

Human Resource Management in Changing Environment

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Abstract - The change occurs in the human resource management due to globalization, increased competition, and information flow and customers awareness among others. This study aims to assess the role of HR in the ongoing process of change in organization, the interrelation between change management and HR partitioners wanted to propose a framework to expose the interrelation between the concept of change and the role of HR in the change process. This is intended to be done by identifying functions and roles of HR and how they are interrelate. The data is collected using semi-structured interviews to achieve the objectives. Human Resource Management in service and government organizations is under tremendous pressures for responding to the changes. Change is inevitable for everyone. In the same way the role of HRM and its practices are also changed according to the changes in the environment.

Index Terms – Change Management, Resistance to change, Role of HRM.

INTRODUCTION

Today's competitive business environment changes much faster when compare to previous years and this is due to the advance in technologies. To remain competitive, companies must be flexible and are able to respond quickly to changes in their environment. The organization takes an active role in defining its environment. Human Resource Management refers to the practices and policies needed to carry out the people or personnel aspects of management job which include recruiting, screening, training, rewarding, and appraising. In our fast moving environment, managing human resources effectively is more important to competitive success. The innovative use of human resource management can give an organization a distinctive competence that is difficult to match. The management of change is possible only by managing efficiently and effectively our country's natural, physical and human resources. The organization has to

change its structure to accommodate the new ideas, and new technologies for progress.

OBJECTIVES

- To review the changes in the activities of HR Department.
- To examine the factors responsible for changing role of HRM.
- To study the recent trends in HRM.
- To anticipate future challenges likely to be faced by HRM.

REVIEW OF LITERATURE

Hussain et al. (2018, p. 123) contend that when addressing organizational change it refers to the explanation of the movement of an organization from a current known state to an unknown desired future state.

Change management defined by Moran and Brightman (2000) is the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers.

Pierce et al. (2002) who state that stimulation of the process necessitates that all employees must have to be addressed about change. The leaders should educate, communicate, participate, involve, task support, provide emotional support and incentives, manipulate, co-optate and coerce the employees about change.

Dave Ulrich in his book 'Human Resource Champions' published in 1997 asserts that HR practitioners and professionals are major and essential change agents in any organization that is ongoing a change process, where he consider HR professionals to be strategic partners in that organization.

HRM IN A CHANGING ENVIRONMENT

The challenges Today's organizations are facing challenges upon following levels:

1. Environmental Challenges
2. Organizational Challenges
3. Individual Challenges

1) Environmental Challenges

Environmental Challenges refer to forces external to the firm that are largely beyond management's control but influence organizational performance.

Six important environmental challenges today are:

- a) Rapid change
- b) Work force diversity
- c) Globalization
- d) Legislation
- e) Technology
- f) Evolving work and family roles
- g) Skill shortages and the rise of the service sector.

2) Organizational Challenges

Organizational challenges refer to concerns that are internal to the firm. However, they are often a byproduct of environmental forces because no firm operates in a vacuum. HR policies can influence an organization's competitive position by

- a) Controlling costs,
- b) Improving quality,
- c) Creating distinctive capabilities and
- d) Restructuring

3) Individual Challenges

Human resource issues at the individual level address concerns that are most pertinent to decisions involving specific employees. These issues almost always reflect what is happening in the larger organization. The most important individual challenges today involve are:

- a) Productivity
- b) Ethics and social responsibility
- c) Brain Drain
- d) Empowerment
- e) Job Insecurity
- f) Matching People and Organizations Research

FACTORS INVOLVED IN CHANGING
ENVIRONMENT OF HRM

1. Work force Diversity :

Diversity has been defined as any attribute that humans are likely to use to tell them, that person is different from me and thus, includes such factors as race, sex, age and cultural norms.

2. Economic and Technological Change:

The New Economic Policy, 1991 has led to liberalization and globalization giving genesis to multinational organizations with their multicultural dimensions having certain implications for HRM.

3. Globalization :

The New Economic Policy, 1991 has among other things, globalized the Indian economy. There has been a growing tendency among business firms to extend their sales or manufacturing to new markets abroad.

4. Organizational Restructuring :

Organizational restructuring is used to make the organization competitive. Mergers and acquisitions of firms have become common forms of restructuring to ensure organizational competitiveness.

5. Changing Nature of Work :

Along with changes in technology and globalization, the nature of jobs and work has also changed. One most significant change in the nature of work is that it has changed from manual to mental/knowledge work.

