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**SUCCESSFULNESS OF HR STRATEGIES IMPLEMENTATION
SUPPORTING TO A CERTAIN EXTENT THE
ORGANIZATIONAL CHANGES**

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Abstract

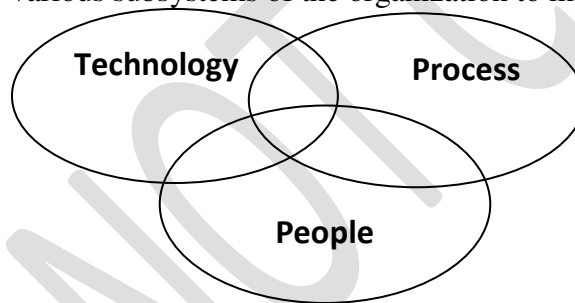
The business environment is a dynamic one. Constant developments are taking place in the internal as well as external business environment. Some organizations face greater federal regulation, while others experience deregulation. Some find their markets shrinking, while others thrive into the global marketplace. Many organizations face mergers, hostile takeovers or downsizing problems which have severe psychological and economic effects on their employees. One of the survival and winning business strategies is to bring organizational changes which can cope up with such critical issues. However, in most of the cases, whenever the organization introduces change mechanisms, people in the organization resist such changes. Therefore, such organizational changes need to be effectively managed and implemented which ultimately aims at organizational growth and development. Managing changes, thus, becomes an integral part of the manager's job. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change. This concept is not new to Indians, because change management programmes were conducted for ministers in the Indian government and civil service officers during the 1980s. In present scenario all organizations are involved in fight of success, to achieve they need to be change in all aspects. Change should be implanted in smooth way not the terrific one. Change to be adapted by all concerned requires adequate planning, sharing of information, generating ideas, understanding the current situation, preparation, evaluation, and reinforcing. None of the above can be done without the full and complete support from the human resources.

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Key words: Change management, organizational change, Change Champion, Main Drivers

Introduction

Change Management is the process, tools and techniques to manage the people side of change to achieve the required business outcome. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change. Change is natural to any organization. It is very necessary for the very survival of an organization in the business world today. With the advancement in technology, there has been increasing competition in the business world which calls for then need of organizational change. Changes are constantly taking place in the environment of organizations. For instance, telecommunications is transforming the manner in which work is conducted all over the world. The world is getting smaller and trade and transactions can now be completed in a matter of seconds via cyberspace, across the globe. Managers often feel the need of changes at various levels within the organizational system to ensure that individuals and groups therein, adapt and change with the changing external and internal environments. The manager is a change agent, effecting changes in the various subsystems of the organization to meet the changing needs.



The overarching purpose of change management is to accelerate the speed at which people move successfully through the change process so that anticipated benefits are achieved faster. For this purpose HR manager plays an important role and works as strategic partner.

Role of HR Manager in implementation procedure

The role of the HR manager must parallel the needs of his or her changing organization. Successful organizations are becoming more adaptive, flexible, quick to change direction and customer centered. Within this environment, the HR professional, who is considered necessary by line managers, is a strategic partner, an employee sponsor or supporter and a change mentor.

Change Champion

The constant evaluation of the effectiveness of the organization results in the need for the HR professional to frequently champion change. Both knowledge about and the ability to execute successful change strategies make the HR professional exceptionally valued. Knowing how to change to the strategic needs of the organization will minimize employee dissatisfaction and resistance to change. The HR professional contributes to the organization by constantly assessing

the effectiveness of the HR function. He also sponsors change in other departments and in work practices. To promote the overall success of his organization, he champions the identification of the organizational mission, vision, values, goals and action plans. Finally, he helps determine the measures that will tell his organization how well it is succeeding in all of this.

Employee Advocate

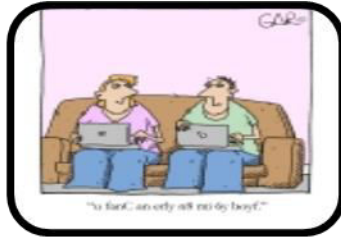
As an employee sponsor or advocate, the HR manager plays an integral role in organizational success via his knowledge about and advocacy of people. This advocacy includes expertise in how to create a work environment in which people will choose to be motivated, contributing, and happy. Development of effective methods of goal setting, communication and empowerment through responsibility, builds employee ownership of the organization. The HR professional helps establish the organizational culture and climate in which people have the competency, concern and commitment to serve customers well. In this role, the HR manager provides employee development opportunities, employee assistance programs, gain sharing and profit sharing strategies, organization development interventions, due process approaches to problem solving and regularly scheduled communication opportunities. Hence, as much of organizations' creativity is embedded in their individual members, there has been a progressively greater emphasis on the role of the human resource management (HRM) practices in order to identify qualified people who possess the skills, the competencies and the creative potential necessary for enhancing organizational results. Scholarly work has investigated the practices that allow managing and fostering employees' creativity. However, harnessing creativity means not just developing ways to allow employees to be creative, but also retaining employees so that creative momentum can build over time and not be disrupted by the constant need to recruit new personnel to fill vacant positions. If this consideration is certainly valid for every organizational context, it is especially true for creativity driven organizations, where a continuous generation of novelty is required and a high turnover rate could reduce the speed of firms' response to the competitive environment.

