public agencies will improve both services' quality and increase the satisfaction of recipients and citizens.

Public human resource management policies and practices have more potential and opportunities to influence and improve good governance indicators (Anton Arulrajah, 2016). This can serve as strength for public agencies by attracting, retaining and motivating qualified and talented employees and leaders to take action to progress and work on key issues and ensure the effectiveness of the efforts of leaders and staff in organizational performance. Human resource variables have different intensities and types in this effective alignment, including compensation, filling key positions, retaining outstanding employees, disciplining low-level employee, etc. (Elling and Thompson, 2006).

PHRM policies and strategies and its strategic dimension, as an approach related to long-term and macro issues directly or indirectly improve the indicators of good governance and affect the performance of the public sector. (Truss et al., 2012).

Just as countries adopt public service reform policies to increase the capacity of public agencies in providing services to citizens with a higher degree of thrift, efficiency and effectiveness, as well as a higher degree of responsibility, accountability and professionalism, public human resource management becomes very important. There is a need to professionalize HRM in order



to improve capacity in the public sector. An external model of PHRM [in an alignment with good governance] is needed to enable the government to manage its employees and achieve key goals (BCTC -HRtoolbook on www.bctreaty.ca).

The alignment of PHRM with good governance indicators improves employee job satisfaction and the development of their personal and professional skills, which can be seen in increasing the quality of service and this shows the importance of HRM in good governance (Omar and Mowlana, 2010). However, controlling and systematizing human resources is more difficult than controlling other resources and other aspects of the organization (Dessler, 2010).

In the public administration literature, a set of factors are considered affecting the provision of services by the public sector; leadership, communication, information processing, structural design, and so is right sized organizations using appropriate technology and work processes. However, one of the main factors contributing to the effective management of public plans is the number, competence and commitment of the people employed to manage these plans, as well as the systems used to select, recruit, compensate, discipline and dismissal the personnel (Elling and Thompson, 2006). Ensuring an effective human resource management system is essential to ensure the efficiency and effectiveness of public agencies' operations. This includes fair, transparent and equitable behavior with employees, as well as comprehensive strategies to motivate, guide and promote personal (www.psc.nsw.gov.au).

In the study of the relationship between PHRM and good governance, no specific study has been conducted on the consequences, but in some studies some aspects of these two, has been discussed.

Tafakorlian (2017) in his study on the relationship between organizational empowerment and good governance showed that there is a positive relationship between feeling of being effective, competent, having the right of choice and job meaningfulness in employees with good organizational governance.

In a study, Trakulmututa and Chaijareonwattana (2013) explained the factors affecting the achievement of good governance in human resource management; the suitability of awareness, the characteristics of executive organizations and the acceptance of executives. In a review article, Anton Arulrajah (2016) analyzes and examines the role of human resource management in creating good governance. According to this study, the author concludes that by having good human resource management policies and practices and following the basic ethical, social, democratic and economic principles, organizations can govern well through human resource management. Good governance in the organization ultimately leads to organizational sustainability.

Saada Ahmed (2017) in his master's dissertation emphasizes the role of good governance in providing quality services and preventing various factors, such as bureaucracy, corruption, and delays. His research shows that management's assurance of employee awareness of the principles of good governance and commitment to its principles is aimed at improving service delivery.

In the researches that has been done in the field of the relationship between PHRM and good governance (and we have dealt with some of them), more attention has been paid to the relationship of one or more factors related to HRM with good governance in general. This study deals with the consequences of various functions of PHRM in line with good governance indicators to develop theory in this regard, so the use of multi-grounded approach in this research leads to deepening studies in the field of PHRM.



RESEARCH METHODOLOGY

In this study, in order to investigate the consequences of PHRM alignment with good governance, multi-grounded approach has been used. The theory has been developed using exploratory interview and the adaptation of developed theory with existing related theories (theoretical adaptation) has been done.

In order to increase validation, two strategies of member review (returning built categories and the initial analysis to the participants to ensure that the model and theory are consistent with the participants' views) and theoretical and participants multiplicity were used. For this purpose, the categories and variables obtained from data coding were presented to the participants during face-to-face and individual meetings and in some cases in absentia (designing and sending a questionnaire) asked them to comment on the findings, categories and the story reflecting their experiences and perspectives. Their corrective comments were applied in the process.

