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Welcome on board?

The involvement of the HRM position in the boardroom and their perceived value

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Abstract

Despite the increasing debate about the HRM contribution towards strategic processes, there is little research concerning the right position in an organisation towards strategic decision making. What is the relationship with the perceived value of HRM in an organisation concerning a position in the boardroom/Management Team? Is the view of the CEO influencing this? Or other factors? Qualitative research is done to answer the research question: ‘What are the differences in perceived value of HRM depending on the representativeness of HRM in the boardroom?’ The purpose of this paper is to examine the perceived importance of the presence of HRM in the boardroom, and to explore differences in exercising strategic impact by HRM directors with and without this presence. A theoretical framework is conducted with reasons to involve HRM in the boardroom or not, and with other crucial factors towards the perceived value of HRM. Data is collected and analysed from twelve organisations in the Netherlands divided in organisations where HRM is on board and where HRM is not on board. We can conclude that the added value of HRM, information access and the strategic influence is lower in organisations where HRM is not on board. Our research showed on several points that a position in the boardroom for HRM enlarges the perceived value of HRM, although it is not necessary. HRM can without this position influence the business through other paths. The factors HRM expertise and value of HRM from the CEO are important influencers in this. A low HRM expertise and a low view of HRM from the CEO results in a lower perceived value of HRM. When HRM is not on board, HRM is probably missing information or hearing information too late. Even though this is not the case and it would be shared quickly through another paths, it would still become less efficient. An empirical flowchart and a decision tree are developed as contributors to the existing literature about this topic and could be used as fundament for future research.

Keywords: Boardroom - Perceived value HRM - Position HRM - Management Team - HRM expertise - Role HRM - Decision-making – View CEO – Strategic HRM.

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1. Introduction

The role of Human Resource Management (HRM) has changed during the years (Russ, Galang & Ferris, 1998). A transition made in HRM is seen by researchers from an administrative contribution to a strategic business contribution (e.g. Sheehan, de Cieri, Greenwood & van Buren, 2014), which is promised to contribute to the organisational effectiveness (Ulrich & Dulebohn, 2015). According to Golden and Ramanujam (1985) an interaction between HRM and organisational specific factors is necessary for the HRM contribution to the strategic processes. Researchers assume that the HRM function is especially meaningful in carrying the HRM initiations and is even more influential in strategic decision making (Sheppeck & Militello, 2000). According to Caldwell (2011), obtaining a seat for HRM on the board of directors is the ultimate achievement to contribute to the strategic processes of an organisation. His research suggested that board members believe that when on board, one can better influence the HRM strategy as well as the overall business performance, and there is more involvement and a greater performance of the HRM profession in organisations.

Despite the increasing debate about HRM contribution towards strategic processes, there is little research concerning the right position in an organisation towards strategic decision making. Although, there is a tacit assumption that strategic decision making occurs within the board of directors. These researchers examined how the strategic decisions in organisations are made (Kelly & Gennard, 2007).

Although the increased strategic business contribution of HRM, the HRM representation in the boardroom in the UK declined from 63% to 49% in the period from 1990-2004 (Cranet, 2006). This decrease of representation in the boardroom is remarkable, by an increasing expectation of a strategic business partner role in the HRM function and not offering them the position that fits this role. Even more, Nixon and Penfold (2011) stated that it seems that HRM leaders are finding other ways to interact and influence with the boardroom about talent and business problems. These thoughts arose from a panel of FTSE100. Because of this, questions as ‘Would it be possible to contribute to the strategic processes without a representation in the boardroom, but solely having close communication with the CEO? Would it then be proper to desire a place in the boardroom as an HRM executive?’ raise. However, many organisations do have an HRM member represented in the boardroom. Inquisitiveness exists about the perceived value of HRM concerning their involvement in the organisational boardroom. The reason why explicitly is made use of the term perceived value is because this research is intended to represent people’s perceptions on HRM and boardroom representativeness. How people see HRM is probably how they behave on them and how they value HRM.

Therefore, this research is focused on the perceived value of HRM if HRM takes a position in the boardroom. Solely large entrepreneurs in the Netherlands dispose of a board of directors (highest group form of decision-making). In SMEs this group is mostly the management team (MT), consisting of

managers of different departments and director(s). When the board of directors is not present in organisations, the MT is seen as the highest body of decision-making. Therefore in this research, the literature search was based on studies into the boardroom on both the MT as well as the board of directors.

The purpose of the paper is to examine the perceived importance of the presence of HRM in the boardroom, and to explore differences in exercising strategic impact by HRM directors with and without this presence. This research was guided by such questions like, what the reasons for representing HRM in the boardroom are, and what the reasons for keeping them out of the boardroom are. Furthermore, what is expected from HRM when occupying a seat in the boardroom? What role plays recognition of HRM in it? Are there differences between organisations?

Therefore, the following research question is formulated: What are the differences in perceived value of HRM depending on the representativeness of HRM in the boardroom?

The academic relevance of this research is to contribute to the debate about the perceived value of HRM and their involvement in the boardroom. The practical relevance is to provide organisations with information and insights about the decision-making process whether HRM should be positioned in the boardroom or whether it is not necessary/beneficial. The discussion and conclusion chapters would give more elaboration towards this relevance.

This paper continues with a theoretical framework which explains the definition of the boardroom, the perceived value of HRM, previous research about the reasons to be in the boardroom and not as HRM. Furthermore, the expertise of HRM, the view of the Top Management/CEO towards HRM and the type of organisation as possible influenced factors towards the perceived value of HRM are described in the theoretical framework. These are subsequently finalized in a theoretical findings model. After this, the research methodology will be described followed by the results, discussion and conclusion.

2. Involvement of the HRM position in the boardroom and their perceived value

In literature, several descriptions are found which explain on which organisational position the HRM function has to be to influence the strategic processes of an organisation (appendix 1). Researchers refer to the Management Team (MT), the Board of Directors (BoD), Chief Executive Officer Group (CEOG) or the senior executives group. Kelly and Gennard (2007) assume that the aim of the board of an organisation is to approve or consider the decisions which are conducted by executives. These decisions relate to the strategy of the organisations and the formed policies. Literature states furthermore that being a member of the MT requires occupying with organisational profits, business results, firm survival and organisational effectiveness. This gives HRM, as member of the MT, the ability to link the business issues with the HRM strategy (Buyens & de Vos, 2001).

Nowadays, it is a conventional wisdom to discuss the HRM function as an integral part of the business. Ulrich (1997) assumes that a source for value creation of an organisation is the movement between HRM to the strategic business processes to financial business outcomes. When HRM is involved at the first stage of the decision-making process, Buyens and Verbrigghe (2015) assume that HRM could be appointed as value-driven. The earlier the involvement in the decision-making process, the greater the impact of the HRM function to influence board decisions (De Vos & Buyens, 2000; Buyens & de Vos 1999; Buyens & De Vos 2001). Therefore the strategic role of HRM is in this research defined as the ability of HRM to align the strategic HRM goals with the organisational goals to contribute to organisational effectiveness and the ability to influence the strategic decision making by using the HRM knowledge.

The expertise of HRM and the involvement of HRM questions towards decision making seems to be mechanisms for HRM from being present in the boardroom, therefore this is analysed more thoroughly in later sections. Involvement in strategic decision making, strategy formulation, linking business and HRM strategies are direct expected results from HRM being member of the MT. It is unknown, however, if the perceived added value of HRM is depending on the board position of HRM in organisations.

2.1. Involving HRM in the boardroom or not?

There are different views from researchers about the perceived value of HRM towards the position in an organisation (in the boardroom or not in the boardroom).

HRM in the boardroom: According to Caldwell (2011), it is important that HRM obtains a seat in the boardroom. This opportunity will improve the strategic influence and involvement on the decision-making of an organisation through access to important information and legitimacy for example (Carpenter, Geletkanycz & Sanders, 2004).

Except from contributing to the decision-making process, there are other benefits of a representation in the boardroom. Caldwell (2011) found that the representation of HRM provides information about the perceived HRM performance and it increases the integration of the business strategy with the HRM strategy. Furthermore, there is an opening to influence CEO's perceptions about the function of HRM. Consequently, researchers stated that the board will adopt practices of the HRM function rather when the HRM function is managing boards' perceptions (Ferris & Judge, 1991; Galang & Ferris, 1997). As an HRM director, being part of the boardroom is symbolic for the legitimacy and identity of the function (Caldwell, 2011). The membership influences the strategic role, the influence and the professional status. Furthermore, according to Caldwell (2011) "The boardroom appears to exercise a symbolic hold over the ambitions of the HRM profession".

Francis and Keegan (2006) found that most of the HRM board members discern themselves as a strategic business partner. Thereby, adopting this HRM role is seen in the studied sample as a direction to

obtain a seat in the boardroom, where most HRM directors are ambitious for. It seems desired to have an influence on the business as HRM. As a quote from the research of Beckett (2005): *'Success in the role will have more to do with producing business metrics. The desire and ability to be an intrinsic part of the management team is a must'*.

HRM not in the boardroom: However, next to the positive outcomes of the HRM representativeness in the boardroom, there are contradictions in literature about the perceived value of the HRM function linked to their position.

Kelly and Gennard (2007) found that the representativeness on the main board of directors is not necessary for a function to influence the formulation of a strategy (Torrington & Hall, 1996; Armstrong, 2000; Kelly & Gennard, 2001; Stiles & Taylor, 2001). They stated that formulating the organisational strategy, as is often thought, is not done by the board of directors. They assume that their role is to approve or correct the strategy that the Chief Executive Officer Group (CEOG) formulated. In the CEOG (including marketing, HRM and finance strategies) these strategies are formulated, integrated and implemented. The board of directors almost never rejects the strategy proposals of the CEOG because the CEO keeps informed of the activities of the executive group (Kelly & Gennard, 2007).

Furthermore, Kelly and Gennard (2007) stated that the representativeness in the Chief Executive Officer Group (CEOG) is even more not necessary for a function to influence the formulation of a strategy. If senior executives are not members of a board and/or the Chief Executive Officer Group (CEOG), there are a lot of channels where they can exercise influence on the formulation of the strategy from the organisation. These channels are informal and consist of direct access to the CEO, attendance, invitation from the CEO, to meetings of the CEOG and having an office vicinity to the CEO.

Finally to become involved as a senior executive into formulating the strategy of the organisation, directly or indirectly, they first must and headmost dispose of a business and not a functional orientation (Kelly & Gennard, 2007). These researchers stated that strategic decision makers are business-focused general managers rather than proponents of their management specialty (Kelly & Gennard, 2007).

Thus, it seems that the formulation of the organisational strategy is often done at the CEOG and not at the board of directors. Secondly, when not in the board of directors as well as the CEOG, senior executives can influence the formulation of the organisation's strategy through informal channels, but their requirement therefore is to be business orientated. From this view it becomes clear that skills of the person (business orientated) are probably more important than the position of the function in an organisation.

It is not difficult to summarise an observation that at this point there is no consensus among researchers about an impact of HRM, once they are represented in the boardroom and HRM without a place in the boardroom. On the one hand there is assumed that a position in the boardroom is oblique to be part of the strategic decision making, on the other hand one complains it is not necessary. It is plausible that not

only the position of HRM is an influencer towards strategic decision making. Therefore, the next sections are focused on other possible influential factors.

