

THE CHANGING ROLE OF HR

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Abstract

Change, being inevitable is the role of life. Beginning from human mind ending in the position of earth, in each & every movement change can be felt & seen. This article projects the “change” in concern to Organization according to the changing era. If there is the change in the Organization then there is no doubt that the major asset i.e. Human Resource will be in the same path of the upgrading change. To face the modern competition, up gradation & recreation in Business, the HR role of an organization is also changing day by day.

Key word: Change, HR, Competition, era,, Challenge, Organization, Status quo

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Introduction

In this modern day's the word "job" is very common to everybody. Generally job can be expressed in two ways 'to give' or 'to do'. The business man or the employer comes under first type and the employees the second type. Both these ways of job are dealt by human beings. So with the advancement of technology the role of human beings is changing day by day. Need of the numbers may be less but the job role is more crucial and important. Modern business feels that there is the limitation in machine capability but no limitation in human efficiency. But for the expression and implementation of human efficiency, the following points are the need - right scope, right environment, right mode, interest, confidence, devotion, dedication, confidence etc... Hence Human beings are the real asset of the organization. In this changing environment, the choice and expectation of the employees are changing. It has been studied that to cope with this many organizations are investing a lot (unto 60-70%) on HR to advance the business in a long term.

What is HR

"HR can be thought of as the total knowledge, skills, creative abilities, talents & aptitudes of an organization's workforce, as well as the value, attitudes and beliefs of the individual are involved." *Leon C Magginson*

"Human Resources" or "Manpower" may be thought of as "the total knowledge, skills, creative abilities, talents and aptitudes of an Organizations workforce as well as the values, attitudes and benefits of an individual involve. HR is the term meant for all the activities related to the employee-employer relationship in an organization. It speaks both about the generalist and specialist with the activities. It can be expressed as one type of encyclopedia, dealing with some information and actives of the employees in an organization.

Change

Change is everywhere. It has always been there from the past. But now the pace or the rate of change is faster than before. It's a significant feature of the modern environment. Change can be of 2 types – **reactive & proactive**. Generally a proactive change is the result of planned attempt to face the future challenges. But a reactive change most often automatic response or rarely planned response to face the environment change. The environment, organization & the men or the Human resource are the main participants of the Change. With the material world even there is the change in the life style, inter positional behavior, choice, value system, emotion, learning style etc. Organizational change means significant change in one or more of the tasks, the techniques, the structure, & the people of the organization. It can be explained as one which ultimately affects the pattern of work and/or relationship within an organization. Sometimes change act as a source of imbalance in the whole system of organization. The organizational change can be better understood by studying the individual change.

Individuals mainly face 2 types of changes as-

1. Adopt or adjust the changes according to the external environment. Ex-professional problem, new job offer, problems in payment etc.
2. Keep changing automatically without the change in the external environment. Ex-Old age, Family responsibility etc.

Why Change in HR?

Of course from the above paragraph it implies that the real asset i.e. HR is a major participant among the whole changing activities in an organization. In today's competitive business world, the company, its strategy, workforces, their skill sets and job requirements as well as the regulatory environment is changing at a rapid pace. The staff needs of tomorrow are very different to those of today. So now the changing HR activities are playing major role in the change environment in the Organization which may be due to the employers' aspect or employees' prospect. And also in

the LPG (Liberalization, Privatization, Globalization) era business is growing with a great pace. Accordingly the HR is also changing diversely. So it is now a challenge for the organization in front of the competitors. When question arises **why is the change?** Then in one sentence it can be answered by DARWIN'S theory "**the survival of the fittest**"

In this modern age competition leads the word cooperation .It may be in a positive sense or negative sense. Even in the same way change is playing its role. In the Organization when we are talking about the HR persons then there are a no. of roles. Among those the most important role is change management.

"Change management skills are a key part of the job for most Human Resources practitioners". According to a study by *Personnel Today's* sister publication, *Employment Review*. Organizational trends demands change. Hence there is the need of new ways of thinking & operating. The sole aim of the HR is to add value to the Organization. It consists of 2 points----

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1. HR professional must play new roles with the increase of competencies.
2. Different good models are needed to help decision-makers implement HR programs.

In this competitive era whether HR understand the business, business leaders or not, it does not matter but the modern need is that HR should be able to answer the following questions-----

- How does the Organization make money?
- What costs reduce revenue?
- What factors affect the bottom-line?
- Who are the Organization's customers & constituents?
- What are the risk factors the organizations have?
- What are the different points in SWOT (Strength Weakness Opportunity Threat) Analysis of the Organization?

