



Research on the Evaluation of the Capabilities of Strategy Chief Human Resources Officers

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ABSTRACT

Selecting a Strategy Chief Human Resources Officers with comprehensive capabilities and utilizing their abilities to make tangible contributions to the effective development of a company is a crucial issue for businesses. This study constructs an evaluation table of capabilities through literature research, expert interviews, Delphi method, and Analytic Hierarchy Process (AHP). Through survey and analysis of respondents, the study identifies five major dimensions and twenty capability evaluation indicators for the Strategy Chief Human Resources Officers. The importance ranking of capability evaluation dimensions for the Strategy Chief Human Resources Officers: Organizational culture communication, Change management and staff commitment, Integration of internal and external strategies, Enhancing organizational capacity and effectiveness, and Employee care and quality of life enhancement. This study establishes a scientific evaluation method for the selection, appointment, capability evaluation, and future capability enhancement of Strategy Chief Human Resources Officers.

KEYWORDS

Strategy Chief Human Resources Officers, Human Resources, Analytic Hierarchy Process (AHP)

1 Theories

The integration and utilization of human resources, financial resources, and physical resources within an enterprise are filled with uncertainty and challenges in the process of achieving business goals. The success of this battle largely depends on the strategic thinking of human resources leaders, who inject strategic thinking into decisions and measures such as talent attraction, retention, and utilization within the enterprise. The main responsibility of a human resources leader is to formulate strategies for human resources management and development, and to implement them in daily operations (Yu, 2021). Therefore, a strategic human resources leader is an indispensable key leader in an organization, responsible for formulating and implementing long-term human resources strategies, supporting sustainable development of the enterprise through strategic initiatives such as talent management, organizational culture building, and regulatory compliance.

Selecting a Strategy Chief Human Resources Officers with comprehensive capabilities and leveraging their abilities to make tangible contributions to the effective development of a company is a critical issue for businesses. While there have been many discussions in academia about the role of HR executives, ultimately, it is a position within an organizational unit with certain expected behavioral patterns, rather than an exploration of their inherent capabilities (Wang Jun yuan, 2010). Therefore, this study believes it is necessary to examine the abilities required for a Strategy Chief Human Resources Officer and to conduct a structured exploration and research on the interrelationships and importance of these abilities.

This study aims to delve into the necessary job competencies for Strategy Chief Human Resources Officers (CHROs). Based on this, a questionnaire survey was conducted, utilizing the Analytic Hierarchy Process to assess the importance of pairwise criteria. The analysis yielded the weightings of competencies for CHROs. Finally, the research results provide a scientific evaluation method for companies to follow when selecting CHROs.

2 Literature Review

2.1 Human Resource Work Capability

Firstly, delve into the discussion within the enterprise, the China Production Center of the Foundation (2021) explores the competencies that human resources should possess, and then constructs the capabilities that a strategic HR leader should have from these competencies, integrating the research and discussion of scholars on the work capabilities that human resources management should possess in the enterprise. Scholar Huang Ying Zhong (1997) divided human resources management into four major dimensions: assurance, development, reward, and maintenance of human resources. Wu Bingen (2004) planned the functional types of human resources management based on two dimensions: "tendency towards planning" or "tendency towards execution," and "emphasis on personnel" or "emphasis on processes," distinguishing four different functional types, including organizational development, resource management, strategic consulting, and personnel administration. This study will construct the work of a strategic HR leader based on this, and further develop its content of capabilities.

Lucia & Lapsing (1999) found that using the competency model in human resource management functions can produce better benefits, such as recruitment and selection, training and development, performance evaluation, and succession planning. Zipadelli (1996) pointed out that for HR professionals to help organizational managers develop an effective strategic plan to respond to future trends and developments. Arkhipova & Kokila (2022) in their study on career vision and leadership style planning, pointed out that professional HR personnel should possess seven abilities, including: global operational capabilities, business and financial management capabilities, strategic foresight capabilities, information technology capabilities, professional knowledge and technical capabilities in HR, organizational development and change management capabilities, and enhancing organizational efficiency and competitiveness.