2.2. HRM expertise

Building further on the view of Kelly and Gennard (2007) concerning necessary business-orientated skills, other researchers supplement it on the necessity of the expertise of HRM towards the perceived value of HRM in organisations. This expertise of HRM might influence the gained position in organisations. Barney and Wright (1998) argued that a lack of organisational decisions made by HRM is the result of the fact that few HRM executives cannot explain, in economic terms, how an organisation can furnish sustainable competitive advantage. Moreover HRM executives are often not aware of the role that they play in this process. Vinkenburg, Jansen, Dries and Pepermans (2014) mentioned that the Top Management's function in an organisation is not clearly described. Therefore, HRM is desired to clarify the priorities and roles in their function to elaborate a common understanding for the other members (Sheehan, et al. 2014).

First of all, the HRM function should seek for shared meanings with the members of the board. This will contribute to the future guidance of the policies and interpretations of the HRM function. These shared meanings will result in more influence of the function. Solely the presence of the function might not be enough (Sheehan et al., 2014). By contributing to the aims of the organisation, the adequate language used by HRM ought to be the same as the CEO of the organisation to be taken seriously.

The next point, when HRM is financially well-grounded and knows how this business works, HRM is more able to support in financial decisions. For example, by using financial metrics in combination with HRM issues towards the board of directors or MT (Sheehan et al., 2014).

Furthermore, the HRM function needs to cope with high complexity in organisations. Being on board or being a Top Management member of an organisation implies that complex decisions must be taken. The HRM function must be able to handle this kind of complexity on this high organisational level (Vinkenburg et al., 2014).

To sum up, several important expertise domains are needed to bring HRM to the boardroom: seeking for shared meanings, using same languages in the organisation by CEO and HRM, knowing the business (e.g. financial numbers and their meaning) and being able to manage with high complexity.

Finally, personality characteristics and competences are influencers regarding the perceived value of HRM in organisations. The effectiveness of MTs seems to consist of four categories according to the research of Bang & Midelfart (2017). These factors are: input factors, process factors, emergent states and output factors. Firstly, the input factors include appropriate team tasks which cannot be done by other employees (consulting each other, coordinate activities, information exchanging, decision-making), a clear team purpose (what is the value and tasks of the team) and an appropriate team size (depending on

organisational purpose and tasks). The appropriate competences and personality which MT members need to have are being able to engage into debates, being integer and being able to handle complexity.

The process factors are about clear meetings goals, focused communication, task conflicting (dare to disagree as a MT member), dialogue (show respect, communicate open, learn from others), collaboration, external expertise and learning from mistakes. When MT members have those competences, the task performance, psychological safety, team cohesion, individual well-being and functional team norms will increase (Bang & Midelfart, 2017).

In sum, Bang and Midelfart (2017) focused on the competences of MT members. Therefore we can also apply this to HRM MT members which makes these findings relevant for our research. The needed expertise found in this study are: being able to consult, coordinate, exchange information, make decisions, engage into debates, handle complexity, disagree, show respect, communicate open, learn from others, collaborate and learn from mistakes. Moreover HRM MT members have to be integer and need external expertise about the business. This will then contribute to the effectiveness of MTs.

2.3. The view from the Top Management/CEO on HRM

Except from the HRM expertise and competences, the view from Top Management members' on HRM and their behaviour seems to be factors that influence the perceived value of HRM in organisations either (Barney & Wright, 1998; Han & Zhao, 2013). Research has shown that the attitude of the CEO is crucial towards the influence of HRM in organisations (Torrington & Hall, 1998; Kelly & Gennard, 2001). Besides this, researchers found that support of the CEO in the whole organisation (substantive value) is more important than the representativeness of HRM in the board of directors (symbolic value) towards political influence of HRM (Sheehan, Cooper, Holland & De Cieri, 2007; Lengnick-Hall et al., 2009).

First of all, Reichel, Brandl & Mayrhofer (2010) assume that to become valuable and non-substitutable as HRM, there has to be an adequate focus on high commitment and high involvement towards the HRM function. Literature states therewithal that top managers do enfold their commitment towards HRM, and that the HRM function is considerable responsible for the management of valuable resources in an organisation. However, many organisational decisions do not evidence the executed effort of HRM, neither does the top managers always respect the HRM function (Barney & Wright, 1998). According to Barney and Wright (1998) this is due to the fact that many HRM executives fail to relate their HRM activities towards developing the human resources in organisations that are sources of sustainable competitive advantage owed to the lack of expertise as told before.

A second condition towards raising the perceived value of the HRM function is that HRM needs to be treated by the top management as a strategic partner in formulating the corporate strategy. Business information needs to be shared by the senior executives with HRM to make them able to facilitate the

decision-making. Furthermore, HRM executives have to be abandoned of administrative tasks to give them more opportunities and capacity to facilitate senior executives formulating and implementing the organisational strategy (Han & Zhao, 2013). This will empower HRM to create and develop a good understanding of the external environment and the customers' needs in which the organisation is operating. Close collaboration of top management with the HRM function will then result in a better understanding from top managers of the HRM challenges (e.g. recruitment, promotion and performance management) (Han & Zhao, 2013).

Thus, the collaboration between Top Management and HRM, HRM as strategic partner and commitment from the Top Management have to be present to raise the perceived value of HRM in organisations.

In summary to these described factors, it becomes clear that it is important to have a balanced combination of the described view from the CEO/top management members on HRM and on the other hand the described required expertise of the HRM function. The importation and retention of this combination might achieve the biggest contribution towards strategic decision making from the HRM field within organisations.

2.4. Type of organisation and perceived value of HRM

Welbourne and Cyr (1999) recognized the importance of the HRM function and determined that firms which have a committed senior HRM executive, especially in smaller fast-growing firms, are more likely to have an impact on organisational performance. The skill level that is required in organisations is idem an influencer of the involvement of the HRM function in strategic management processes. When organisations require high skilled employees, the strategic importance of compensation and staffing, so the strategic importance of HRM, will grow (Welbourne & Cyr, 1999). However, Marsh (1971) reported that merely 9% of his sample of engineering (high-skilled) organisations had an HRM-director on the board of directors. This low percentage is conflicting with the finding of Welbourne and Cyr (1999).

From this point, we see that the perceived value of HRM is not solely depending on their position in the boardroom, but also from the type of organisation. Small organisations with high skilled employees seem to consist of the highest perceived HRM value. However, these sources are not that recent. Therefore, this factor will be included in this research to detect if the type of organisation is an influencer for the perceived value of HRM and to investigate what their link is with the representativeness of HRM in the boardroom.

2.5. Conceptual landscape

The described literature results in an overview of the different views about the (top) MT as well as the BoD and chief executive groups. This overview is showed in figure 1. It represents the conflict found between the views on implementing HRM in the boardroom and not. The contradiction describes that a seat in the boardroom might not be that important concerning the perceived value of the HRM function. But in contrast, the required HRM expertise, the behaviour of the CEO/board of directors towards HRM and the type of organisation might be important influencers towards the perceived value of HRM.

The HRM function is represented in the boardroom in some organisations even though it seems to be not necessary to increase their influence. Therefore, it is questionable if the expertise of HRM, recognition of HRM and type of organisation are more important towards the perceived value of HRM than their position in the organisation (in case of being represented in the boardroom or not).

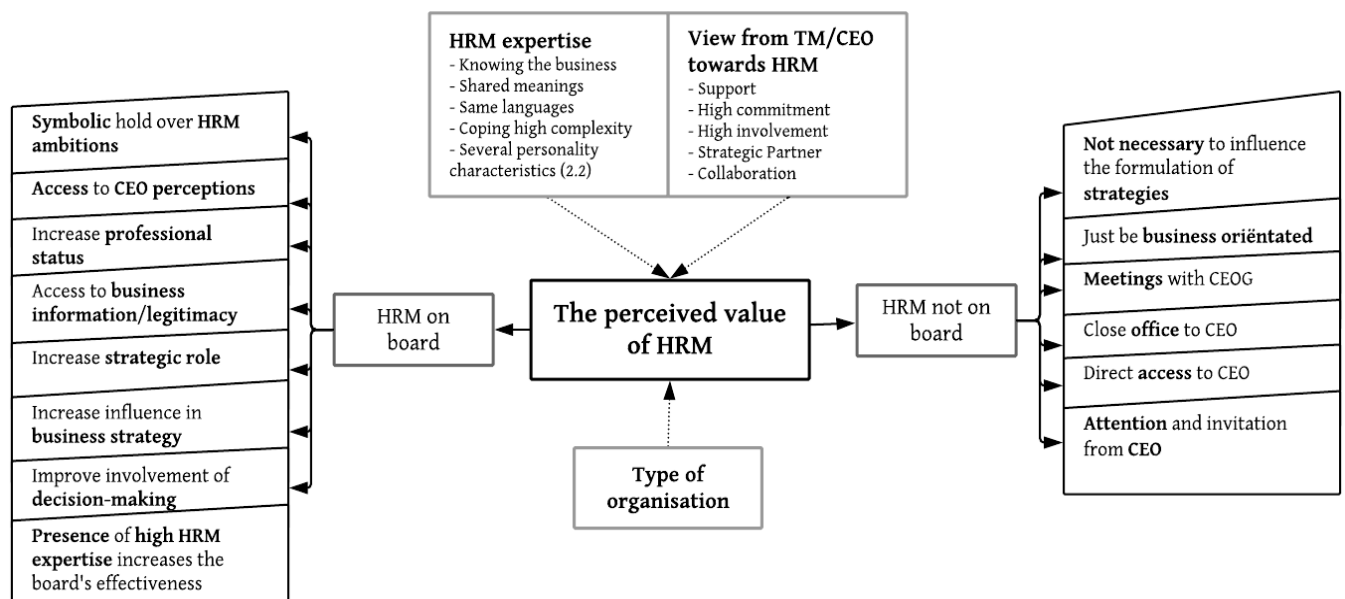


Figure 1. Conceptual landscape “Views on implementing HRM in the boardroom or not”

3. Methodology

In this section the research design, data collection, data analysis and operationalization of codes are described. These explanations provide clarity about the reasons behind the research design, how the research is executed in terms of data collection, and how this data is analysed.

3.1. Research design and data collection

To answer the research question, a qualitative research approach is used. Data collection is provided by in-depth interviews to explore actors' perceptions concerning the perceived value of HRM. The purpose of the qualitative research interviews is to contribute to a body of knowledge that is conceptual, theoretical and based on the meanings that life experiences hold for the interviewees (DiCicco-Bloom & Crabtree, 2006). This method also provides researchers the opportunity to obtain new information about this subject, because respondents have opportunities and the freedom to explain new possible factors and reasons behind. This method is used to extend the current theoretical and conceptual body of knowledge.

The interviews are semi-structured, because this gives respondents freedom to answer in-depth on their own perceptions, feelings and experiences and to get new and as much information as possible, but also to make the research as valid as possible. Semi-structured interviews are widely the most used qualitative method (DiCicco-Bloom & Crabtree, 2006).

Data is collected from the period May-June 2018 by making a distinction between two different target groups. The interview data remains anonymous. Our personal network is used and appeared to be an important resource to approach the desired targeted audiences. In approaching the companies, there is made no distinction between companies including their sector, size or goals because this would be measured as a possible influencer. As many organisations as possible were approached until no new information was acquired.

