

ROLE OF HUMAN RESOURCE(HR) IN STIMULATING ORGANIZATIONAL CHANGE

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Abstract

To sustain themselves organizations are continuously under pressure to adapt to changes such as new policy changes, introduction to new management ideologies, etc. To adjust to these changing conditions it is important that employees feel themselves a vital part in implementing these proposed changes. The purpose of current research is to identify why Human Resources(HR) is a change agent in any organization to drive organizational excellence. The current study through extensive literature review aims to find out and analyze how HR practitioners act as change drivers and help in managing and facilitating change in the organizations. The paper also aims to highlight the role of Human Resource Management practices and professionals as change agents and a tool for effective change management.

Keywords: Organization Change, Change Management, Human Resource Management , Change Agents

Introduction

Organizations face continuous pressure to adapt to new environmental changes. To survive in the long run it is important that organizations swiftly adapt themselves to the changing conditions . Even if employees are willing to change, often the change process is very difficult and stressful at the same time. To adapt change employees have to change many things such as their routines, acquire new knowledge , and face peak workload. Such a situation can lead to further resistance to change resulting into stress, burnout and even high turnover.

Therefore the way people are managed is very crucial in organization. HRM plays a very important role in stimulating changes and thereby increasing effectiveness in the organization. HR plays a very crucial role as change agents. The current study is an attempt to understand the role of HR professionals' perspectives regarding managing change in an organization.

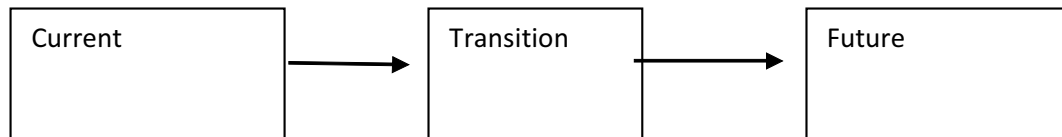
Change

To sustain in the dynamic environment organization needs to be stay ahead of the competition .There is a constant need for change. Thus Organizational change is about reviewing and modifying management structures and business processes.

Change Management

Change Management is a systematic approach to deal with change both from the perspective of an organization and an individual . For an organization change management means defining and implementing procedures or technologies to deal with changes in the business environment.

Change Management incorporates the organization tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change.



Change Management include

- a) Planning for Change
- b) Managing Change
- c) Reinforcing Change

Change Agents

Change agents are people with the responsibility for implementing change in an organization. Internal change agents are people within the organization whereas External change agents are people hired from outside to lead and facilitate change.

Internal Change Agents

Many organizations choose to delegate the responsibility for OD and implementation of change to organizations members who function as internal change agents. Some organizations such as IBM, GE have internal counseling groups who are responsible for OD.

External Change Agents

Organizations engage external change agents when they hire consulting firms to assist in the change efforts. External consultants' credentials usually include a formal education in Psychology, OB, HRM or Business Administration coupled with organizational experience

External consultants

Advantages

- Credibility as an expert
- No Negative history with the organization
- Wide experience and diverse knowledge

Disadvantages

- Perceived as an outsider
- Lacks Knowledge of organization

Internal Consultant

Advantages

- Credibility as an insider
- Knows the organization people , culture etc.
- Personal Relationships

Disadvantages

- Often not perceived as an OD expert
- May have negative Organizational history

Objective of the study

- To study the role of change agent in introducing organizational change
- To identify the major challenges faced by the Human resource professionals as change agents
- To understand the role of HR as internal change agents

- To identify the competencies required to become an successful internal change agent.

Research Methodology

This study is conceptual in nature based on extensive literature review to reach on a meaningful conclusion