This study found that after summarizing the scholars' requirements for human resource work capabilities, the Strategy Chief HR Officer is the highest executive leading the entire HR department. What are the capabilities of the Strategy Chief HR Officer? Although there are many studies on the role of the Strategy Chief HR Officer in the literature, there has been no discussion or research on the assessment of their work capabilities. Through existing literature research, it was found that there are deficiencies and lack of discussion on this issue, leading to the following conclusions:

First, there has not been a comprehensive exploration and research on the capabilities of the Strategy Chief HR Officer.

Second, the indicators and descriptions of capability evaluation in the capability dimension have not yet produced consistent and systematic frameworks.

Third, after establishing the capability dimension and detailed evaluation indicators, the importance and ranking of these indicators, as well as their weight values, have not been studied or discussed in current theories and literature.

Fourth, capability indicators should have effective assessments to accurately determine whether the selected Strategy Chief HR Officer meets the required capabilities of the enterprise.

Fifth, there is no evaluation scale designed according to the capability dimension to comprehensively outline the capabilities that the Strategy Chief HR Officer should possess, and to assess and address any deficiencies in their future work capabilities.

2.2 Evaluation dimensions of the Chief Human Resources Officer's capabilities in strategy

This study aims to understand the evaluation of the capabilities of strategic HR leaders. After reviewing the literature mentioned above, the study conducted research analysis using the Delphi method proposed by Deng Zhengyuan and Zeng Gaoxiong (1989) and Feng Zhenmin and Li Huiling (2020). Five experts were invited to form a planning group to establish the competency dimensions that strategic HR leaders should possess. The study then discussed with the experts and summarized the results to identify five major measurement dimensions and twenty evaluation criteria, as shown in Table 1.

Table 1 Summary of Evaluation of Human Resources Manager's Competencies

Measuring Components	Evaluation Criteria
Integration of internal and external strategies	Strategic Vision Insight Capabilities
	Integration of human resources and operational strategies
	Globalized operational capacity
	Trend analysis and strategic planning capabilities
Enhancing Organizational Capacity and Effectiveness	Organizational Diagnosis and Counseling
	Integrate and enhance organizational effectiveness
	Emphasis on flexible management and competitiveness
	Human Resources Workflow Re-engineering
Organizational Culture Communication	Integration of internal and external resource networks
	Demonstrate team leadership and cohesion
	Shaping Organizational Culture and Communication
	Enhance teamwork quality
Change Management and Staff Commitment	Innovative Thinking and Change Responsiveness
	Emergency response and problem-solving skills
	Consulting to Improve Organizational Performance
	Increase staff commitment to change
Employee Care and Quality of Life Enhancement	Building Professional Ethics and Giving Back to the Community
	Creating a fair and friendly workplace environment
	Appropriate employee care and assistance skills
	Enhancing Employee Commitment and Organizational Citizenship Behavior

Source: Organized by this study

Once the specific descriptions and definitions of these job competency indicators are established, they can be used to form the content of the competency assessment for the Chief Human Resources Officer. When selecting a Chief Human Resources Officer, the candidate's data should be evaluated based on the corresponding competency dimensions. The knowledge, skills, and abilities demonstrated by the candidate during the competency assessment must also be scored according to consistent evaluation criteria to obtain fair and accurate assessment results in a standardized and systematic evaluation process. This will enable the organization to jointly face various challenges and environmental changes in future work and achieve the overall organizational goals.

3 Research Methods

3.1 Research Framework

Based on the literature review, this study identified and summarized the dimensions of competencies for Strategy Chief Human Resources Officers (CHROs) and the evaluation criteria for each competency dimension. Through literature review, it was found that the Analytic Hierarchy Process (AHP) is widely used in competency assessment. After multiple adjustments and communications, experts' opinions on the questionnaire were integrated to reach a consensus. The study also determined the weights and rankings of competency dimensions in the criteria

layer, as well as the weights and rankings in the evaluation layer, and produced Figure 1 as the framework of this study.