Target group 1: The first target group consists of eight organisations in the Netherlands where HRM is positioned in the MT whereat one respondent from HRM, and (when possible) a representative from the direction is interviewed per organisation. Thus, the first analysis consists of two employees (from a production company (named as Company1MT), the second analysis consists of two employees from an electronics company (named as Company2MT) and so on until eight analysis from this target group were reached because no new information was obtained after that. The smallest organisation in this target group consists of 72 employees. The largest company in this target group consists of 20.000 employees. The other companies consist of approximately 100-120, 600, 1200, 1250 and 1300 employees.

Target group 2: The second target group consists of four organisations in the Netherlands where HRM is not positioned in the MT, whereas one respondent from HRM and (when possible) a representative from the direction is interviewed per organisation. The eighth analysis consists of two employees from a

production company (named as Company9NMT), the ninth analysis consists of two employees from an IT company (named as Company10NMT) and so on until twelve analysis from this target group were reached because no new information was obtained after that. The organisations where HRM is not part of the MT consist of 140, 180, 230 and 274 employees.

Thus, in total the analysed sample consists of twelve different organisations from the Netherlands. Both HRM respondents as CEOs are interviewed, because this gives our research the opportunity to create a different, broad view of the perceived value of HRM regarding their representativeness in the boardroom. Table 1 shows the complete overview of the target groups and organisations (sector included). Transcriptions took approximately 3 hours per interview, which makes a total amount of $3 \times 12 = 36$ hours of transcription time. The recording time is on average around one hour which makes the interviews took 12 hours in total.

Table 1. Sample research

1. Cases HRM in MT	2. Cases HRM not in MT
➤ Company1MT Sector: Production Size: 72 employees Global focus: International Interviewee: HR Manager + CEO	➤ Company9NMT Sector: Production Size: 180 employees Global focus: International Interviewee: HR Advisor + Sales Director
➤ Company2MT Sector: Electronics Size: 1250 employees Global focus: International Interviewee: HR Assistant	➤ Company10NMT Sector: Information technologies (IT) Size: 140 employees Global focus: International Interviewee: HR Manager + CEO
➤ Company3MT Sector: Production Size: 100-120 employees Global focus: International Interviewee: HR Advisor	➤ Company11NMT Sector: Production Size: 230 employees Global focus: International Interviewee: HR Manager
➤ Company4MT Sector: Government Size: 20.000 employees Global focus: National Interviewee: HR Manager	➤ Company12NMT Sector: Production Size: 274 employees Global focus: International Interviewee: HR Employee
➤ Company5MT Sector: Logistics Size: 1200 employees Global focus: International Interviewee: HR Employee	
➤ Company6MT Sector: Healthcare Size: 1300 employees Global focus: National Interviewee: HR Manager	
➤ Company7MT Sector: Information Technologies (IT)	

- Size: 600 employees
 - Global focus: International
 - Interviewee: HR Manager
 - **Company8MT**
 - Sector: Retail
 - Size: 900 employees
 - Global focus: International
 - Interviewee: HR Project leader
-

3.2. Data analysis

The collected data from the interviews are recorded and transcribed. The collected data is thereafter analysed by using the program Atlas Ti. This program is a method which gives researchers the opportunity to analyse the outcomes of the interviews. Atlas is able to provide for a codebook based on different themes which results in qualitative data schemes. The codebook of this research is included in table 2. This table shows the named codes related to the topics of this research and the responsible interviewee. In addition, each code is related to a specific colour to give a clear overview of the separated topics and the associated codes. The topics of this research are: HRM expertise, the composition of the MT, communication HRM and director, benefits from HRM in MT/whole organisational value chain, advantages/disadvantages of HRM in the MT, type of organisation and the view from TM/CEO. These topics form the categories in the results which are showed in the results chapter. The topics and the codebook are used ditto for both groups.

Table 2. Code scheme linked to research topics (both HRM part and not part of the MT)

Topic	Codes	Interviewee
HRM expertise	● Education	HRM respondents
	● Characteristics_HRM (Personality)	HRM respondents
The composition of the MT	● MT_Meetings	HRM respondents
	● MT_DecisionMaking	HRM respondents
	● MT_Composition	HRM respondents
Communication HRM and director	● Meetings_HRM_Director	HRM respondents
	● Geographical_Distance	HRM respondents
	● Strategic_Influence_HRM	HRM respondents
Benefits from HRM in MT/whole organisational value chain	● RoleHRM	HRM respondents
	● Information_Access	HRM respondents
	● AddedvalueHRM	HRM respondents
Advantages/disadvantages HRM in MT	● DisadvantagesMT_HRM	HRM respondents
	● AdvantagesMT_HRM	HRM respondents
Type of organisation	● Type_Organisation	HRM respondents
View from TM/CEO	● Director_ReasonHRM_Position	CEOs*
	● Director_HRMValue	CEOs*

**In some cases answered by HRM respondents, when CEOs were not approachable.*

Operalization of the themes/codes

The operationalization of the themes/codes would provide for more clarity about the content. Therefore, definitions of the codes (shown in table 2) are explained below.

Education refers to the level of education (which study did HRM respondents follow and what is their education level). Characteristics HRM refer to the personality, capabilities and competences of HRM respondents. It is not about their current expertise, but what they have to own to strengthen HRM's perceived value in organisations. MT meetings refer to the amount of MT meetings (e.g. daily, weekly, and monthly). MT decision-making refers to the responsible persons for organisational decisions (e.g. the MT as a whole, only the CEO, several people from the MT). MT composition refers to the functional departments of MT members (e.g. Finance, Supply Chain, HRM, and Marketing). Meetings HRM and directors refer to the approachability of the CEO (e.g. open door, not often available, difficult to call) and the contact moments between them. Geographical distance refers to the distance between the office from the CEO and the office from HRM. Strategic influence of HRM refers to the influence of HRM on organisational strategies. Role HRM refers to the role of HRM in organisations (e.g. advisor or decisive role). Information access HRM refers to the possibility of HRM to dispose all organisational information. Added value HRM refers to which, and how HRM adds value to organisations. Disadvantages of HRM in the MT refer to the reasons why organisations should not offer HRM a position in the MT. Whereby advantages refer to the benefits of HRM, the reasons why organisations should offer HRM a position in the MT. Type of organisation refers to the expected differences of the perceived value of HRM regarding the type of organisation. Finally, Director Reason HRM position refers to the reason, given by the CEO, why HRM is part, or is not part of the MT. Director HRM value refers to the view of the CEO towards HRM (e.g. what is their value in organisations, why is this function important or not).

4. Results

The results are separated in the target groups where HRM is part of the MT and where HRM is not part of the MT. The different factors, as well as topics (described in the method and in the literature) are analysed. In the next sections the conclusion and discussion will be described. An overview/summary scheme of the results from this research separated in HRM on board and HRM not on board can be found in appendix 2.

4.1. HRM expertise

Educational background

HRM in the MT: With regard to the educational background of the HRM respondents, all the eight respondents in the MT are HRM-trained at a University or University of Applied Sciences. From those eight respondents, four followed additional courses in the field of HRM or Business related courses.

HRM not in the MT: The four HRM respondents where HRM is not part of the MT are also HRM-trained at a University or University of Applied Sciences including additional courses. From this view, there is no determinative distinction in educational background in relation to the position of HRM in the MT.

HRM characteristics (personality and competences)

HRM in the MT: From the interviews it became clear that it is important for the perceived value of HRM in the MT that HRM needs to know how the business works. As HRM respondent Company1MT stated: *'Ideas arise because we are walking into problems. Together we came to the conclusion that we have to take action. I am the initiator. I present my idea in the MT and the MT shoots to this. This is because I know how it works'*. In addition, knowledge about other fields seems to be important as well (e.g. finance). As Company6MT mentioned: *'When you know the financial language as HRM, you can make scenarios insightful and analyse where you want to go'*. More detailed, from the interviews it appeared that HRM needs to know the culture, the quality of people in organisations and the organisational design (to achieve what organisations want to reach). Furthermore, HRM needs to have a strong personality. As HRM respondent Company7MT stated: *'When you have the power as HR professional to represent, then you can join the MT. Otherwise, do not start with it'* and *'Begin pure from your personality and expertise. Then it does not matter at all if I am in the MT or not. I will ensure they will listen to me. If you do not have the character to do this, then do not start with this'*. Besides this, it seems important that HRM is able to forecast. As HRM respondent Company6MT mentioned: *'Be able to see future visions and scenarios and then determine where you want to choose for'*. Moreover, HRM has to be able to defend and insert to increase their perceived value. As HRM respondent Company2MT stated: *'HRM have to be able to defend and merger the HRM parts in the MT'*. HRM furthermore have to notice the requirements of the HRM field. Needed personality characteristics that are mentioned are power, having own opinions, ensure that people listen to you, able to negotiate and convince. As HRM respondent from Company6MT mentioned: *'I have to take the MT members with me'*. When consisting of these personality characteristics, it is according to Company7MT not necessary to have a position in the MT because it is possible to search for other paths to influence the business.

HRM not in the MT: Respondents where HRM is not part of the MT are convinced that gaining perceived value relates to the right personality characteristics of HRM. As Company12NMT mentioned: *'You have to bring the facts and the attention. You have to have the persuasiveness to explain why you think something'*. Knowledge about the whole business seems to be important, as well as persuasiveness. Furthermore, dare to give a reply to the director and MT seems important towards the perceived value of HRM.

Table 3. Current education and needed HRM expertise to increase the perceived value of HRM

Group	HRM in the MT	HRM not in the MT
Education	All respondents are HRM-trained (University of Applied Sciences or University)	All respondents are HRM-trained (University of Applied Sciences or University)
HRM expertise	<p>Perceived value of HRM arises when:</p> <ul style="list-style-type: none"> - HRM knows the business; - HRM is able to forecast future visions in the organisation; - HRM is able to defend and insert their profession in the MT; - Consist of the personality characteristics*: having own opinions, ensure that people listen to you, able to negotiate and convince others. <p>* When having these characteristics, HRM is easier able to influence the business through other ways than the MT.</p>	<p>Perceived value of HRM arises when:</p> <ul style="list-style-type: none"> - HRM knows the business; - Consist of the personality characteristics: persuasiveness, dare to give a reply and convince towards CEO/MT.

4.2. The composition of the MT

Amount of MT meetings

From the interviews with HRM in the MT, there is a distinction between the amounts of MT meetings in a year. Those organisations have MT meetings every month, every week, every two weeks or every six weeks. This distinction is also noticed at respondents who are not part of the MT. These respondents mentioned that the MT meetings are every two weeks or once a month.

MT composition

In our sample, the MTs consist of several members from different disciplines. As HRM respondent from Company3MT mentioned: *'The MT consists of four members: The Plant Manager, HRM, the Finance Manager, and the Managing Director.'* There is a difference in size of companies compared to the amount of members in the MT. Company3MT is a small/medium enterprise. As an HRM respondent from Company2MT stated: *'The MT consists of ten till twelve members. The CEO and relevant departments like Purchasing, HR, Engineering, CEO, Finance etc.'* Company2MT is a large organisation and the composition of the MT is bigger than Company3MT.