To answer all these questions a drastic & dramatic change is needed which is on the way of success.

Past & Present Changes in HR

Continuous change reshapes the Organization & Workplace. The role of HR must also change. The assessment professional is an unavoidable part of HR. It is needed to demonstrate to leaders how they contribute to ensuring the organization’s success. Now the change is in each and every HR activities like HR Policies, Hr Processes, and HR roles.

The modern HR has shifted some activities like-----

<u>OLDER ONE</u>	→	<u>CHANGED TO</u>
Hierarchic structure	→	Flat & flexible structure
Job Analysis	→	Competency Assessment
Personnel Management	→	HR Management
Rule maker	→	Consultant
Functional orientation	→	Business Orientation
Centralized decision	→	Frame work for others to decide
Talent Retainer	→	Talent Nurturer
Mutual Distrust	→	Partnering
Focus on Activities	→	Focus on Impact
Experienced employees	→	Efficient employees
Skilled employees	→	Knowledgeable employees
Skill &expertise	→	Positive Attitude

The ever changing role of HR deals on the following points→→→

- What makes companies great place to work
- Dealing the importance of both internal & external customers
- Employees’ new expectations from corporate
- CSR(Corporate Social Responsibility) future drivers for HR initiatives

So according to *Mr. Sridhar, General Manager (HR), ITC* “CSR can work only if the more, **standard HR practices in a company are in place.**” The Human Resource Organization is an important strategic partner in developing the goals & implementing the tactics of the firm. The corporate HR functions are viewed as “Centers of Excellence”. In this new role or model of the HR, the members develop strong constituting skills.

To guard against the downside of global competition, among all the activities of HR specially the **human resource Manager** must be more proactive in recruiting & maintaining a responsive & efficient workforce. **Example-**In *1998 the Time Magazine* says the ‘kit Kat’ manufacturing plant in New York, England took **38** man- hour to produce a ton of Chocolate. In 2003 using a combination of robotics, automated packaging & production line improvement, the forecast production time is **23** hours.

The above example says about the effect of changing role of .HR managers are no longer administers or only implementers. Modern HR in Indian Organization changed from **Business Partner** to **Strategic Partner**. In the past the business leaders were like captains of ship: Cool, Calm, Collected

But now the Managers need to be human with the following characteristics.....

- They need to be in touch
- They need to be empathetic
- They need to be for & with people

HR Managers should be a **part** of what’s going on in the organization, **not apart** from what’s going on.

Expected Changes in Future

If we compare Yesterday, Today & Tomorrow of the organization then we can find-----

Yesterday-->Access the capital & latest technology

Today --> Satisfying external customers

Tomorrow-->Maintaining high caliber of internal customers, satisfying both internal & external customers

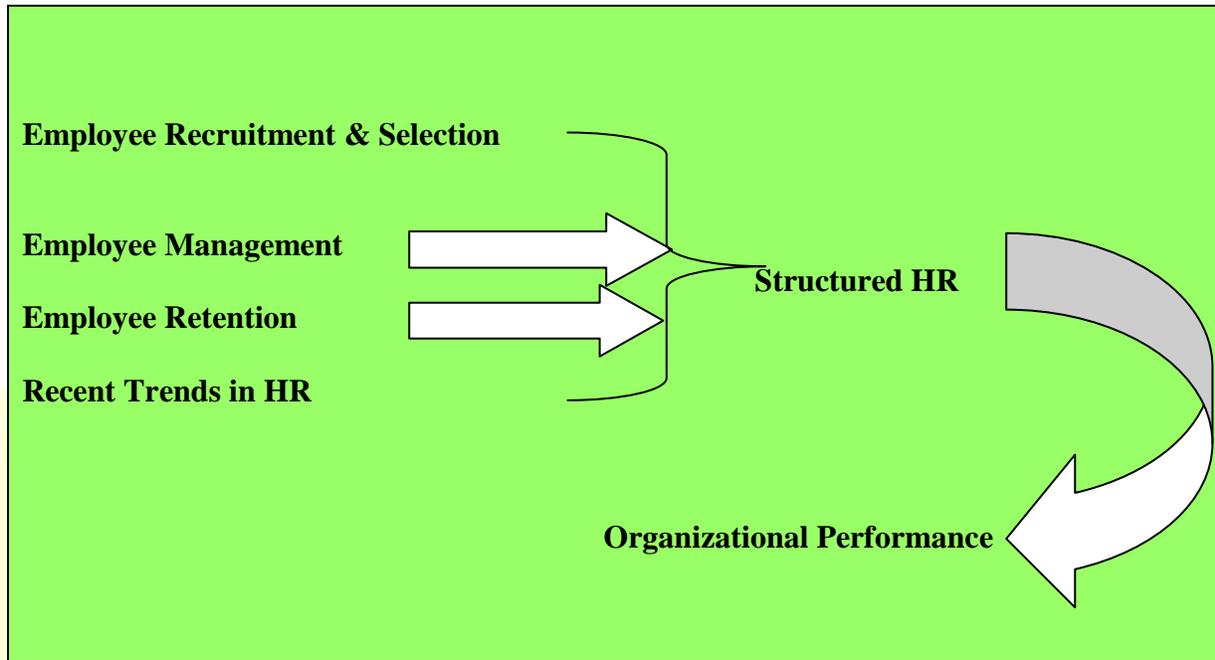
Some concerns with HR over the next 5 yrs.