METHODOLOGY

The purpose of the research is to elucidate the role of HR in change management. However, to the best of the researchers' knowledge the aforementioned research is not conducted in Lebanon.

Interview design: Primary data collection was performed using semi-structured interviews based on a structured questionnaire in order to gain information on the topic. Questions selected were sequentially ordered and open-ended. This reduces the differences in responses from different individuals due to the choice of words on the part of the interviewers, where this technique minimizes the variation in the questions posed by them to different interviewees.

Sample size: Nonprobability convenient purposeful sampling is used as a sampling strategy in this study, where participants were selected based on their willingness to participate as well as based on their experience and knowledge of the topic. All participants were chosen from the human resource

professionals in addition to experienced academics in human resource management.

DATA ANALYSIS

The results of factor and reliability analysis:

	Factor (KMO=.713;.000)	Value	Alpha	% Variance
	The impact of law and employees			
H12	Regulation	.774	.8442	13.841
H11	Industry	.774		
H32	Qualities of employees	.718		
H18	Size of the organization	.677		
	The impact of literature and experiences			
H26	The impact of professional organizations	.838	.8274	13.578
H28	HRM staff's experiences in other organizations	.706		
H24	The impact of HRM theory, research and writings	.686		
H25	The impact of education and training in HRM	.678		
H17	Political daily developments in Turkey	.566		
	The impact of culture and politics			
H31	Political characteristics of managers	.849	.8411	12.014
H30	Political characteristics of employees	.805		
H23	Issues of power and politics	.757		
H29	General education policies and practices	.587		
	The impact of change			
H7	Changes in international economy	.829	.7622	10.506
H9	Changes in national economy	.772		
H8	Changes in technology	.658		
	The impact of Actions			
H13	Actions of unions	.774	.6865	8.304
H14	Actions of competitors	.650		
H20	History	.564		
	The impact of priorities			

H21	Priorities of top management	.841	.6796	7.814
	The impact of structure and strategy			
H19	Organizational structure	.648	.7757	7.183
H27	Impact of an overall HRM strategy	.614		

The results of factor analysis revealed seven factors. Besides, the reliability analysis showed that the scale was reliable (Alpha = .9035). According to the factor analysis there are seven types of dimensions achieved. These are, "the impact of law and employees", "the impact of literature and experiences", "the impact of culture and politics", "the impact of change", "the impact of actions", "the impact of priorities" and "the impact of structure and strategy".

The factors affecting HRM activities are in the following order: "The priorities of top management" has a mean of 4.24, which is the highest. Accordingly, this result shows that the priorities of top management are the most important factor affecting HRM practices. In other words, HR managers give more importance to this element. The second factor is the related law or regulation (4.21). The changes in national economy (4.13) and the qualities of employees (4.13) and the qualities of employees (4.13) are at the same ranking. Also, organizational purposes (4.08) (excluded), industry characteristics (4.07), size of the organization (4.05), changes in technology (4.0385), organizational mission/vision (4.0380) (excluded), and organizational structure (4.01) have means over 4.

The second group includes "change in the international economy" (3.84), impact of an overall HRM strategy (3.84), history practice (3.78), impact of education and training in HRM (3.75), actions of competitors (3.70), priorities of line managers (3.64), HRM theory, and research and literature (3.54), and general education policies and practices (3.54).

The third group includes items which has values under 3.5. Accordingly, these are national culture (3.37) (excluded), issues of power and policies (3.37), professional organizations firms (3.35), Political characteristics of managers (3.32), political developments (3.25), actions of unions (3.22), political characteristics of employees (3.10), HRM staff's experiences in other organizations (2.98).

FINDINGS

It is clear that top management priorities are the elements that are considered at the first hand. This result shows the importance and effectiveness of top management in organizations. Similarly, legislation is also a necessity that every institution has to take into account and obey. Therefore, these two findings reflect the reality that, establishments experienced. Changes in the national economy directly and indirectly affect any function of a firm. So, again it should be considered, and should be responded effectively.

CONCLUSION

This study has found that the HR managements of large firms generally take many environmental factors into account. Moreover, firms consider or being affected both internal and external elements of organizational environment, when determining HR policies. Also, the impact of an overall HRM strategy is one of the high ranking elements that shape HR actions of these companies; which show that, these institutions generally have strategies for their HR activities. Further investigation should be realized with more environmental factors, with a larger sample. Organizations of different countries should be compared for their environmental system that shape HR planning and implementations.

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