We saw a distinction between the MT composition where HRM is part of the MT and where HRM is not. As we already know, HRM is not a member of it in the second target group (HRM not part of the MT). Company11NMT has a lot of managers in the MT, but no HRM, Finance and ICT for example. As HRM respondent from Company11NMT mentioned: *'The MT consists of two sales managers, a production*

manager, R&D manager, the manager who is responsible for technical support and compliance and both of the managing directors.’ HRM respondent from Company6MT mentioned the importance of HRM in the MT by the following quote: *‘The thought was that the MT should exist of people of the primary process. Well, luckily that did not happen. But you notice that you need also the other side in the MT. Of course, the supportive services are serving the primary process, but that will be to unilateral. You need the supportive side in the MT.’*

MT decision-making

The decision-making in the MT differs between organisations where HRM is part of the MT. In some organisations, the managing directors are determinative. In some organisations, the whole MT is responsible for the decision-making. As HRM respondent Company2MT mentioned: *‘The MT gives the final hit. The CEO has a decisive voice, but listens very well to the MT.’* On the other hand, in Company3MT and Company5MT the director/CEO takes the decision. As HRM respondent Company5MT mentioned: *‘This can be explained by the type of organisation. Yes, of course it is a family company, you notice that this still is. So eventually, the Board of Directors is therein reasonably decisive.’* Company5MT also consists of a whole Board of Directors as highest decision making, whereas other organisations solely have the MT as highest decision making board. From this point, when a Board of Directors exists in organisations, the MT has a lower decision-making influence in the business. In companies where HRM is not part of the MT, there is also a distinction between the director/CEO and the whole MT as a group that takes the decision.

Table 4. Comparison of the composition of the MT with HRM on board versus HRM not on board

Group	HRM in the MT	HRM not in the MT
Meetings MT	MT meetings are on a regular basis. Differentiating from every week till at last every six weeks.	MT meetings on a regular basis. Differentiating from once every two weeks till once per month.
MT composition	Members of the MT differentiate in every organisation from several disciplines. There were no equal MTs found. It is dependent on the type of organisation. Not only the primary process but also supportive functions are necessary in the MT	Members of the MT differentiate in every organisation from several disciplines. There were no equal MTs found. It is dependent on the type of organisation.
MT decision-making	The decision-making in organisations is within the MT as a whole or at the director(s)/CEO. When there is a Board of	The decision-making in organisations is within the MT as a whole or at the director(s)/CEO. When there is a Board of

Directors available (without MT-members), they have the highest decision-making.	Directors available (without MT-members), they have the highest decision-making.
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4.3. Communication HRM and director

Geographical distance

With regard to the geographical distance between the office of the Director/CEO and HRM, there is no distinction found in companies where HRM is part of the MT. All respondents mentioned that the office of HRM and the Director/CEO is located nearby and in the same building. As HRM respondent from Company1MT mentioned: *'The distance is a couple of meters. The contact is easier when you are close to each other.'* In Company2MT the Director/CEO and HRM are working in the same building. However, HRM does not have an office in the building because the organisation uses flexible working places. The board of directors do have a place on its own. As Company2MT stated: *'No offices. The board has its own place. All managers are of MT level and a layer below. Those are often situated with each other. One or two days per week at HR, one or two days in the board and one or two days in another establishment or at home or something.'*

In organisations where HRM is not part of the MT the Director/CEO and HRM are also situated in the same building. As HRM respondent from Company12MT mentioned: *'The door is always open. The Financial Managing Director also, he sits next to us in the office. It is easy to approach the Board of Directors. The Managing Director has his office located with us in the building as well.'*

Meetings HRM and director

Overall, the contact between the Director/CEO and HRM is found as open and he/she is easily to approach. The door is always open for HRM. HRM respondent from Company7MT emphasizes this with: *'We just walk in at each other's offices every day'*. The director is seen as a sparring partner as HRM respondent from Company6MT stated: *'For me, he is a real sparring partner.'*

The organisations where HRM is not part of the MT mentioned that they have contact moments with the Director/CEO on a regular basis. Moreover, the Director/CEO is found as easily to approach. HRM from Company9NMT has daily contact by bilateral twice a week. Moreover, there is contact by WhatsApp. HRM respondent from Company10NMT has contact moments twice a week but also during the week. As these respondent stated: *'He walks into my room. I walk to his desk. That goes over and over again'*. HRM respondent from Company11NMT mentioned the distinction between formal and informal meetings with the Director/CEO: *'The door is always open and I think that I speak a couple times per week with the Director. This is informal. On a formal basis we have a meeting every 14 days. But in the meantime there*

is also, I think maybe on a daily basis contact.’ HRM respondent from Company11NMT also mentioned that trust is really important between HRM and the Director/CEO, as stated: *‘But because in general I am early involved, therefore I can also send along and suggest, this is handy and this is not handy. But it is really coherent with how well your collaboration is with your Director. Trust in this is really important.’* On the other hand, HRM respondent from Company12NMT does not have a really good relationship with the Director/CEO: *‘Minimal. You could knock, but it was not the case that it was useful. He did not thought: I will listen and we will working on it.’*

Table 5. Comparison of the communication HRM and CEO with HRM on board versus HRM not on board

Group	HRM in the MT	HRM not in the MT
Geographical distance	The director/CEO is situated in the same building as HRM.	The director/CEO is situated in the same building as HRM.
Meetings HRM and director	The Directors/CEOs are easily to approach for HRM. The door is open. CEO is a sparring partner.	The Directors/CEOs are easily to approach for HRM. The door is open, except for one company where the Director/CEO did not want to work on this HRM mentions.

4.4. Benefits from HRM in MT/whole organisational value chain

Added value

HRM in the MT: The added value of HRM in organisations where HRM is part in the MT is depending on the knowledge of the HRM professionals. As HRM respondent Company1MT stated: *‘I am the initiator. I present my idea and the MT is shooting to this. This is because I know how it works.* It is also depending on the HRM vision of the company. When there is a crucial HRM vision (e.g. employer branding for attracting the right people as core vision instead of a production vision; e.g. create as many as products for a cheap price) in organisations, HRM is founded as more valued. As HRM respondent Company2MT stated: *‘At our organisation you have to have a strong HRM vision, otherwise people do not work at us and people go away. This is crucial in an innovative organisation. This is why it is from high value that HRM is strongly connected’.* The added value from HRM is depending on the general importance of the human aspect and knowledge of laws. As Company3MT stated: *‘An organisational change..., you cannot just do that. First you have to know all the laws and I think that the human aspect in the MT is very valuable’.* MT members who are not from the HRM part do not think about the effects of employees that well. As Company5MT mentioned: *‘Sometimes MT members conceive or set up something that is not desirable for the employees or is because of labour laws not possible. Then you notice that it is good that HRM is in the MT and also gives advice.’* The perceived value of HRM is also about filling in some organisational gaps.

As Company7MT mentioned: *'You only have to add there where your profession is designed insufficiently'*. Furthermore, the added value of HRM is that HRM needs the primary process and the strategy to do their job well. As Company6MT mentioned: *'HRM is really very important, I mean money and people are very important in organisations, but I think in the time we live right now much more important. The labour market is chancing and we have to attract the people. The added value is in the cost reduction because of HRM. As Company6MT mentioned: 'The spell when you focus on costs, the quality goes down. If you focus on quality, the costs go low. That is why I think HR should be in the cockpit, because when you focus on costs, it's about management and costs'.*

HRM not in the MT: In organisations where HRM is not part of the MT the added value of HRM is called as proactive by one respondent. As Company9NMT mentioned *'Giving advice and trying to think proactive towards the director, but also to MT members'*. Furthermore the added value of HRM is in the operational responsibility. As Company10NMT stated: *'The director is also the HRM representative in the MT, I am more operational responsible'*. The added value is seen as important for organisations, as Company10NMT stated: *'When HRM is seen as high valuable in organisations, so involved, it makes it easier to explain decisions towards the employees'*. One respondent where HRM is not part of the MT indicates that the added value of HRM is growing and that there is a wish, but nowadays it is still low. As Company12NMT stated: *'I think it is from historical reasons, that they not found HRM from added value. Nowadays it is'*. There are made decisions with disagreement from HRM. Because of the lower added value, interviews showed that this results in lower strategic influence as well. When part of the MT as HRM it seems that it is easier for HRM to communicate opinions and that MT members would listen better. As Company12NMT stated: *'The director only thinks, this is cheap. They do not think about the consequences towards sickness and contracts. I think, when you are part of the MT as HRM you can explain it more clearly. There will be better listened'* and *'I think as HRM, you are responsible for all the people and when you cannot decide something then the whole organisations grows skew.*

Information access

HRM in the MT: All HRM respondents have full access to the information of the organisation. As Company2MT stated: *'HRM in the MT does not know everything about the financial status and the quality of products for example, but has access to this'*. This is because MT meetings are often about broad organisational information topics (opportunities and threats or financial status for example).

HRM not in the MT: In organisations where HRM is not part of the MT the information access of the organisation is less then HRM being part of the MT and varieting. One respondent indicates that there is not that much access, one respondent indicates that there is full access and one respondent indicates that

there is access by notes. As Company11NMT stated: *'I can see the notes of the MT meetings. I have meetings with the director, so then we discuss the things that are going around'*.

Role HRM

HRM in the MT: From the organisations where HRM is part of the MT six companies indicate that the HRM manager in the MT has an advisory role. As Company1MT stated: *'The director is end-responsible. I give advice. He certainly communicates my advice'*. Company5MT stated: *'HRM is advising, got involved at management issues, but does not really play an important role in this. The decision of HRM is not decisive'*. One respondent indicates that the MT group not always sees HRM as a full-fledged-member of the MT, because HRM is part of the line staff. As Company7MT stated: *'Because of positioned in the line staff and not in the primary part, we always stay in the line staff. The environment always thinks we are advisors and that is how they react. This is what my experience is in the MT'*. Two respondents where HRM is part of the MT indicate that HRM has a decisive and a strategic role in the MT. As Company2MT stated: *'The highest MT is all about strategy and vision of the company. That is the job of HRM in the MT. Also in France'*. One respondent (Company3MT) indicates that HRM is the female role in the MT: *We females, think about the details. Human aspects, men do not think about that. They think about numbers and hard results. HRM says then, this is not possible, laws say....'*

HRM not in the MT: In organisations where HRM is not part of the MT the role of HRM varies from advisor role or administrative role. It appeared that HRM occasionally joins a MT meeting, even though they are not an official member. As Company9NMT mentioned: *'We join sometimes, and we are growing to be taken into account with changes. The official role is not in the MT, but we are fighting to get this done'*. Company10NMT (advisor role) mentioned: *'The director has the final voice'. If I think this is not useful, then I will say that to the director. Eventually, this goes in good in consultation'*. Company11NMT (advisor role) indicates: *'Some themes are in my profession, then I will make an advice and present this in the MT. Generally, I am involved but on in a different and less efficient way in my opinion'*. Company12NMT however mentioned: *'We are in a really administrative role'*.

