

To Study On Proactive Role Of HR

Prachi Joshi

Assistant Professor, Shiv Charan Mathur Institute of Management & Technology,
Bhilwara, Rajasthan

Abstract: The meadow of Human Resource Management has changed significantly in the recent past. The HR concepts, systems and practices of today are considerably different from the past. HR professionals of tomorrow would require the competencies to provide organizations with a considered competitive advantage. The creation of this spirited advantage will provide basis for survival of future organizations. HR professionals have to involve themselves in the process of strategic planning, by coordinate with other functional department. For strategic HR to be successful, its objectives should be aligned with strategic goals of the organization. HR professionals of future need to be more interdisciplinary in nature. To cater to the corporate needs of future, HR professionals would be required to work as enriching integrator in Merger and Acquisitions, diversity manager, functional expert and talent manager. They would have to apply and manage change as a change agent and manage the careers and performance growth of employees. In future they are required to play role of integrate strategy, knowledge and people performance. HR professionals have to allocate managerial resources, developing processes and systems to incorporate HR framework with the business strategy.

Keywords: HR Professionals, Strategic Partner, Talent Manager, Change Agent, Diversity Manager

I. INTRODUCTION

In today's varying world, it is vital for the organization to know that change is another name used for survival for organizations and this responsibility lies upon shoulders of HR professionals. HR's creation of true competitive advantage comes from continuously improving the organization to fit the changing business environment. It is the privilege of the HR professional to remove these misconceptions by acting as a vital link between the strategic and operational functions in the organization. HRD managers of today do not have enough training in terms of skill-sets. They need to do more of professional training. The HR professional of tomorrow has to be more proactive and systematic. With the changing nature of organizations HR department has to assume interdisciplinary tasks.

II. REVIEW OF THE LITERATURE

There has been mass of research studies that have looked into the varying HR practices and roles of HR professionals.

One such study proposed that to sustain the revolution of human resource functions, HR professionals must enlarge and demonstrate a new set of competencies to accomplish their changing roles and responsibilities (Yeung *et al.*, 1996). Based on in-depth interviews with ten senior HR executive, they proposed an HR competency model which is both generic (i.e., able to encompass the key competencies that are frequently used by Companies in different industries) and specific (i.e., able to highlight the competency differences in various HR roles). Research indicated that only 10-35% of HR professionals possess the required new competencies. They also discussed ten strategies that ten prominent companies use to bridge the competency gap of their HR professionals. Important levers for competency development include planning and assessment, communications, performance management, training, and development. Research was conducted on the strength of HR practices in India and their effects on employee career achievement, performance, and potential (Stumpf *et al.*, 2010). The study explores the role of HR practices for person and managerial success via a survey of 4,811 employees from 32 units of 28 companies operating in India. Study focused on employee perceptions of the

effectiveness of three specific human resource practices within their firms and the relationship of these practices to career success, performance and potential. Companies working in India emerge to be creating strong human resource climates based on structured HR practices in performance management, professional development and normalized performance ratings. The perceived effectiveness of these HR practices influences employees' perceptions of career success and, to a lesser extent, managerially rated performance and potential. Study also reports differences in perceptions of HR practices among national, international, and global companies and among the industries of information technology (IT), manufacturing, and services. Research has also looked into empirical assessment of human resource competencies with data from 12,689 associates of human resource (HR) professionals in 1500 businesses in 109 firms (Ulrich *et al.*, 1995). The research work focused on a wide assessment of HR competencies. It extended current HR theory and practice in two ways. First, it proposed specific competencies HR professionals may reveal to add value to a business. Second, it offered an empirical evaluation of how these competencies affect the performance of HR professionals as perceived by their Associates. The results indicate that when HR professionals demonstrate competencies in business information, delivery of HR and management of change, then HR professionals are perceived by their acquaintances as more effective. At the University of Michigan's Business School, they performed the longest and largest ongoing study of the competencies of HR professionals. This project has been conducted in four major waves over sixteen years: 1987, 1992, 1997 and 2002. Via 360-degree surveys with thousands of HR professionals and over twenty eight thousand HR clients (line managers and peers), plus widespread reviews of academic work, they evaluated every mainstream HR competency in companies representing a wide range of industries and sizes from Europe, Asia, and Latin America as well as North America. The resulting insights were qualitatively different from most others in the literature. The key point revealed was that what HR professionals do best i.e. personal credibility, has only moderate influence on business performance. Meanwhile, what HR professionals do only moderately well i.e. making a strategic input has almost twice the influence on the businesses where it occurs. Strategic Contribution has a 43% impact on business performance, Personal Credibility was found to have 23% impact on business performance, HR Delivery was found to have 18% impact, Business Knowledge was found to have 11% impact and HR Technology was found to have 5% impact on business performance. McClean and Collins (2011) examined the relationship between high-commitment HR practices and firm performance in professional services firms through the mediator of employee effort. They found that the relationship between effort and performance is delegation on the value of the employee group to organization's competitive advantage, suggesting that organizations may only want to expend the effort and resources on building a high-commitment HR system for employee groups that are clearly tied to creating organization's competitive advantage. Ackermann (1986) proposed that HRM strategies follow business strategy and will contribute to organizational effectiveness and competence