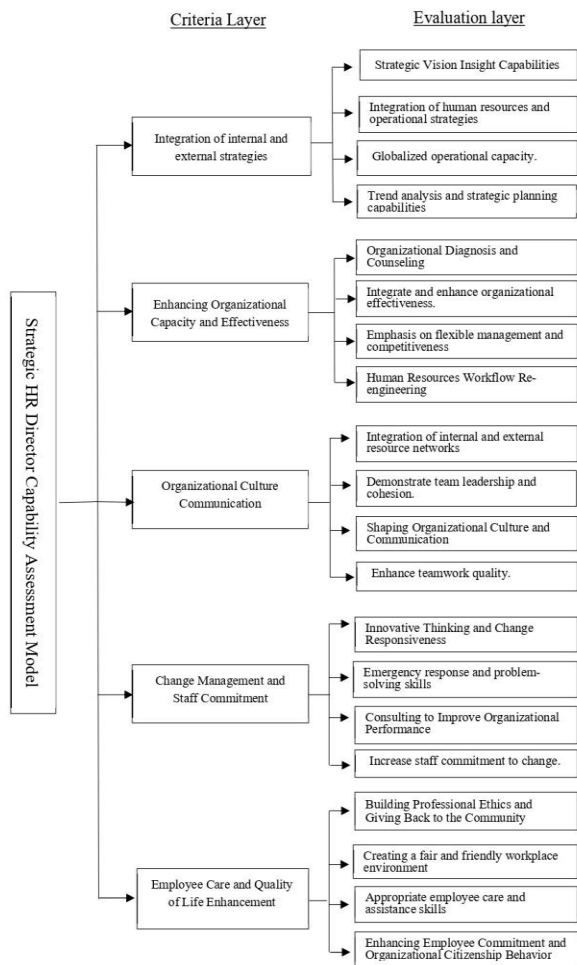


Figure1 Strategic HR Director Capability Assessment Model

3.2 Sample Characteristics

The characteristics of the sample for this study are shown in Table 2. Among the valid samples of this study, one-half of them were from academia and one-half from industry; 72.23% of them were from enterprises with less than 1,000 employees, and 83.34% of them were from doctoral or master's degree or above. 72.22% of the interviewees had been working as a chief executive for more than 10 years, and all of them were appointed to be chief executives. After analyzing the questionnaires, all the valid questionnaires passed the consistency test.

Table 2 Questionnaire Recovery and Sample Characteristics
Source: Organized by this study

Project	Category	Percentage (%)
gender	male	61.11
	women	38.89
educational attainment	Specialty	5.56
	University	11.11
	Master's Degree	55.56
	doctoral	27.78
Age	Below 45 years old	22.22
	45-60 years old	66.67
	Over 60 years old	11.11
Marital Status	married	83.33
	unmarried	16.67
Industry Properties	Educationalists	50.00
	Business	27.77
	Information Technology	5.56
	Services sector	11.11
Number of employees	More than 1,000 people	27.77
	Less than 1,000 people	72.23
Human Resource Manager Job Qualifications	3 to 10 years	27.78
	11-20 years	33.33
	More than 20 years	38.89

Source: Organized by this study

4 Research Result

4.1 Indicators and weights of various dimensions

In the hierarchical structure of the research indicators for evaluating the capabilities of Strategy Chief Human Resources Officers in strategic management, the weights of the indicators in the indicator layer are as follows: Organizational culture communication (29.59%) has the highest weight, followed by Change management and employee commitment (21.35%), then Internal and external strategic integration within the organization (21.22%), Enhancing organizational capabilities and performance (15.55%), and finally, Employee care and improvement of quality of life (12.30%), as shown in Table 3.