Strategic influence

HRM in the MT: HRM has strategic influence in organisations where HRM is part of the MT, but when organisations consist of a parent company/headquarters somewhere else, the strategic influence seemed to be lower. As Company1MT stated: *'The big HRM projects, like competency management are determined by the parent company. I only roll this out'. But the practical things like absenteeism is also from importance'*. Company4MT stated with this: *'We ensure for the translation of the strategy from the headquarters. We can deliver input, but translate this only at tactical and operational level'*. Company1MT

also mentioned that the director always asks what the MT members think of new decisions and ideas and Company5MT indicates that HRM is involved at the strategic decisions and ideas from the beginning. Two other respondents where HRM is part of the MT indicate that HRM has a high strategic influence. Company2MT stated therefore: *'HRM leads the recruitment team, but this is the only operational task. It is high strategic about: Where are we going? And how do we have to do this?'* Company3MT mentioned: *'The strategic influence from HRM in the MT is on everything. Here are the goals for 2018-2020. HRM has made this up with input from the production'*. Furthermore, from the interviews it seems that the strategic influence from HRM is needed unless the organisation wants to be control-oriented, but this is expected to be less effective for organisations. Also, on the individualistic part, the strategic influence is desired by HRM. As Company6MT mentioned: *'If I have not the formal position in the MT, then I would show that it is necessary. It does not have to stand on my card or something, but I want to have the influence. Also, 'HRM is strategic because of organisation development and translate the core values of the organisation to the employees. I do not worry about the strategic position of HRM, because I know it is necessary anyhow.'* About the control-orientated disadvantages about strategic influence Company6MT stated: *'That would be bad for organisations. Even the big organisations assume that HRM is positioned strategic in the cockpit. If I would not get that influence, then this would be informal luckily.'* However, from the interviews it appeared that it is important to know the strategy. As Company7MT stated: *'For strategic influence, you have to know the business and how we can connect HRM to this'*. Company7MT has a strategic influence in the fact that this HRM representative in the MT communicates at director level about how to reach this strategy with the right people, and what does this mean for people.

HRM not in the MT: However, some respondents where HRM is not part of the MT also have strategic influence, but through other paths in the organisation. As Company10NMT mentioned: *'We are not that formal or hierarchical as organisation, even though my position, I am active involved at organisational decisions and I am heard as well. But on other paths then the MT.'* in addition: *'I have sufficient recognition in the organisation to influence. I am no official MT member, but everyone sees me as MT member. I do not have sleepless nights because I am not a member of this.'* Furthermore, Company11NMT states: *'I am involved at strategic management, if this is not the case then I will indicate this.'* From the respondents where HRM is not part MT, there is increasing strategic influence in the sense of getting involved in organisational issues. Furthermore, there is a need for strategic influence. As Company12NMT mentioned: *'I notice that the need for strategic influence from HRM is increasing, sometimes there are decisions made for example on the topic of absenteeism, where we disagree with. Our view is not taken into account, because we have had no influence, although it is our topic'*.

Table 6. Comparison of the benefits from HRM with HRM on board versus HRM not on board

Group	HRM in the MT	HRM not in the MT
Added value of HRM	<ul style="list-style-type: none"> - Knowledge about HRM is high - Cost reduction through HRM, because of managing the biggest costs: employees - HRM needs the strategy and primary process in the changing labour market to attract people - There is a strong organisational vision about employees - Human aspect is crucial in the business - The importance of labour laws, which is in the expertise of HRM - Other MT members do not think about the effects for employees 	<ul style="list-style-type: none"> - Think and advise proactively - HRM is more operational responsible for the business - Growing, but low - Lower added value → less heard, less strategic influence, disagreement from HRM
Information access	HRM has full access to organisational information	Mixed: varied from full access, access by notes only and not that much access
Role of HRM	<ul style="list-style-type: none"> - Advisory role towards organisational decision-making - Decisive and strategic role towards organisational decision-making 	<ul style="list-style-type: none"> - Advisor role towards organisational decision-making - Growing towards advisor role and involvement in MT - Administrative role
Strategic influence HRM	<ul style="list-style-type: none"> - High strategic influence or dependent of parent company or headquarter elsewhere - The strategic influence from HRM is desired individually, because the need is seen - Strategic influence from HRM is needed unless the organisation wants to be control-orientated (expected to be less effective) 	<ul style="list-style-type: none"> - High strategic influence through other paths than the MT, growing strategic influence or no strategic influence

4.5. Advantages/disadvantages of HRM in MT

The respondents were asked if they found any advantages or disadvantages of being positioned in the MT. From the interviews we noticed that the advantages sounded stronger than the disadvantages.

Advantages

HRM in the MT: HRM respondents that are part of the MT mentioned that being a part of the MT contributes to the fact that HRM needs to know the business where the organisation is operating in. Also, as is explained by HRM respondent from Company4MT: *'No, then you are just an administrative employee'*, HRM needs to be part of the MT to avoid the administrative function of HRM. Another advantage of being

member of the MT is that you hear information which you will need easier and quicker. The membership avoids HRM from missing important information and therefore it prevents HRM from being too late to come up with advice in decisions. In addition, it is mentioned that being part of the MT means that you have the opportunity to be heard, and therefore you have the opportunity to influence the agenda and bring in HRM topics. The HRM topics are emphasized by HRM respondent from Company8MT: *'I think that it is important that HRM is in MT meetings and is able to give advice about how our human resources can be used.'* Being part of the MT is found as essential according to HRM respondent from Company6MT: *'If we are not on the MT agenda then I would suffer. But then we are not doing well. Then I will be worried about the direction of the organisation.'* This quote emphasized the importance for HRM of being part of the MT. It is also mentioned that being part of the MT is more beneficial than not being part, stated by HRM respondent from Company6MT: *'You can find other ways to have influence, but that is always indirect. Harder.'* Lastly, it prevents organisations from being the frustrating factor at the end, according to HRM respondent from Company6MT: *'When you are not part of the MT then you run behind, that is also the role of HR, that you will point your finger like an agent and then you are the frustrating factor that you do not want to be.'*

HRM not in the MT: The HRM respondents who are not part of the MT also found advantages of why HRM should be part of the MT. Firstly, HRM is found to be necessary in the MT to bring in the human aspect in discussions. Second, HRM is found as important in the MT, because of the people behind organisational products/services. As HRM respondent from Company10NMT mentioned: *'I think that it is really important. It is not that we develop a unique product, we do have software as a product but eventually it is about the knowledge of our people. Also a reasonable knowledge intensive company. So, you want to hold your biggest asset and extend it. Yes, then I think that in this HR plays an important role and needs to be involved in an early stadium when certain decisions or choices need to be made.'* Thirdly, HRM sees the risk of missing information when they are not part of the meetings. As HRM respondent from Company11NMT mentioned: *'Well, that you need to seek for information. You know, despite the fact that I receive the notes, despite the fact that I have a lot of bilateral with MT members it is possible that I miss things and I honestly think that HR needs to be part of an institute like the MT, because in general there is spoken about the policies and the strategy.'* Fourth, being part of the MT gives HRM the opportunity to bring in the employees' interest. Fifth, the MT does not always think of the risks or workload for the organisation of the ideas that they have. As HRM respondent from Company12NMT mentioned: *'While we, they do not think about the workload, the risk that you have with illness, permanent contracts, they do not even think about this. And, I think that when you are part of the MT that you can make this more clear. That you are better listened to.'* A last advantage of being part of the MT is the seriousness of the HRM

role in the organisation. As HRM respondent from Company12NMT mentioned: *'I think as well when you are part of the MT, that HR is taken more seriously.'*

Disadvantages

HRM in the MT: The respondents were also asked about disadvantages for organisations when HRM is part of the MT. The group of respondents where HRM is part of the MT found it hard to find disadvantages. However, one HRM respondent Company3MT stated that when HRM is part of the MT that everything could be too human. As stated: *'Well, sometimes too human yes. But that also depends on the person. Sometimes it is really hard as HR to influence or convince people, for example to the director, because you cannot come up with hard data.'*

HRM not in the MT: The group of respondents where HRM is not part of the MT were also asked about disadvantages. They did not mentioned any disadvantages.

Table 7. General advantages and disadvantages of HRM board membership by both target groups

Group	HRM in the MT	HRM not in the MT
Advantages	<ul style="list-style-type: none"> - Giving advice about the human aspect - Knowing the business - Preventing from being administrative - Preventing being too late - Preventing missing information - Preventing being not heard in an informal culture - Influencing the MT agenda - Knowing the organisational direction - Direct influence - Preventing being the policeman 	<ul style="list-style-type: none"> - Bringing in the human aspect in discussions - Bringing in HRM when the MT is making decisions about employees - Preventing missing information - Bringing in employees' interest - HRM is better listened - HRM is expected to be taken more seriously
Disadvantages	HRM can be too human related	No disadvantages

4.6. Type of organisation

Organisations from this research differ regarding their size, structure, sector, culture and strategy. Respondents were asked if they expect differences in perceived value of HRM and boardroom position by the type of organisation. HRM from Company6MT stated that this does not matter: *'If you do well, then the*

type of organisation does not matter, because then HR is involved in the direction of the organisation and then the director wants you in the cockpit of the organisation.'

Structure

The structure of the organisation it is mentioned in the group where HRM is part of the MT by HRM Company1MT in that the role of HRM differs per type of organisation: *'In a smaller organisation the role is different than in a matrix organisation'* HRM respondent from Company2MT adds to this that this difference might occur in hierarchical organisations where the value of HRM seems to be less important: *'Yes, it is really teamwork, and so is our entire organisation. I think that every organisation is different. Of course, if you have a really hierarchical organisation and you have a director that says; guys I want to enrol this, take care of it. That is not the case here, certainly not. HRM is important'* The respondents who are not part of the MT did not mentioned anything about organisational structure.

Sector

Regarding the respondents who are part of the MT the importance of HRM in the MT depends on the sector. In Company2MT HRM is seen as important because of the importance of employer branding and high skilled employees, as HRM respondent from Company2MT mentioned: *'Yes, well HR is so important here because you really need to be a special strong employer when you want to succeed in this business. I think that when you work for example in a chicken factory, then is HR less important.'* HRM respondent from Company7MT makes a distinction between production companies, IT and caretaking companies: *'You need the people. In a production process it is more a tool. At Heineken is the factor people even more a tool than in IT where people make the difference and that is what is also seen in caretaking organisations.'* The sector of an organisation is regarding to the respondents who are not part of the MT also seen as an influencer on HRM. In a knowledge intensive company HRM is seen as more important than in product oriented companies. Also there is made a distinction between profit and non-profit companies and production companies and hospitals. As HRM respondent from Company12NMT mentioned: *'A production company is much focused on money. I think of companies where employees get more attention, sounds negative, but more focused on employees instead of making effort is more value for HRM. I think that a MT in a hospital is equipped differently. So, I think that it is an influencet for sure.'* Also HRM from Company9NMT mentioned the sector as an influencer: *'Traditionally, this is a machine building branch, reasonably conservative. HR is like an administrative client, but currently we do not do this anymore.'*

Culture

The organisational culture is described in the group of respondents who are in the MT as an open culture and a family company whereby they assume that HRM is more valued within these type of organisations. As mentioned by HRM respondent from Company8MT: *'But the director/CEO find, in his opinion that his people, those that work for him were the most important for his organisation.' Just let people go to work with a happy feeling. So that is also a way of how the director thinks about it.'* The group of respondents who are not part of the MT did not describe anything about this.