measured by criteria such as efficiency, labour costs and behavioural index such as turnover and absenteeism. Ackermann believed that HRM should be the subject of planning and decision-making in the happiness of the organization and employees. Kydd and Oppenheim (1990) with the help of case study research in four organizations proposed a two-dimensional contingency framework which offers guidelines as to how certain HRM practices should be implemented to gain competitive advantage. The first dimension is based on ecological challenges or turbulence that an organization faces. The second dimension is based on whether or not an organization's key competitive thrust is to be an innovator. An organization's position on each of these dimensions predicts what its approach will be to HRM practices and issues. Schuler (1992) defined strategic human resource management as all those actions affecting the behaviour of individuals in their efforts to make and apply the strategic needs of business and proposed a 5-P model of strategic human resource management. In his model, business objectives are articulated and flow into the 5-P component enabling human resources management philosophy, policy, programmes, practices and processes to be established. Another research study identified ten approaches that organizations can follow to establish the linkage between business plans and HR plans in an organization (Garavan *et al.*, 1995). These approaches are top down approach, market driven approach, career planning approach, the future approach, performance analysis approach, artificial experience approach, pulse taking approach, the educational loom, interpersonal approach and the rifle approach.

OBJECTIVE OF THE STUDY

- ✓ To Study about Current Scenario of HR
- ✓ To study about Role & Responsibility of HR
- ✓ To study about As a Change Agent

III. HUMAN RESOURCES- THE CURRENT SCENARIO

Human resources are a set of individuals who make up the employees of an organization, business sector, or economy. "Human capital" is sometimes used synonymously with human resources, although human wealth typically refers to a more narrow view (i.e., the knowledge the individuals symbolize and can contribute to an organization). Likewise, other terms sometimes used include "manpower", "talent", "labour", or simply "people". The professional discipline and business function that oversees an organization's human resources is called human resource management (HRM, or simply HR). The field of Human Resource Management (HRM) focuses on achieve business strategy through the effective management of people in organizations.

It examines the link between people, contentment, and efficiency. Efficient HRM results in a higher quality of work life, higher productivity, and an improved readiness for change. The role of the human resources manager within a corporate environment has been undergoing rapid change. However, the role of the modern human resources manager has become more ambiguous, shifting in the direction of

business partner, employee champion and change catalyst, and determined on strategic leveraging of human capital. Strategically applying/utilizing the various disciplines within human resources in order to cause organizational change and add value is often referred to as "change management." HR professionals are ever more being asked now than before, to develop personal skills and attitudes for implementing change as well as a technical understanding of how to apply the tools for change. In the past, HR management positions were primarily held by people with master level degrees in organizational design, human resources management, organizational psychology, etc. However, with the shift of attitude toward people in organizations, it has become very important for HR managers to have a strong business background, as well as clear strategic and financial experience.

IV. ROLES AND RESPONSIBILITY OF HR

The core roles of human resources professional are grouped into four broad roles: a strategic partner to the organization, an administrative expert, a change agent, and an employee champion.

STRATEGIC PARTNER

As a strategic partner, the HR professional must be able to partner with the organization in initial plans that will align the firm's human resources with its long term corporate goals and visualization. He or she should be able to contribute to business strategy development by aligning HR jobs with strategic goals, and provide tools and create an enabling environment to actualize these goals. The HR professional should be able to analyze work processes and recommend improvements where necessary. He or she should develop policies that will benefit the firm, management, and employees alike.

ADMINISTRATIVE EXPERT

As an administrative expert, the HR professional is ordinary to carry out administrative duties like providing the tools needed for the organization to operate effectively. He or she should be able to manage the overall labour costs in the organization and plan for managerial budgets. As a managerial expert, the HR person should be an information executive, and should be able to ascertain new and evolving trends that will be beneficial to the company. The HR professional should be able to manage HR budgets (recruitment, selection, training and development, etc), and should be a good negotiator in times of salary decisions.