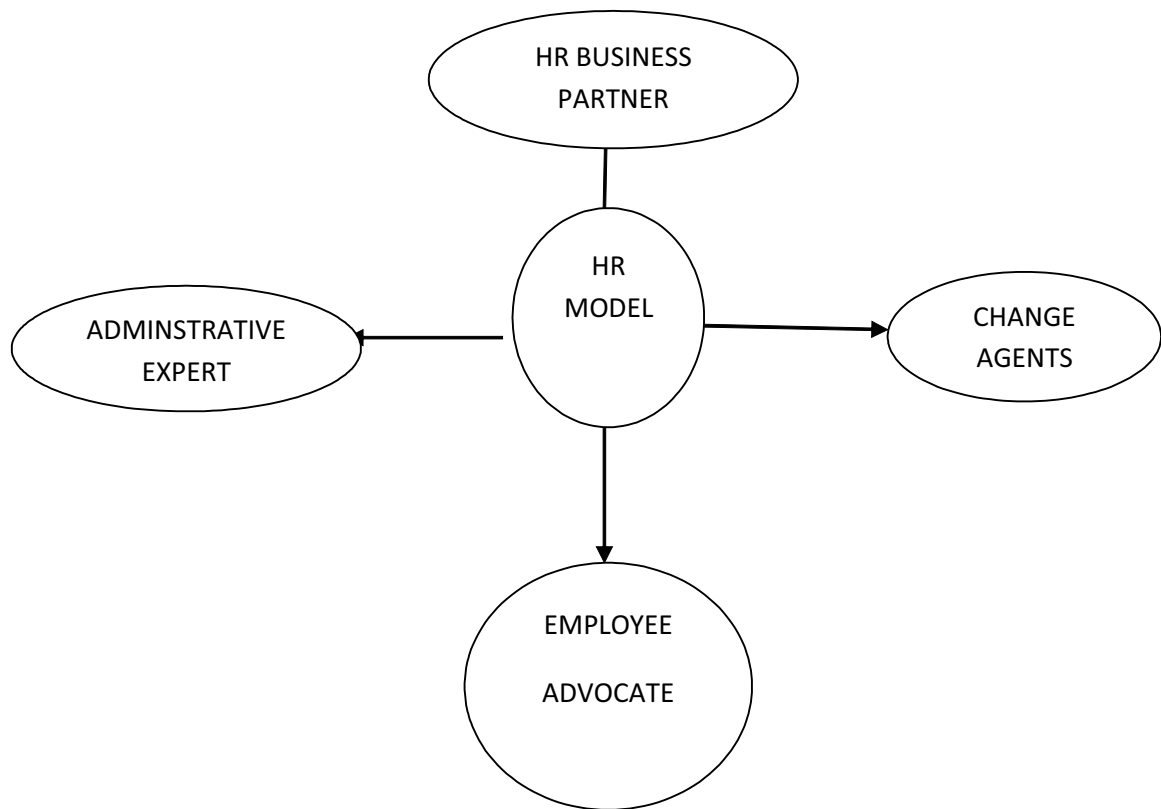
Human Resources – The current scenario

Human resources is the most important business function of an organization. HRM focuses on effective management of people in organizations. HRM serves as a link between people, satisfaction and productivity. Human resource management also serves as a major tool for readiness to change.

Traditionally human resource manager used to perform only administrative as well as policy maintaining function.

However with the change in environment role of modern manager is evolving. Modern managers are now involved in strategic decision making and are emerging as Business Partners.

Dave Ulrich has identified 4 key roles of a manager.



Human Resource Business Partner

HR plays a strategic role of business partner and helps in building a strategic partnership and relationship. As a business partner human resource manager builds a strategic relationship with dedicated internal clients. As an strategic business partner it gives honest feedback to internal client and uses feedback to improve HR procedures and services. It also runs cross functional projects aiming to increase productivity ,support innovations and develop talent.

Administrative Expert

(Monika Sinha and et al 2013) argues that HR Manager as an administrative expert is expected to carry out administrative duties like the overall labour costs, dealing with trade union, maintaining personal data accurately. As an modern HR professional an HR manager is expected to introduce HRIS solutions and eliminate the manual entry of data. As an administrative expert an HR manager should be able to manage HR budgets (recruitment, selection, T &D etc)

Change Agent

As an change agent an HR manager should co-ordinate and facilitate change and address employees about changes . He or she should co-ordinate and facilitate the change process and provide the tools and structures needed during the change period.

Employee Advocate

As an employee advocate or employee champion a HR manager represent employees, protect their interest and make sure that strategic initiatives are well balanced . HR professional ensures that employees have a fair chance to apply new roles in the organization. HR leads initiatives to improve the experience of employees in the organization and manages the regular grievance and compliance procedure to ensure that employees enjoy fair treatment from management.

Role of HR in Stimulating Change

HR Managers today are strategic partners to the business in the successful organization. In various organizations HR Managers are teaming up with business organizations to act as strategic partners leading to successful change various organizations across India such a Hinduja Global, Hindustan uniliver, Godrej, Essar group have started integrating HR as strategic partners.

Varun Arora(2013) in an article mentioned that various organizations such as HCL technologies have realized the importance of HR as successful change agents. HR manager can easily monitor and evaluate the effectiveness of the framework in bringing about acceptance to change. HCL Technologies has established Organization Change Management services as a part of its Enterprise Transformational Group which helps its clients to adapt to changes in short term and sustain change in long term.

Competency Skills of HR Professionals

Ulrich et.al define competency as the ability to add value to the business; competence must focus on the process leading from changing business conditions to achieving sustainable competitive advantage.

1) Effective relationship skill

HR professionals must be credible to both their HR counterparts and the business line managers whom they serve. They need to deliver results and establish a reliable track record

2) Human resource development (HRD) skill

Human Resource Development (HRD) helps employees develop their personal and organizational knowledge, skills, and abilities. HR professionals must acquire this skill to ensure a smooth implementation of systematic employee training, career development, performance management and development, coaching, mentoring, succession planning and organization development. Furthermore, HR professionals as change agent need to understand the learning process and how to create an environment that facilitates learning can design and implement more effective HRD interventions

3) Conflict management

HR professionals are able to contribution to organizational success if they can resolve conflicts among members in the organization. They can also impart conflict management skills, such as active listening and depersonalizing issues. They need to role model them in their interactions throughout the organization

Major Challenges faced by HR

1) Integrating employees

2) Ensuring High Morale and productivity among employees: The uncertainty about job security and

reporting relationships and changes in management processes often contribute to anxiety, resentment and low positive attitude towards the changes taking place.

3) Integrating different HR processes

Conclusion

The primary task of HR professionals in stimulating change is

1. Drives change at every organization level
2. Gives a framework to stimulate change
3. Helps in establishing co- ordination between various departments, Managers and employees.
4. Analyzing the effect of change in particular department
5. Understanding and using the correct medium to communicate to different groups.
6. To help the employees to cope up with the change
7. To assess the organizations change readiness
8. To develop a change management strategy
9. To identify change management resources
10. To create and manage change management Plans

The requisite ability of a successful HR manager should be to engage employees by keeping their energy and motivation level high so that organization moves swiftly from transition stage to transformation stage.

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