Table 3 Human Resource Assessment - Component Indicators and Weights of Indicator Layer

Facet	Integration of internal and external strategies	Enhancing Organizational Capacity and Effectiveness	Organizational Culture Communication	Change Management and Staff Commitment	Employee Care and Quality of Life Enhancement	Weight	Arrange in order
Integration of internal and external strategies	1.00	1.57	0.63	0.88	1.93	0.2122	3
Enhancing Organizational Capacity and Effectiveness	0.64	1.00	0.58	0.75	1.29	0.1555	4
Organizational Culture Communication	1.59	1.73	1.00	1.45	2.22	0.2959	1
Change Management and Staff Commitment	1.13	1.34	0.69	1.00	1.65	0.2135	2
Employee Care and Quality of Life Enhancement	0.52	0.78	0.45	0.60	1.00	0.1230	5

Source: Organized by this study

4.2 Evaluation Level Overall Project Analysis

In the evaluation of the evaluation items at the appraisal level (specific capability indicators of the Strategy Chief Human Resources Officer), they are considered as sub-factors of the second-level indicator layer (the capability dimension of the Strategy Chief Human Resources Officer). Table 4 will list the relative level weight values of all evaluation items at the third-level appraisal level and the overall relative weight values.

Table 4: Strategic HR Director Capability Assessment Model

Objectives	Criteria Layer	Relative weight	Evaluation layer	Relative weight	Absolute weight	Overall ranking
Strategic HR Director Capability Assessment Model	Integration of internal and external strategies	21.22%	Strategic Vision Insight Capabilities	23.11%	4.90%	9
			Integration of human resources and operational strategies	25.78%	5.47%	8
			Globalized operational capacity.	19.79%	4.20%	13
			Trend analysis and strategic planning capabilities	31.32%	6.65%	5
	Enhancing Organizational Capacity and Effectiveness	15.55%	Organizational Diagnosis and Counseling	27.42%	4.26%	11
			Integrate and enhance organizational effectiveness.	26.66%	4.15%	14
			Emphasis on flexible management and competitiveness	24.29%	3.78%	16
			Human Resources Workflow Re-engineering	21.64%	3.36%	17
	Organizational Culture Communication	29.59%	Integration of internal and external resource networks	22.47%	6.65%	5
			Demonstrate team leadership and cohesion.	27.64%	8.18%	1
			Shaping Organizational Culture and Communication	26.49%	7.84%	2
			Enhance teamwork quality.	23.39%	6.92%	4
	Change Management and Staff Commitment	21.35%	Innovative Thinking and Change Responsiveness	20.94%	4.47%	10
			Emergency response and problem-solving skills	19.82%	4.23%	12
			Consulting to Improve Organizational Performance	26.02%	5.55%	7
			Increase staff commitment to change	33.21%	7.09%	3
Employee Care and Quality of Life Enhancement	12.30%	Building Professional Ethics and Giving Back to the Community	20.10%	2.47%	20	
		Creating a fair and friendly workplace environment	24.99%	3.07%	18	
		Appropriate employee care and assistance skills	31.24%	3.84%	15	
		Enhancing Employee Commitment and Organizational Citizenship Behavior	23.67%	2.91%	19	

Source: Organized by this study

5 Conclusion

According to the comparison of relative and absolute weights of the overall evaluation level of the human resources director's abilities, the research results show that organizational culture communication ability is the most important ability in the evaluation of the human resources director's abilities. Following that are change management and staff commitment abilities, internal and external strategic integration abilities of the organization, enhancement of organizational capacity and efficiency abilities, and employee care and quality of life improvement abilities. The ability of organizational culture communication of a strategic human resources director holds significant weight relative to other abilities. Their leadership communication ability is the capability to make employees identify with the organization's goals and work together to achieve them. Leadership is needed repeatedly, whether the organization is facing challenges of change or strategic planning, to lead the way towards achieving the goals. In addition to leadership ability, the ability to face organizational change and strategic planning should not be overlooked.

The five major indicators of layer capabilities and the twenty evaluation layer capabilities derived from this study can be provided to businesses in the future. They can offer more objective quantitative selection criteria for selecting strategic HR leaders, ensuring the identification of high-level human resources and their utilization. Additionally, they can serve as the basis for identifying and improving the capabilities of strategic HR leaders in areas where there are gaps or deficiencies.

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