CHANGE AGENT

As a change agent, the HR professional should be able to find new ways of doing things that can move the company forward. He or she should be able to convince management of the need for the change and address employees about changes. He or she should coordinate and facilitate the change process,

and provide the tools and structures needed during the change period. As an expert, he or she should be able to create a new organizational change without disrupting the firm's business.

EMPLOYEE CHAMPION

As an employee champion, the HR professional should be able to manage the staff selection, recruitment, training, development, career planning, performance management, succession planning, and retention exercises. He or she is responsible for determining the firm's long-term human resources needs, assessing current resources, and determining areas where change is needed. He or she should determine whether human resources needs can be sourced internally or externally. The HR professional is to conduct training needs assessments and determine the type of training that will benefit the staff and association. The HR professional manages and carries out career management in a way that aligns the employees' dreams with the organization's requirements. The HR expert is also expected to carry out performance appraisal exercises to determine staff performances in their present responsibilities; he or she determines those that will be rewarded, promoted, demoted, and recognized. As an employee champion, he or she should be involved in handling grievances and disciplinary issues in the firm. The HR professional is to handle all employee related matters like leave issues, medicals, pension matters, housing, and general welfare issues.

HR AS CHANGE AGENTS

HR strategy can play a vital role in helping organizations achieve change. HR has always been central to organizations, to-day it has taken on an even more central role in building a firm's competitive advantage. Success increasingly depends on "people- embodied know-how". Thus, includes the knowledge, skills, and abilities imbedded in an organization's member. In fact, the key to a firm's success is based on establishing a set of core competencies – integrated knowledge sets within an organization that distinguishes it from its competitors and deliver values to customers. Globalised economy has resulted in new business concerns, where future and success depends on how well change is managed. The dynamic of change becomes one of the central facets of any business where the role, function and process of HR must be redefined in the context of change. HR Strategies and practices explain how to manage the transition smoothly, rapidly and successfully and make the organization competitive always. Competitiveness is the best parameter which determines the survival of enterprises and organizational brilliance in this scenario.

In absence of organizational change management, organization as a whole may find mere sustenance of existence difficult. Change in organisations covers a vast field of business activity, generally aimed at improving performance and productivity through growth, innovation and skills development; through shifts in assets, resources or market shares, or a combination of more changes. HR managers can look to bring about change in the organizational structure by Lewin's three steps of organizational change: unfreeze,

change, and refreeze. Unfreezing is related to creating willingness and motivation for change through anticipating the future and analyzing the possibilities of change, change means seeing things differently and acting to move toward a more desired state and refreezing establishes new ways to affirm the change and secure the new desired structure. For any organization looking to bring about culture of change, Human Resources Department is best placed to bring in employee management, engagement, motivation and commitment. Hence, HR managers have the strategic ability to be the change agent for successful organizations by incorporating change in its own functioning, developing change leaders in organization, anticipating resistance, planning accordingly to develop sustainable change culture and bringing in change in organizational structure.

DIVERSITY MANAGER

Managing age diversity requires HR professionals to work on strategies that encourage the transfer of knowledge and experience between generations. Setting up mentoring programmes where older employees serve as mentors for younger employees, helps the firm in ensuring that skills are passed on to new managers. As the older generation retires, it takes away its expertise and experience, accumulated through years of working in organizations, with them. Considering examples of few corporate houses, Nestle retains retiring salespeople to train and coach the sales force of its distributors and stockiest. Hindustan Unilever Limited's Project Dronacharya's also worked on a similar model. HR managers have a major role to play in managing age diversity through effective succession planning and introducing mentoring programmes. Human Resource managers must customize strategies for hiring, retaining and motivating employees belonging to different generations. The search for high-quality people has shaken up most organizations. Larsen and Toubro (L&T), when faced with fast approaching retirement at senior and top levels, drew up a succession plan that identified the next level of leaders for all positions where current incumbents are reaching retirement age.

FUNCTIONAL EXPERT

HR professionals in the role as functional experts need to define and work on HR systems, structure, culture, processes, and procedures that need to be developed to move from present state to future state. HR professionals need to build effective HR systems and plan for HRD audit to keep a track on how HRD systems and processes are performing within the organization. HR professionals can contribute towards making human resources into a competitive advantage by recruiting and selecting people with the right intellectual, and emotional capital, training and development, organization design (including legal compliance and HR measurement), performance measurement, offering high quality work life, empowered work teams to enhance performance and continuous development and career progress

TALENT MANAGER

Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organization culture. Talent management means building within the organization a capability of recognizing inherent talents, skills, traits of people, planning their development and putting HRD systems in place for that purpose. The role of HR department becomes vital as they are required to place individuals, to plan their career, to train them in competencies which they are required to perform in order to allow them to contribute towards the achievement of the organizational goals. Organizations adopting a talent management approach would concentrate on coordinating and integrating recruitment & selection and ensuring that right people are attracted and get entry into the organization, retaining employees and implementing practices that reward and support employees, employee development focusing on ensuring continuous learning and development, leadership development to prepare present and future leaders and effective performance management ensuring focus on processes that support performance.