Main drivers to bring organizational change (Pasmore, 2009)

- **Change in planned and strategic business objectives can also bring upon organizational change** - the companies in the past few years have changed their business focus from product centric to more customer centric view point. With this shift in the business strategy, the company reorganizes itself by introducing new departments and re training their old ones. (Pratt, Reilly, & Schweih's 2000)
- **Advanced technology** - with the fast and rapid change in the technology it demands for change in situations as well. The advancement in technology calls for organizational change. This change calls for skilled employees, employees who are well versed in this field and employees who are highly qualified are only suitable to this change. Many companies ignore this and as a result they lag behind the flat world.
- **At the time of Mergers and Acquisitions** - the mergers and acquisitions in the organization also calls for organizational change. To restructure the organization with the change in the management objectives calls for the need of organizational change. These changes in the organizations are necessary to meet with the growing business needs.

- **Insufficient financial performance** - this is the result of growing competition due to use of advanced technology. In this case, the company introduces products using new technology which many companies do not have. This can give boom to the company that is making reliable and efficient products than the companies who are not taking advantage of this new technology. With this change, it can bring a highly competitive organization down at the bottom of the ranking list just because they are not availing the benefits of this new technology. In this scenario, organizational changes need to be introduced in the less competitive organizations. The human resource management will have to rethink on this to beat the competition. Therefore this is regarded as one of the most important drive for bringing in organizational change.
- **Shortening of product lifecycle** - shortening of product cycle means when a particular product fails to work in the market and as a result the market share of the company falls. To cover up the loss and again gain success, the company goes for organizational change to manage the loss and control the existing situation.
- **Globalization** - after 1990, the world has become flat with the intervention of multinational companies and other foreign organizations. The companies are entering into mergers and acquisitions with the companies overseas. To participate and to stay competitive, it calls for a change in the organizational structure. The companies have to change for a better communication with their branches in overseas countries. This is only possible by bringing upon organizational change. (Reichheld 2006)

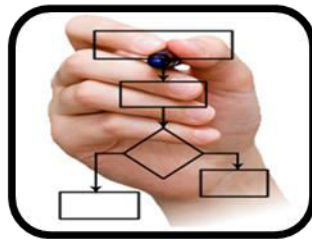
External factors are driving radical changes to the way organizations work and shape the strategic context for managing people at present and in the coming years. These factors are for instance social and economical changes, technological evolution, operational environment, etc. In this context of major people challenges, the role of the HR function is more than ever at the centre of the action. His has realized that success of the organizational changes depend on how they design and implement a people strategy. When addressing the issue of HR management strategies, it is essential to understand and analyze all the HR dimensions: Organization, People, Processes and Systems. HR strategy includes all of these dimensions (see picture beneath).



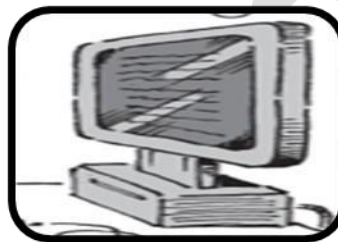
people



organisation



process



system

HR strategies

In recent years, it has become commonplace for institutions to advocate that human resources are their most important asset. Thus, it involves developing a rational HR approach with full support of the management and with a strong link between HR and government policies. HR actors have realized that direct organizational pay-offs are possible if specific configurations of “people policies” are adopted. These HR policies mainly aim to:

- Secure the commitment of the workforce,
- Ensure highly flexible and innovative working practices,
- Establish a high quality of work by developing a skilled workforce.

This evolution focusing on adopting a more strategic approach to HR suggests a developing consensus that human resources are the key source to competitive advantage because it is the skills, behaviors and values of staff that are principal in an organization’s success. It is needed to systematically identify, use, develop and renew their core competences.

Various HR strategies are as follows:

- Reducing the number of HR projects
- Introducing concrete measures related to sustainable development
- Pension reform
- Demographical change of the population structure (many people will retire around 2010)
- Reducing labor costs

- Introducing actions to support the changes in values
- Introducing competency management
- Reducing headcount (people who retire will not be replaced)
- Implementing proven HR procedures for a top-of-the-line recruitment
- Progressive implementation of an appraisal system
- Reform of the main HR processes
- Reform of the remuneration system
- Restructuring of the HR role
- Improving internal communication
- Implementation of tools and working teams for improving information accessibility
- Change in HR (HRIS) technology
- Leadership development
- Improving work quality
- Enhancing flexibility
- Favoring mobility

Furthermore, better accessibility to information (i.e.: HR technology, tools for improving information accessibility) and HR reforms (i.e.: reform of the remuneration system, reform of the main HR processes) confirm that HR is taking into account these important strategic issues.

Conclusion

This paper has outlined some major issues surrounding the field of human resources management. It aims at helping participants to get a clear picture of current HR strategies and its implementation. The subject of “human management strategies to support organizational changes” is vast and complex. This paper does not claim to address all of the issues related to how much value people add to the public sector. Nonetheless, it is an attempt to share some findings and ideas, and give a broad view in terms of HR strategies. The key points are:

By implementing its strategies, HR services support organizational changes. HR actors have realized that direct organizational pay-offs are only possible if specific configurations of “people policies” are approved. Therefore, the main policies are “people” oriented towards mobility, flexibility and efficiency of employees.

HR strategies are generally aligned with the governmental strategies, supporting thus the organizational changes. Yet, even if HR is an efficient support to organizational changes, it is not yet a generator of changes.

A documented HR strategy represents the “backbone” of effective people management with mutually supporting HR policies and practices. However, it is the ability to build a strategy appropriate to local requirements and to implement it effectively that is also essential.

The HR strategies are in practical terms translated into numerous HR projects and they do not “become a dead letter”. They have furthermore a direct impact on the HR organization and the way HR is practiced like recruitment and career management.

HR organization has been extensively decentralized in some states. The main common HR organization is a mix between a central body and local administrations. It ensures more flexibility and efficiency, supporting thus the HR agenda. Yet, the extent and rapidity of delegation is different between the various states because there are some differences between position-based systems and career-based systems.

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