- Dealing with a lack of promotion opportunities
- Helping employees keep their skills updated
- Managing influx of new technologies & automation
- Empowering employees
- Active Worker Participation Management
- Proper Implementation of the modern terms in HR as TQM, QC, WQL etc.

Result of HR Changes

The changing HR in the Organization directly relates to the Organizational Performance. The sustainability and growth of the Organization in the competitive world is questionable except structured HR Practices. It reflects the positive aspects of changing HR. In diagram it can be expressed as-

Figure-1: HR and Organization Performance



The above 6 points can be elaborated by the following sub points. Many organizations are going ahead within no time by following changing aspects of in HR.

<p>FIRM PERFORMANCE</p> <ul style="list-style-type: none"> • Profit • Product or service quality • quantity • New product or service development • Customer satisfaction • Marketing effectiveness • Sales growth • Market share 	<p>STRUCTURED HR</p> <ul style="list-style-type: none"> • Right Person at Right job • Right Person at Right Place in Right Time • Right Person doing the right thing 	<p>EMPLOYEE RECRUITMENT & SELECTION</p> <ul style="list-style-type: none"> • Right method • Person-job fit • Person-organization fit
<p>EMPLOYEE MANAGEMENT</p> <ul style="list-style-type: none"> • Management of Change • Decreasing Labour Turnover& Absenteeism • WorkerParticipationMgt. • Satisfying the Internal Customer 	<p>EMPLOYEE RETENTION</p> <ul style="list-style-type: none"> • Challenging and rewarding jobs • Fair compensation • Welfare, Safety & Health • Career Planning & Development 	<p>CURRENT TRENDS IN HR</p> <ul style="list-style-type: none"> • Total Quality in HRM • Quality of Work life • HR Accounting & Audit

At the same time some Organizations achieve the negative results. It is true for those Organizations who use these terms for the sake of using or cheat the people By cheating with the

employees or the internal customer a company can grow for a short term period in another way it's the full fledged preparation for the sudden crash in business. Now it has been seen that many organizations are the bright examples of this category. Here proper matching between the HR and the Change is absent. The negative aspects of changing HR creates problems like accidents, increasing crafts in production, dissatisfaction, strike, lockout, increasing attrition rate, unemployment decrease in market share & profit etc.

Conclusion

Change is the need of the days. In this **status quo** it is a great challenge not only for the HR but also for the whole part of the Organization. The Organization which can adopt or cope with the changing environment will develop or exist in a long run. As explained earlier the HR is now a huge investment in good Organizations. So no doubt these organizations are getting the return (Example-TATA, some Software MNCs.) as it is the best way to face the today's world and to challenge the changed competitors. In India already HR has occupied a new shape. Still then there are so many problems in HR. Even much Organization and the people can't accept or accommodate with the change. Some terms like WPM (Workers Participation Management), QC (Quality Circle) etc. and also some other issues in HR are only in pen and paper. Example- In one way WPM is expressed as a source of QWL (Quality Work Life) and it is also expressed as one reason of the failure of QWL. Here the problem is not in the term or program but it is in the part of implementation. Though HR in our country has changed a lot still modifications are needed. Strict rules and regulations must be there. And another most important thing is less percentage of education and the awareness of the people. Our Govt. is now taking many steps for these causes. After all HR can be expressed as the best source of the competitive change in earning advantages. Positive change in HR can transform the good Organization to be the best one by taking seriously the organizational pressures to change, helping to understand value of HR, conducting proper R&D related to all areas of human efficiency and Organizational performance. The changes in the HR (according to the market competition and people demand) the Organizational Objectives with HR Objectives.

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