Theoretical multiplicity in this research was obtained according to the research method of this research in the stage of theoretical adaptation.

The multiplicity of the participants in this study means that interviews were conducted with Iranians academic and executive experts in PHRM and good. This is shown in Table (4).

Table 1: The multiplicity of the participants

Participants	Number
academic experts in public human resource management and good governance	4
Executive experts in public sector human resource management (according to standard 34000) and good governance	7

In addition, the stage of evaluating theoretical coherence in the qualitative analysis is considered as a multi-stage approach of validation.

Multi-Grounded theory can be seen as a reaction to Grounded theory that attempts to combine certain aspects of induction and deduction. Multi-Grounded theory distinguishes between theory generation and explicit grounding processes (Goldkuhl and Cronholm, 2010).

Statistical community of this research is consisted of Iranian academic and executive specialists of governance and PHRM and sampling is conducted by snowball. Completion of the sample will continue until the theoretical saturation of the collected data.

The subject area in this research is the Consequences of Iran PHRM alignment with Good Governance Indicators. The timeframe for collecting data was 12 months (2020-2021). Interview tools were used to gather information. The approach of multi-grounded theory has been used as a method of data analysis and theory development with a number of operational steps. It includes the following steps: research interest reflection and revision, theory generation and explicit grounding processes.

RESEARCH FINDINGS

In the first stage of theory generation that corresponds in a certain way with the coding processes in the grounded theory, qualitative analysis methods are used. This stage involves the steps of inductive coding (open coding in grounded theory), conceptual refinement, and building



categorical structures (axial coding in grounded theory). In inductive coding stage, the researcher has an open view of the data without the limitations of the previous classifications. The validation process has the stages of theoretical adaptation, explicit empirical validation and evaluation of theoretical cohesion. In the theoretical grounding phase, the evolving theory and its classifications are compared with other existing theories to provide confirmatory theoretical evidence. Empirical validation of a theory means shifting the focus from creating a theory to controlling and testing validity.

Analysis

At this stage, the answers to the interviews were examined, and the "key phrases (codes)" were identified and extracted, and then categorized into categories (building categorical structures). Within Building categories and making coherency of the codes with the categories, the existing relevant theories were used. Some codes are used in the same way as the answers, and some are abbreviated to more abstract words instead of all the details of the answers. From the codes obtained from the answers of the interviews, 41 codes (Tables 2 to 4) were obtained, which are categorized under 2 categories (consequences). Quality of life (Shirvani; 2007) and maximum provision of public interest (Keping, 2017) are the central consequences (categories) of PHRM alignment with good governance indicators.

- *Quality of life*

Emphasizing quality of life in the form of quality of services provided for users and other stakeholders, as well as quality of life (Shirvani; 2007) are the results of PHRM alignments with good governance indicators.

- ✓ *Quality of service*

Promoting public service delivery for users and other stakeholders is a very challenging issue. In this regard, it must be ensured the efficiency and effectiveness of the public agencies' operations in providing quality services.

The conceptual model of service quality was introduced by Parasuraman and his colleagues in 1985, and then, it became the standard tool for measuring service quality. This tool has been termed in the quality of service literature under the name of SERVQUAL. The quality of service in the basic model of Parasuraman and its colleagues is due to the distance between expectations and performance. If performance exceeds expectations, quality increases, and performance falls below expectations. Therefore, the gaps between expectations and performance in the various dimensions used to evaluate the services provided form the theoretical foundations of the SERVQUAL model. (Parasuraman et al., 1985)

The various dimensions of service quality in the SERVQUAL model are as follows:

- **Tangibles** refers to physical facilities, equipment and appearance of personnel
- **Reliability** is the firm's ability to perform the promise service accurately and dependably
- **Responsiveness** is the firm's willingness to help customer and provide prompt service
- **Assurance** is knowledge and courtesy of employees and their ability to inspire trust and confidence
- **Empathy** is caring and individualized attention paid to customers