Table 8.1. Comparison of organizational size with HRM on board versus HRM not on board

Group	HRM in the MT	HRM not in the MT
Size	- Range from 72 employees to 20.000 employees → Small or large size does not matter whether HRM is being member of the MT	- Range from 140 to 300 employees

Table 8.2. Expected differences in perceived value HRM by type of organisation (both targetgroups)

Structure	- Role of HRM differs by type of organisation - Less value of HRM in hierarchical organisations (one-sided)
Sector	- Higher value of HRM in MT at high-skilled people organisations, knowledge-intensive, IT and caretaking organisations - Less value of HRM in MT at production organisations
Culture	- Higher value of HRM in MT with an open culture and family company - CEO sees employees as most important for the organisation

4.7. View from TM/CEO

Perceived HRM value by TM/Directors/CEOs

HRM in the MT: Directors from organisations where HRM is part of the MT attach value towards the field of HRM. Those directors see HRM for example as a Business Partner. As the director from Company1MT stated: *'I think the business partner role of HRM is the most important of HRM. In times of reorganisations you have to know as a company how this works for example'.* *'It is an evolution of terms in HRM, you are not part of supporting the business, but you are part of the business because you are a partner as HRM'.* Another director (Company3MT) sees the added value in HRM by the terms *'Hire, fire and motivation'* which makes HRM of high added value in their organisation. Furthermore, there seems to be a need of proof towards the CEO. As Company4MT stated: *'HRM has to proof themselves and have to show their added value'.* Other directors see the perceived value of HRM in employees who are the most valuable asset. As Director Company5MT stated: *'HRM is a benefit. We can start steering on KPIs, but without*

employees you will not get there, then you have still nothing'. Moreover, HRM has to have a trustworthy relationship with the director to increase their added value. As Director Company7MT stated: *'Ensure for a trustworthy relationship. Or that you need HRM. One of those two'*. The extension of the HRM department (from two to six HRM employees for example) in organisations is also a factor whereby directors see the added value of HRM in organisations easier. Furthermore, HRM value of directors is seen in the strategic importance of HRM. As Company6MT mentioned: *'There is a strategic importance in HRM. The question is how to position this. Is it also necessary to have the formal status to be in the board of directors? If this is not the case, then it would arise practical. The themes are that big*. In sum, the added value is seen from all the directors where HRM is part of the MT.

HRM not in the MT: However, when the view of the CEO towards HRM is seen as crucial in organisations, this does not mean that HRM is directly offered a seat in the boardroom. There are other factors which influence the position of HRM in the MT, while the directors see HRM as important in organisations. As Director Company10NMT stated: *'I see the added value of HRM as crucial discipline. Despite the fact that we saw HRM as important, we may not have thought about this well enough, because it is growing from generic towards professional'*. The HRM value of directors from organisations where HRM is not part of the MT has to do with the values and personality of the director according to several respondents. As Director Company9NMT stated: *'It is what you think it is the most important for your organisation. It is to the members of the MT, they put something on the agenda that they think is important from the view of HRM'*. In addition from Company9NMT: *'Not everybody sees the added value of HRM, it is in your blood group or not, in your DNA'*. Company12NMT stated about the values of the director: *'The added value of HRM is not seen by the old director. Solely if the absenteeism was high, HRM got involved'*. In sum, some directors from companies where HRM is not part of the MT did not thought well about it to involve HRM and some directors where HRM is not part of the MT are less human related, whereby the perceived value of HRM decreases.

Reason HRM position in the MT

When analyse more thoroughly about the reason of the position of HRM in the MT it has not only to do with the view or thoughts of the director, but also with organisational structure reasons from the head office.

HRM in the MT: As explained by Company4MT: *'That HRM is part of the MT is decided by the head office on the other side of the Netherlands'*.

HRM not in the MT: A reason why HRM is not part of the MT is the fear from directors. As Company9NMT stated: *'The previous director took away the entrepreneurship from people. Nowadays we want to increase the entrepreneurship of people. Do it, go sometimes on your mouth'*. Directors also have to see the human factor as important in organisations. Technical people often see the hard side of

organisations instead of the soft side which makes HRM of less important. This also seems to link with historical factors. As Company9NMT stated: *'See the organisation as a machine, that is from yesterday. I am not convinced that you can reach goals by SMART. To convince customers, you have to reach the soft sides of organisations more often'*. Moreover, in subsidiaries from parent companies, HRM has often an operational role and HRM is in the MT in the parent company itself and not in the subsidiary. The subsidiary is more operational regarding HRM. As Company10NMT stated: *'On the topic of HRM, a lot is developed from the parent concern. We are in the operational mode'*.

Table 9. Comparison of the view of TM/CEO towards HRM with HRM on board versus HRM not on board

	HRM in the MT	HRM not in the MT
Perceived HRM value	HRM value is seen as strong by CEOs: <ul style="list-style-type: none"> - HRM is seen as Business Partner - HRM is of strategic importance - HRM is seen as hire, fire and motivation - HRM has to show their added value - Employees are the most valuable asset - Creating trustworthy relationship - Expansion of HRM departments 	HRM value is seen as mixed by CEOs: <ul style="list-style-type: none"> - HRM is of importance, but not thought well enough about this to gain a position in the MT by CEOs - Value and personality of CEO is less human related
Reason HRM position in the MT or not	<ul style="list-style-type: none"> - Values/personality of CEO and organisation, depending on importance of the human factor - Head office decided (CEO no influence) 	<ul style="list-style-type: none"> - Values/personality CEO organisation, lower importance human factor - Head office decided (CEO no influence) - Fear from the CEO (minimal entrepreneurship, dodge the human factor of organisations) - Historical reasons (human factor more important) - Company is owner of a parent concern (HRM is operational in subsidiary)

Note: The results of CEO and HRM respondents are not compared explicitly to each other, because not equal questions were asked to them. The deviated two questions prepared for CEOs provides for a picture of the view of CEOs towards the value of HRM in organisations where HRM is on board and in organisations where HRM is not. Table 9 shows a difference between these two targetgroups.

5. Discussion

In this section our research is discussed in terms of deepening this research, contribution to theory and practice, practical recommendations, future research and limitations. Two flowcharts are introduced which consist of an empirical flowchart based on the findings of this research (what happens if HRM is (not) on board?) and a practical recommendations flowchart (what can HRM practioners/CEOs do to increase the perceived value of HRM?).

Possible scenarios (with this research as starting point)

From this research I think it would be interesting to discuss some analysed factors together, and to take in mind possible scenarios in organisations and for HRM. Taking the three factors: HRM expertise, HRM on board and the view of the CEO towards the value of HRM. We can conclude from this research that when the factor 'HRM on board' is the missing factor in this three, HRM could still influence the business and could have a high perceived value through other ways in an organisation (e.g. many communication between CEO and HRM). However, when the factor HRM expertise or the factor view of the CEO towards the value of HRM is low, but HRM is on board, then HRM is not able to get the best out of their profession. Therefore, the perceived value of HRM would possibly decrease in this scenario. Let us take some examples. When HRM is on board, but the HRM expertise is low (e.g. HRM is not able to negotiate, to share opinions, does not know the business) it is difficult to contribute with the HRM profession in organisations, which could make it a passive role in the MT. On the other side, when the view of the CEO towards the value of HRM is low, there is a high chance that HRM is not being heard and not taken seriously, even though they are involved in the MT. Thus, these two are very strong factors (HRM expertise and view of CEO towards the perceived value of HRM), which possibly makes the perceived value of HRM higher than their position in the boardroom. We can assume that it is possible to influence the business without a functional position as HRM in the boardroom, but being member of the MT would make this easier. By looking at these three topics, eight scenarios can occur in organisations. The scenarios are described below including their possible effects.

The eight scenarios and their possible effects

The underscored topics results in a lower perceived value for HRM, the number before shows the amount of these.

1. (3) Low HRM expertise + low value of HRM from CEO + HRM not on board = Lowest perceived value of HRM. Not being heard or taken seriously by the CEO/organisation, not the personality characteristics to contribute to the organisational performance and not the ability to influence and merge into boardroom conversations (no presence).
2. (2) Low HRM expertise + low value of HRM from CEO + HRM on board = HRM on board, but not able to represent his/her role strongly because of missing the right HRM expertise and not being heard/taken seriously. Therefore a decrease in perceived value for HRM. Makes the HRM board position more useless for all parties.

3. (2) Low HRM expertise + high value of HRM from CEO + HRM not on board = HRM not on board, HRM is not able to represent their role strongly because of missing the right HRM expertise, but HRM is heard by the CEO and therefore the CEO can discuss with HRM how they can improve their expertise and discuss about boardroom involvement possibilities.
4. (2) High HRM expertise + low value of HRM from CEO + HRM not on board = HRM not on board, but there is a high HRM expertise. HRM can try with their high HRM expertise to convince the CEO from their added value. Lower value of HRM from CEO can result in not taken into account the HRM expertise which makes $1+1 = 2$.
5. (1) Low HRM expertise + high value of HRM from CEO + HRM on board = HRM on board, but not convinced and strong role in MT. There is a high value of HRM from the CEO, which means that HRM is able to show their input but the HRM expertise is low. The opportunity is there, but the ability not. Passive role in MT.
6. (1) High HRM expertise + low value of HRM from CEO + HRM on board = HRM on board, but less being heard or taken seriously. Although HRM has a high expertise, HRM is less able to show and share this with the CEO because he/she would probably not listen/take this into account. Passive role in MT.
7. (1) High HRM expertise + high value of HRM from CEO + HRM not on board = HRM is able to influence the organisational strategy through other paths (communication CEO and HRM) with their high expertise, but probably missing information from the board and too late to act early on decisions. Although, HRM can get the information through new technology developments quickly and is therefore able to be strategic while not on board*.
8. (0) High HRM expertise + high value of HRM from CEO + HRM on board = full possibility for HRM to contribute to organisational performance and strategies. HRM has the possibility to influence the MT agenda because of the boardroom position, to bring in HRM topics with their expertise and is valued/heard by the CEO. Boardroom position strengthens the perceived value of HRM. Not on board could also be strategic, but would not be the ideal situation: less efficient (when sharing through other paths) and decreased professional status for HRM*.

Thus, the ideal situation to get the best out of the perceived value of HRM would be scenario 8.

* Discussion 'Could HRM be strategic while they are not on board?'

We can assume after seen these scenarios that the factors HRM expertise and the view of the CEO are not entirely individual and are influencing each other. They strengthen and they weaken each other. This is reflected in the finding that low HRM expertise probably results in a lower value of HRM from CEOs, and vice versa. This can be explained through the following: when HRM is able to convince the CEO from their added value and necessity because of his/her strong personality, this can increase the value of HRM from CEOs. As one respondent from Company4MT stated: *'HRM has to proof themselves and have to show their added value'*. Also the reverse, many organisational decisions do not evidence the executed effort of HRM, neither does top managers always respect the HRM function (Barney & Wright, 1998). According to Barney and Wright (1998) this is due to the fact that many HRM executives fail to relate their HRM activities towards developing the human resources in organisations that are sources of sustainable competitive advantage owed to the lack of expertise. Moreover, a high HRM expertise is easier

resulting in a higher value of HRM from CEOs, and vice versa. When the view of the CEO towards HRM is high, it is more likely that the CEO would offer training for HRM where after they are able to increase their expertise (e.g. relevant competences, knowing the business). For future research it would be interesting to measure these scenarios and to give more evidence and elaboration towards this discussion about possible related factors.

HRM value from content (empirical flowchart)

To make the discussed scenarios more clearly, an empirical flowchart has been conducted (figure 2). This shows what obviously will happen when HRM members are on board and not on board in different scenarios. Also, the possible other paths then the MT to influence the business, and the amount of regular meetings between HRM and CEO are included in this. Ultimately, the full possibility for HRM to influence the organisational strategy and performance lies in offering them a place in the boardroom.