HR professionals have to become part of the team which formulates business or corporate Strategy and the HR strategy should be drawn from business/corporate strategy; ensuring that the talent strategy is closely aligned with the corporate strategy must be a priority. In developing a talent strategy, both internal and external factors should be taken into account. Talent development should be linked to other learning and development initiatives. Appropriate learning and development interventions are required at relevant stages in a career path for talented individuals to achieve their maximum potential. Development of high potential workers with the support of continuous training and retraining is seen as a core element in the development of competitive advantage of the organizations.

PERFORMANCE MANAGER

Performance management is the process of creating a work environment or setting, which enables people to perform to the best of their abilities. HR practitioners of future need to ensure effective performance management by developing clear job descriptions, selecting appropriate people, providing on-going coaching and feedback, conducting quarterly performance development discussions, designing effective recognition systems that reward people for their contributions and providing career planning and succession planning system within the organization. HR professionals should be able to prepare organizations to meet future challenges. They should help organizations increase enabling capabilities such as development of human resources in all aspects. As a developmental tool, performance appraisal can help identify career needs of employees and motivate them to perform better. Performance feedback, 360 degree performance appraisal, coaching and counselling are all tools that need to be increasingly used by HR practitioners of tomorrow for

ensuring an effective performance management system nurturing creativity and innovation within the organization.

CAREER MANAGER

Career management involves understanding individual competencies, aspirations, personal goals, organizational requirements and person-job fit. HR professionals have a key role to play in future to manage and develop the career of employees. HR need to partner with people, set personal career goals for them after understanding their capabilities and competencies, and finally developing strategies to achieve them. While individuals can be helped in managing their careers through self-assessment, mentoring and coaching, the organizations may implement succession oriented training programmes through HR professionals to enable their human capital to focus on career choices and accordingly work towards developing a succession planning. Effective career and succession planning can also help develop better Industrial Relations climate within the organization.

AS A CHANGE AGENT

HR professionals help turn what we know into what we do by bringing the discipline of a change checklist to any project or initiative. Pilots, surgeons, merger specialists and fast-food restaurant managers find that the discipline of a checklist increases performance. An HR professional may regularly perform change audits by making sure that the key elements of successful change are diagnosed and implemented in a disciplined way. When HR professionals are change agents within an organization, they can diagnose what investments should be made to make change happen. In many cases, this diagnostic can identify where not to invest change resources, since that one particular discipline is already sufficient for change, while other disciplines are in short supply.

In one case, the first three dimensions (leadership, need and vision) scored high, but decision protocols and institutionalizing the change scored low. This team did not need to spend more time on discussing why the change should occur or what the outcome of the change was, but on how to make it happen. In another case, leaders scored high on the change disciplines, but employees did not. HR professionals who do a change checklist should make sure that knowledge about change is turned into action that delivers change. In organizations, HR professionals help make change a way of life by seeing that it becomes assimilated into how work is done. Change is not something that happens in a workshop, team meeting or process review, but occurs naturally and continuously during all work activities. Creating a mind-set of change means that HR professionals model and encourage leaders to constantly learn, unlearn, improve and accept the

inevitability of change. A pattern means that a new culture is created. We have found that organizations are more likely to change their culture when they begin the culture discussion by focusing on customers outside the company and what the company wants to be known for by their best customers. The changes employees and organizations make inside can and should be clearly and directly linked to the expectations of customers. Change is not an idle hazing meant to distract employees, but a means of serving customers. When inside change links to external expectations, HR programs (staffing, training, compensation, communication) and leader behaviours occur because they deliver value to the marketplace. HR professionals who ensure that internal changes are linked to external expectations see change less as an event and more as a pattern or culture. In our research on competencies for successful HR professionals as change agents, the ability to manage change and be a cultural steward/hostess were among the most critical differentiators for an effective HR professional. Change happens and it matters.

V. CONCLUSION

In the organizations of tomorrow, HR professionals have to contribute to the development and accomplishment of the organization's business plans and objectives. The linkage of HR with other departments of the organization needs to be well established. HR professionals need to work on formulating the strategies directly contributing to the business strategy. The role of HR is increasingly assuming significance as it has to manage people keeping in view the strategic needs of the organization.

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