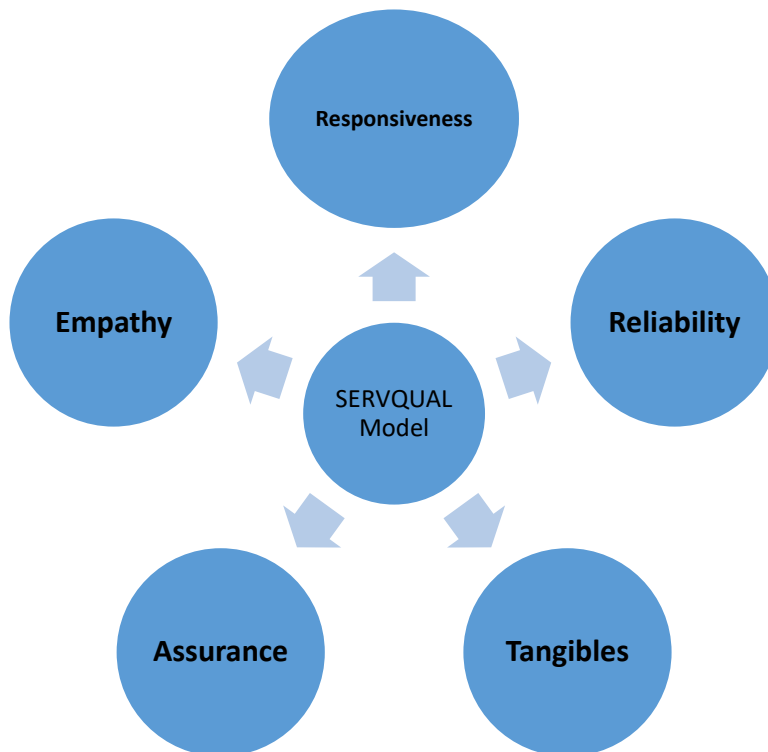


Figure 1: The five dimensions of SERVQUAL model (Parasuraman et al., 1988)

Table 2: Interview Codes Based on Service Quality

Codes	Service Quality Components(SERVQUAL model)
Procedural stability in policy making	Reliability
Strong organizational culture	
Organized path of processes	
Strategic human resource planning	Assurance
Effective human resource processes	
Budgeting on the base of each function's share in achieving the goals	
Domestic career path ladders (having long-term vision)	
Identifying individual and group contributions to successes or failures	
Communication and convergence with the governing body in the field of human resource planning	
Clarifying the contribution of each human resource function to achieving goals	Responsiveness
Critique of intellectual actors in decisions (before action)	
Organizational belonging	Empathy
Documentation and transparency of service delivery process (time, quality and standard)	
Transparency and compliance of the organization's goals for employees and citizens	

Innovation and creativity management	
Effective communication system	

✓ *Quality of work life*

Quality of work life (QWL) is generally associated with a series of objective organizational conditions and practices that enables employees of an organization to perceive that they are virtually safe, satisfied and have better chances of growth and development as individual human beings. QWL is nowadays drawing more attention globally as in modern society people spend about more than one-third of their lives at their workplace. Hence, the eminence and importance of QWL is unparalleled and unquestionable. The basic elements of QWL in any organization are: health and safety, employment security, job satisfaction, occupational stress, work environment, work-life balance and human relations. Some strategies improve QWL in organizations that focus on different areas of organizational functions: employee participation, job design and work organization, workforce awareness and career guidance, inter-group relationships, role of HR managers, self-managing work teams, rewards, alternative work schedules and supportive organizational culture. It is argued that one needs to pay attention to improve all these functions and strike a balance among them to make QWL effective. (Ahmad, 2013)

Quality of work life (QWL) is an umbrella term used to capture a wide variety of organizational efforts aimed at improving a work setting to better support human needs. It has taken on a number of specific meanings in the research literature and has found its way into applied contexts as well (Peters, 2015).