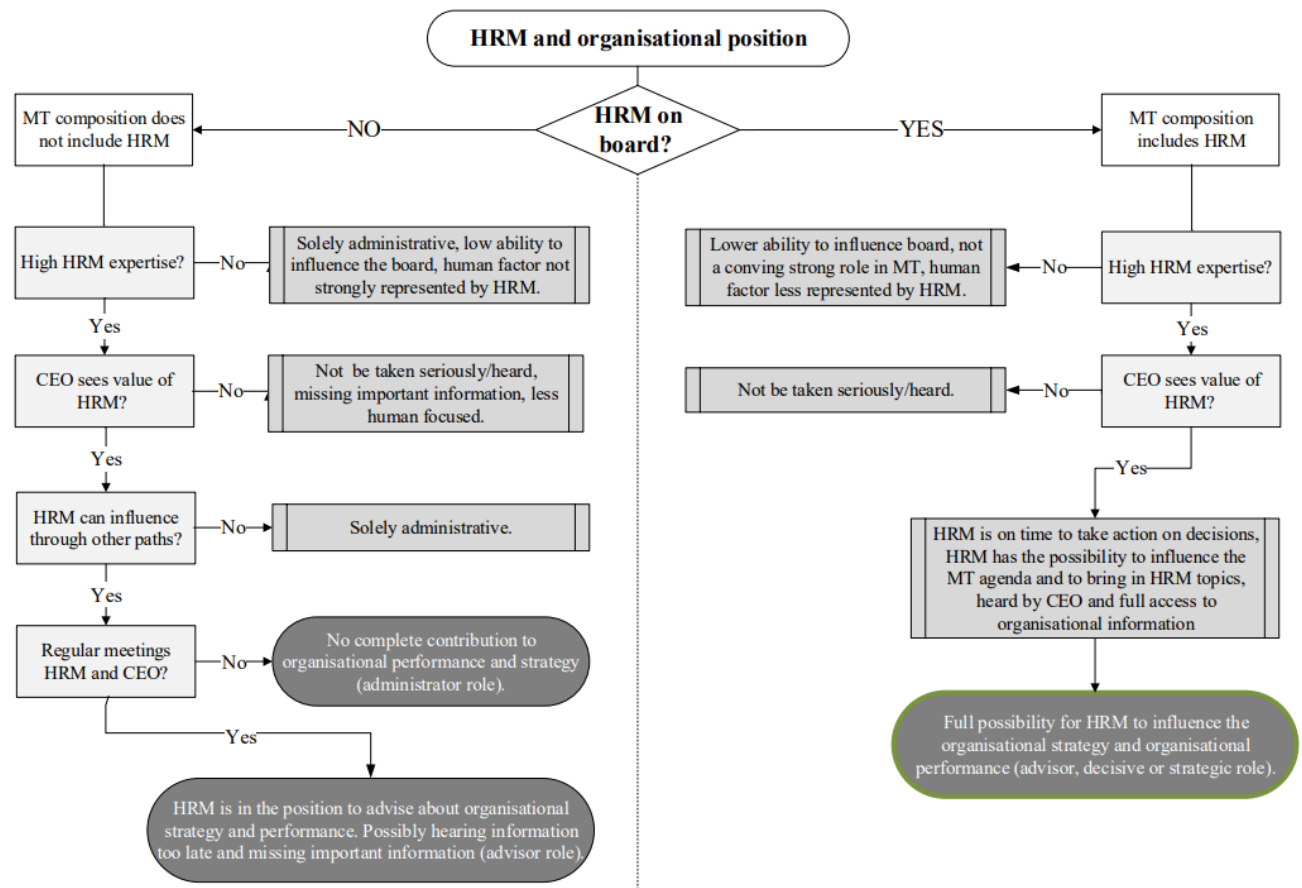


Figure 2. Empirical flowchart: HRM value and organisational position

Could HRM be strategic while they are not on board?

Our research showed that HRM respondents who are not on board do not have a decisive or strategic role in decision-making processes, while some HRM respondents on board had. Although, the strategic contribution of HRM is defined as the ability of HRM to align the strategic HRM goals with the organisational goals to contribute to organisational effectiveness and the ability to influence the strategic decision making by using the HRM knowledge. The strategic contribution of HRM is in some cases defined different by the respondents. They see the strategic contribution more as the involvement of HRM in strategic decision making. This is a limitation.

However, being strategic and not on board is probably possible, because it is nowadays much easier to share information quickly through e.g. new technology developments (e.g. Skype, apps, mail and phone calls). Technological resources makes it possible to discuss MT meetings by e.g. sharing screens in a virtual meeting. HRM is then easier in the position to get involved in strategic issues, although they are not a member of the board. However, there would be still a lack of missing the discussions formed in the MT meetings. Furthermore, sharing information through other paths would result in less efficiency, because information is repeated from MT meetings. It would be more efficient and logical to involve HRM in the boardroom when it is expected of them to play a strategic role in the organisation. Future research is needed to answer the strategic contribution of HRM and being not in the MT with scientific evidence.

Practical recommendations

It is recommended for organisations to provide a position for HRM in the boardroom so that HRM can gain information as soon as possible and so that they have the possibility to act as soon as possible. But moreover, look at the expertise of HRM (look for options to improve it when necessary) and think as a CEO about the value of HRM in organisations. Why are employees so important? It is also recommended for CEOs to communicate with current and possible candidates for the MT about their expertise, contribution, opinions and values. When there are good discussions and feedback conversations on forehand, one is aware of each other's expertise, one can better rely on each other and one knows the contribution, strengths and weaknesses of others. The practical recommendations are presented in figure 3 in the form of a decision tree. This makes it more clear which steps CEOs have to take to increase the organisational and HRM value and also, which steps HRM has to take to increase their perceived value. The possible consequences and boardroom benefits for organisations are even more highlighted.

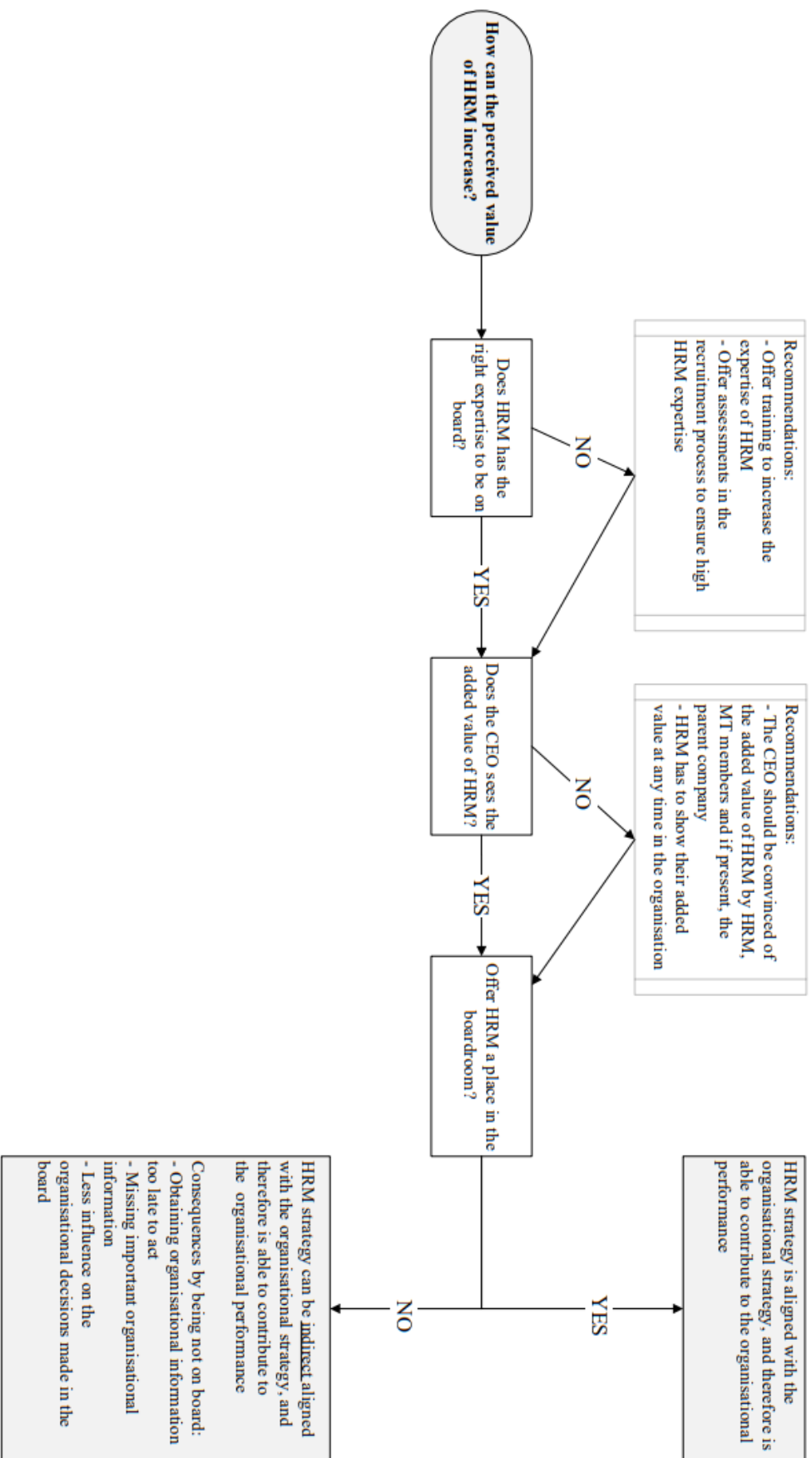


Figure 3. Decision tree 'How can the perceived value of HRM increase?'

Theoretical and practical contribution

During the years research is done on the position of HRM in organisations. Therefore this topic is not new. This research differs from other literature, because times are changing and therefore the results will differ. Nowadays, the human factor is important to invest in, especially in recruiting the people with skills which technology cannot replace. Because of automatization and other technological developments, there is still need for the social and creative part which technology resources cannot replace (Frey & Osborne, 2017). HRM has therefore to be more focused and sharp on these developments. This research provides new insights on existing literature and developed two new business models including the empirical flowchart and the decision tree (figure 2 and 3). Although existing literature and this research showed that HRM is more from added value in knowledge intensive organisations with high skilled employees, HRM is probably in the future more from added value in organisations where people are needed who cannot be replaced by technology. This means organisations with social/creative intelligence, manipulation or perception needed tasks (Frey & Osborne, 2017) above technology replaceable tasks.

The practical contribution from this research is giving organisations insights about the consequences in value offering HRM a place in the board and by giving practical recommendations. Moreover, it gives insights in the particular needed personality characteristics for HRM to increase their value and the crucial role of the CEO within this.

Limitations and addition of future research

This qualitative study is indicated to gain insight in the differences between perceived value of HRM when positioned in the MT or when not. These twelve companies included eight organisations where HRM is part of the MT and four organisations where HRM is not part of the MT. In this, it can be noticed that the group of respondents where HRM is not part of the MT is remarkably smaller than the group where HRM is part of the MT. This difference can be explained by the fact that HRM is making good steps regarding their strategic position in the organisation and therefore is member of the MT. However, it might have a negative influence on the reliability of this research.

A limitation of this research is that the respondents were a small sample in comparison to the large amount of organisations in the Netherlands. The findings in this research might be different in another sample. However, this might not be entirely true because of the unambiguous view of the respondents on the position of HRM. This research further shows that there is not always power over the position of HRM in the MT, because the parent company has a strong influence on the strategic position of HRM. In this, it occurred that the parent company decides what the strategic topics of HRM are and HRM solely enrolls this strategy on a tactical and operational level in the daughter organisation. For future research it is therefore recommended to gain a larger sample to increase the reliability.