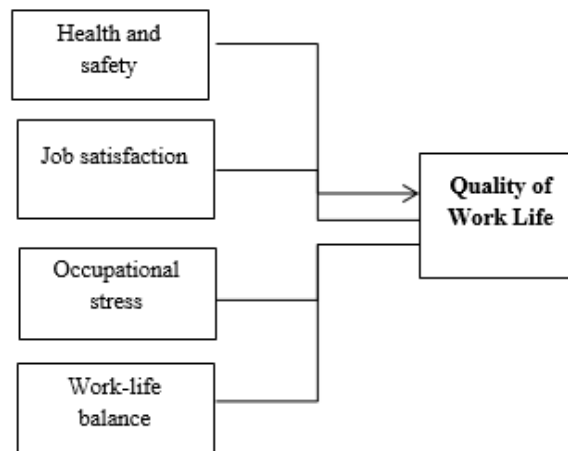


Figure 2: The basic elements of QWL in any organization (Ahmad, 2013)

Table 3: Quality of Life related codes

Codes	The components of QWL
Employee health plans	Health and safety
Providing psychological security	
Transparent and reasonable compensation system	Job satisfaction
Participate in decision making and goal setting	
Performance-based career	

Organizational Learning	
Competency based recruitment process	
Appointment based on merit and Transparency and fairness	
Psychological counselling	Occupational stress
Eliminating Organizational factors of job stress	
Creating public awareness about job stress	
Social support	
Team building	
Creating flexible plans in organizations	Work-life balance
Effective interpersonal and organizational communication	Human relations

- **Public interest**

"Public interest" is a key concept in public administration. Significantly, the effectiveness of governments is assessed in that their policies are in the public interest. However, there are issues that arise in meeting the public interest.

Since the concept of public interest is visible in the definition of public services and goods, the various methods of providing, are explained based on the methods of providing public services. The goal of public sector is to meet a wide range of political, economic, social and environmental goals in the short, medium and long term. Public agencies have been set up to help them. The main task of all public sector organizations, boards, commissions and courts and their appointees is to run or operate for the interest of the people.

When we talk about the public interest, it is generally understood as well-being and safety. The public interest can also be understood as a well-organized society in which citizens can exercise their democratic rights, where they trust and feel secure in public agencies, and competitors' interests are balanced and managed effectively and fairly. In general, the main goal of public agencies is to achieve results that increase or maintain the well-being of citizens, not gaining profits (CIPFA¹, 2013).

Table 4: Public Interest related codes

Codes	The components of Public Interest(Taken from the Australian Public Services Commission website²)
Organization Image Management (Real Transparency)	Goals and Outcomes
Rule of law in human resource processes (employment, etc.)	
Sustainability in the policy based on the priority of the public interest	
Justice and honesty in human resource functions	
Transparency of goals for employees and citizens	
Transparency of human resource processes related to public interests such as employment	Process and procedure
Prioritize public interest in decisions	

¹ Chartered Institute of Public Finance and Accountancy

² <https://www.apsc.gov.au/>

The superiority of the logic of the public interest in the procedure for exercising authority over employees and citizens	
Procedural justice in human resource processes	
Ensuring accountability for service delivery	

The function of the public sector in realizing good governance is to ensure that the collections operate in accordance with the public interest everywhere. It is necessary to act within the framework of the public interest, a strong commitment to integrity, moral values and the rule of law, and the openness and participation of stakeholders in society.

✓ *Components of public interest*

Acting in the public interest has two separate components:

- Objectives and outcomes — that the objectives and outcomes of the decision-making process are in the public interest, and
- Process and procedure — that the process adopted and procedures followed by decision-makers in exercising their discretionary powers are in the public interest, which would include:
 - Complying with applicable law (both its letter and spirit)
 - Carrying out functions fairly and impartially, with integrity and professionalism
 - Complying with the principles of procedural fairness/natural justice
 - Acting reasonably
 - Ensuring proper accountability and transparency
 - Exposing corrupt conduct or serious maladministration
 - Avoiding or properly managing situations where their private interests conflict or might reasonably be perceived to conflict with the impartial fulfilment of their official duties, and
 - Acting apolitically in the performance of their official functions (not applicable to elected public officials). (Retrieved from <https://www.psc.nsw.gov.au>)



DISCUSSION

Implementing HRM in the public sector in alignment with good governance has consequences: quality of life and the public interest. Quality of life includes service quality and quality of work life.

The codes from interview categorized under service quality put into different dimensions of SERVQUAL model (Parasuraman et al., 1985). Stability of human resource policies, strong organizational culture, and clear and predictable procedures in all human resource processes make it possible to deliver the promised service properly, reliably, and continuously.

Ensuring that staffs have the ability and competence to convey a sense of trust and confidence in the service delivery to the recipient is an important dimension of quality. through effectiveness of processes, human resource planning based on organizational and national goals, use of internal career ladders, performance-based budgeting, welcoming critique, clarifying the role

of functions in effectiveness and determining individual and group contribution on the results, HRM results in knowledge and courtesy of employees and their ability to inspire trust and. The responsibility is created by willingness to help the customer, providing timely service with organizational belonging and transparency and documentation of the service delivery process (time, quality and standard).

The empathy (special attention to the client) in such a way that the client accepts that it is important for the public agencies that he/she referred to and the organization has understood them is obtained through some strategies; innovation and creativity, communication and transparency of goals and adaptation to needs and a favorable image of the organization in the minds of the recipients.

Quality of life is obtained by health and safety, employment security, job satisfaction, occupational stress, work environment, work–life balance and human relations. Employee health and psychological security are of importance in providing health and safety for employees. Transparent and reasonable compensation system, participatory decision making and goal setting, performance-based career, organizational learning, recruitment process and appointment based on merit and transparency and fairness are the elements for job satisfaction which is an important factor in QWL. Occupational stress is an obstacle for QWL; Psychological counselling, Eliminating Organizational factors of job stress, creating public awareness about job stress, social support and team building are some of the plans for decreasing this kind of stress. Creating flexible plans in organizations for the work–life balance and effective interpersonal and organizational communication are other main plans for increasing QWL.

Public interest is achieved by two mechanisms: goals and outcomes (a wide range of political, economic, social, and environmental goals in the short, medium, and long term), and the process and procedure for providing public services.

Human resource functions are more involved in public interest processes: transparency, rule of law, procedural justice, participation, ethical values and accountability in human resource processes along with the procedures for exercising authority for employees and citizens are based on the logic of the public interest. The goals of public interest must be known to all employees and the decisions of employees must be based on them. Public interest policy also needs stability and sustainability.

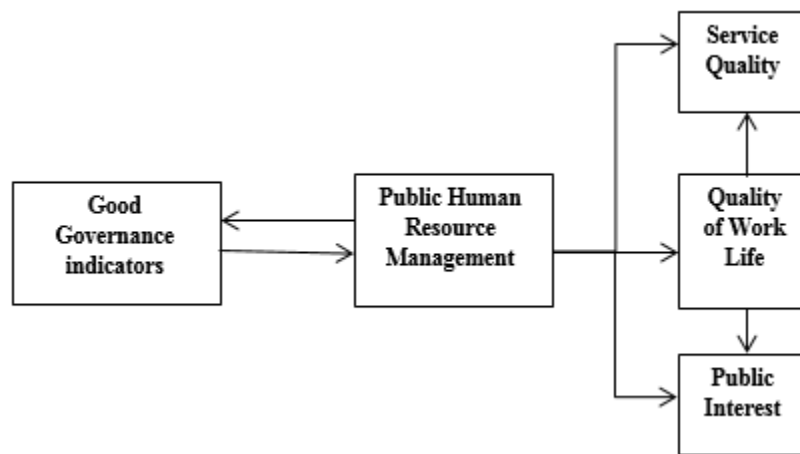


Figure 2: The consequences model of PHRM alignment with good governance indicators

CONCLUSION

In line with good governance indicators, the Public Human Resource Management Consequences Model describes the organization's human resource structure to achieve strategic goals and defines its key and fundamental role in functional responsibilities.

The main result is the transparency of role and responsibilities of HRM in order to have a strong and competitive performance in the organization. The presented model in figure 2 is based on a multi-grounded approach.

The consequences of the alignment of PHRM with good governance in terms of quality of life and public interest can be counted. Quality of life includes the service quality provided to recipients and citizens and the quality of work life. The services provided by the employees in terms of reliability, assurance, responsiveness and empathy cause the quality of these services. Quality of work life is as core consequence of PHRM in an alignment with good governance has the dimensions of health and safety, employment security, job satisfaction, occupational stress, work environment, work–life balance and human relations. This core consequence influences service quality and public interest. The public interest can be achieved through the alignment of PHRM with good governance indicators on the goals and results achieved so that it must be operationalized in processes or procedures of HRM.

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