Another limitation of this research is that because of the different questions asked to the CEO and to HRM respondents, it was difficult to compare those answers in relation to each other. The reachability of CEOs was more difficult than HRM respondents, which resulted in only a few, core questions to CEOs in comparison to HRM respondents whereby a broad interview about the different topics are held. Questions asked to HRM about the expertise of HRM and current strategic influence of HRM for example were not asked explicitly to CEOs. The most important CEO input for this research was to know the view of the CEO towards the value of HRM, because of the founded literature which states this is an influencer towards the perceived value of HRM. From our results it can be seen that this is indeed an influencer. CEOs who valued HRM lower are organisations where HRM is not offered a place in the boardroom. However, this is not a direct link because this place is not always decided by the CEO as can be read in the results chapter. For further research it would therefore be interesting to ask the same questions to HRM as well as CEOs, because then it could also be the case that HRM has a different view about their current influence then CEOs have about HRM. For example, maybe one HRM respondent stated that his strategic influence in the organisation is very low because he or she has not enough access to organisational information. Whereby the CEO stated that the strategic influence of HRM is low, because he or she does not have the right expertise of HRM. It could be the case that the CEO is not aware of these lack of information, instead of the expertise. These bottlenecks can come forward when asking the same questions to HRM and CEOs.

For future research it would be interesting to look at reasons for the broad differences in HRM boardroom representation in different countries. It seems that this is diverse among counties. For example in 2017, a large amount organisations in Sweden (89%) and Spain (85%) had HRM managers on board in comparison to a low amount of HRM representativeness on board at Latvia (30%), Cyprus (35%). (Cranet, 2017) In Russia the amount of HRM managers in the boardroom is solely 39%. Other non-EU countries consist of 60-70% HRM managers with a place in the boardroom. In China this percentage in non-EU countries is the highest with 75%.

Finally, for future research it would be interesting to duplicate this research to other functional departments in the MT. This is because this topic is not only relevant for HRM, but also for example for finance, marketing, supply chain and production. Would the results differ in functions? When yes, what makes this difference?

6. Conclusion

'What are the differences in perceived value of HRM depending on the representativeness of HRM in the boardroom?' Using semi-structured interviews, there are differences found between the perceived value of HRM in the boardroom and not in the boardroom. It appeared that the added value of HRM is lower in organisations where HRM is not in the MT, compared to organisations where HRM is part of the MT. This

also applies for information access and the strategic influence of HRM in organisations. From this research we can conclude on several points that the position of HRM in the boardroom enlarges the perceived value of HRM. HRM is more involved in strategic decision-making when they are member of the MT, which increases their perceived value. Without a position on board this seems to be solely an advising role or an administrative role. Literature confirms that when HRM is involved at the first stage of the decision-making process, HRM could be appointed as value-driven. Previous researchers assumed that HRM can influence the business using other channels than the MT by e.g. meetings with the CEO. However, our research discovered that in this case the perceived value of HRM is lower than by being member of the MT because of lack of organisational information, less involvement in decision-making, being taken less seriously as HRM and less being heard.

Furthermore, personality characteristics of HRM (e.g. being able to negotiate, being able to convince other people and having a strong opinion) and the view of the CEO towards HRM (e.g. HRM as business partner, strategic importance, and see employees as most valuable asset) are important influencers to increase the perceived value of HRM. Previous researchers confirm this likewise. In addition, the educational background did not differ between the target groups, but we can conclude from this research that it is important to know the business and your own profession to increase the perceived value of HRM.

Moreover, previous researchers stated that HRM has more influence on the business in smaller fast-growing firms and in firms with high-skilled employees. Our research showed different perspectives on this. The perceived value of HRM is expected to be higher in knowledge intensive firms than in production companies. Although, it appeared also that the type of organisation is not always an influencer. The value of HRM occurs when changes in the environment do have an impact on employees. When decisions do have an impact on employees, HRM has to be involved as soon as possible.

Overall, it can be concluded for HRM that their position in the boardroom (MT) does matter in organisations regarding their perceived value. HRM in the boardroom is not necessary, but it strengthens the perceived value of HRM.

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Appendix 1. Table 1: Definitions of ‘Boardroom’

Articles	Definitions ‘boardroom’
<p>Oh, I., Blau, G., Han, J.G., Kim, S. (2017). Human capital factors affecting human resource (HR) managers’ commitment to HR and the mediating role of perceived organisational value on HR.</p>	<p>CHRO board membership (i.e., whether they directly report to the CEO as an executive [strategic partner of the CEO] Brandl & Pohler, 2010; Wright et al., 2001). Used in measuring the sample: board membership/strategic partnership (0= non-executive/do not directly report to the CEO [13%]; 1 = executive/directly report to the CEO [87%]) (Crook et al., 2011). Board: strategic partner of the CEO (Welbourne & Cyrr, 1999) CHRO with board membership. Board membership = directly related to the CEO as an executive (strategic partner of the CEO)</p> <p>So, the board is defined as: strategic partner of the CEO as well as strategic partnership as well as directly related to the CEO as an executive.</p> <p>Board membership: an executive who reports directly to the CEO</p>
<p>Golden & V. Ramanujam (1985). Between a dream and a nightmare: on the integration of the human resource management and strategic business planning processes.</p>	<p>Organisation specific (context organisation) + HR-function specific (role and capabilities) = SBP (strategic business planning) They talk about the phases in SHRM as: Administrative -> one – way (= SBP à HRM. HR designs systems/programs to help implement the company’s or business units business objectives, not direct influence the direction of the strategic plans) à two-way (=SBP ßà HRM, HR impact on SBP and SBP impact on HR through strategy affect people’s management effort). à integrative. Per phase they set up a position in the organisation. At integrative senior level this is integral senior member on a formal and informal basis.</p>
<p>Jacoby, S.M., Nason, E.M., Saguchi, K. (2005). The role of senior HR executive in Japan and the United States: Employment relations, corporate governance and values.</p>	<p>HR was linked to corporate governance indirectly—by grooming people for the board of directors, comprised of management insiders—and directly through the board membership of the senior HR executive.</p> <p>Boardroom membership</p>
<p>Barney, J.B., Wright, P.M. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage.</p>	<p>They talk about the strategic planning table. Unaware or unable to clearly communicate to strategic planners. HR should be at the table. Through their model (VRIO) HR becomes more strategic valuable. They do not explain what they mean with the table.</p>

<p>Sheehan, C., Cieri, de H., Greenwood, M., Buren van, H. (2014). HR professional role tensions: perceptions and responses of the top management team.</p>	<p>“All interviewees were members of the TMT except the management consultant, who had substantial experience with senior management groups and also with boards of directors.”</p> <p>“The sample chosen for the current research consisted of TMT executives as these respondents could provide an experienced overview of the full set of HRM roles and of the connections between HRM and strategy.”</p> <p>Board of directors is not the same as Top Management Team</p>
<p>Sheehan, C., Cieri, de H., Cooper, B & Brooks, R. (2014). Exploring the power dimensions of the human resource function.</p>	<p>“Definition board of directors: A key formal decision-making arena, for example, is the Board of Directors (BoD) as it provides formal sanction for strategic decisions and approval of business strategy (Budhwar, 2000; Farndale, 2005; Kelly and Gennard, 2007).”</p>
<p>Vinkenburg, C.J., Jansen, P.G.W., Dries, N., Pepermans, R. (2014). Arena: A critical conceptual framework of top management selection.</p>	<p>When we talk about top management positions or top managers, we refer to the CEO, executive committee (ExCom) members, executive board members or “inside directors,” top management team (TMT) members, and their direct reports.</p> <p>The executive board members are people in top management positions.</p>
<p>Caldwell, R. (2011). HR directors in UK boardrooms.</p>	<p>Within this overall sample 255 were board members and 625 were non-board HR directors or heads of HR; the remainder were HR managers and a diverse array of other CIPD member groups as well as a small number of non-members. Eight were board members, and eight were senior HR directors or heads of HR who were non-board members. A total of 14 of the interviewees were also represented on the executive committee of their organisation. Caldwell divided in HR-board and non-board: non board as HR directors executive committee representation.</p> <p>Board members.</p>
<p>Kelly, J., Gennard, J. (2007). Business strategic decision making: the role and influence of directors</p>	<p>The interviewees were the most senior executives responsible for HR, finance and marketing functions. They all had the word ‘director’ in their job title but only 26 were members of the organisation’s board of directors. A further 24 operated at the apex of the organisation but were not on the board of directors. The remaining 22 were employed in the most senior level of management at the divisional business unit level (see Table 4)</p> <p>Board members.</p>

Appendix 2. Qualitative research semi-structured interview questions (in Dutch)

Algemeen

- Wat is uw functie?
- Wat voor type organisatie werkt u?
- Wat is de grootte van de organisatie?
- Wat is uw genoten opleiding?

Doelgroep 1: HR wel in het MT

Management team

- Wat is uw rol in het MT?
- Welke actoren zijn betrokken in het MT?
- Op welke wijze heeft u contact met het MT?
 - In welke vorm?

Strategische invloed

- Wat is uw impact op de strategische bedrijfsvoering?
- In hoeverre bent u op de hoogte van business resultaten?
- In hoeverre bent u op de hoogte van de prestaties van je afdeling?
- In hoeverre bent u betrokken bij strategische besluitvorming?

HRM functie

- Wat is volgens u de meerwaarde van HR in het MT?
- In hoeverre heeft u toegang tot belangrijke informatie (financiële status, reorganisatieplannen, toekomst, gezondheid) van de organisatie?
- Zijn er nog doorgroeimogelijkheden binnen de organisatie?
- Voelt u dat u nu het hoogst haalbare op het gebied van HR hebt bereikt?
- In hoeverre denkt u dat externe factoren van invloed zijn op uw functie binnen het management team? (Zoals internationaal, non-profit/profit)
- Wat is de geografische afstand tussen uw kantoor en het kantoor van de directie?

Voor- en nadelen

- Wat zijn voordelen dat uw functie is opgenomen in het MT?
- Wat zijn nadelen dat uw functie is opgenomen in het MT?

Doelgroep 2: HR niet in het MT

Management team

- Wat is uw rol in de organisatie?
- Welke actoren zijn betrokken in het MT?
- In hoeverre heeft u contact met het MT?
 - In welke vorm?
- In hoeverre is het MT te benaderen?

Strategische invloed

- In hoeverre bent u betrokken bij strategische bedrijfsvoering?
- In hoeverre wordt u betrokken bij beslissingen door het MT?
- In hoeverre denkt u dat het belangrijk is om in het MT te zitten om strategische invloed te hebben?
- Op welke wijze oefent u invloed uit op directie- en op MT niveau?
 - Wat wordt er met uw advies gedaan?

HRM functie

- Wat is de geografische afstand tussen uw kantoor en het kantoor van de directie?
- Wat vindt u ervan dat uw functie niet is opgenomen in het MT?
- In hoeverre denkt u dat externe factoren van invloed zijn op uw functie? (Zoals internationaal, non-profit/profit)

Voor- en nadelen

- Wat zijn nadelen dat uw functie niet is opgenomen in het MT?
- Wat zijn voordelen dat uw functie niet is opgenomen in het MT?

Doelgroep 3: Directie

View from CEO

- Wat is de toegevoegde waarde van HR voor de organisatie?
- Waarom is de keus gemaakt om HR wel/niet op te nemen in het MT?

Appendix 3. Overview results HRM on board – HRM not on board

