

THE STUDY OF THE ROLE OF HUMAN RESOURCE DEPARTMENT IN THE MANAGEMENT OF CHANGE IN THE ORGANIZATION

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Abstract:

The Organization faces continuous pressure of updating and upgrading themselves at par with the global standards. The process is stressful for the employees working as they are accustomed to the earlier methods and processes. The quick adaptation to the new changed scenario is very crucial for the survival of each and every segment of an organization.

Organizational change is an episodic activity. That it starts at some point, proceeds through a series of steps, and culminates at some point- in some outcomes that participants hope is an improvement over the starting point. It has a beginning, middle and an end.

Human Resource Management plays a strategic role in the process of change in an organization. It assesses the readiness and preparedness of organization to embrace the change management. The paper emphasizes on the key factors that are instrumental for the success of the entire process of change management.

Some experts have argued that organizational changes should be thought of as balancing a system of five interacting variables within the organization -people, tasks, technology, structure, and strategy. A change in any one variable has repercussion on one or more of the others. The perspective is episodic in that it treats organizational change as essentially an effort to sustain equilibrium. A change in one variable begins a chain of events that, if properly managed, requires adjustments in the other variables to achieve a new state of equilibrium.

The study highlights the vital role of the Human Resource Department by enhancing the proactivity and vitality of employees in the smooth transition of change management of an organization.

Keywords: Human Resource Management, Change Management, Proactivity, Vitality, etc.

Introduction

As of now, organization need to maintain on changing in control to stay focused and have upper hand as they are working in a domain that is quick paced and evolving ceaselessly (Biedebacha and Spimlderholma, 2008). Change in representative execution can help support the creation and increment offers of an association. Dowling and Welch (2004) propose that development in mergers, procurement and coalitions, hierarchical rebuilding, worldwide rivalry and quickly changing innovation are the acknowledged powers of progress. Organizations that need to go worldwide are probably going to look for Human Resource Development (HRD) experts for help and counsel (Short and Callahan 2005). Workers are the implementers/drivers of any coveted change in an association and ought to in this way be engaged with

the getting ready for the change. As per Ulrich and Brockband (2005) it is the obligation of Human Resource (HR) experts to secure the representatives against the symptoms of unavoidable changes and to facilitate the impact of changes in the organization change specialists. The indispensable job of boosting association's human asset is played by the HR specialists as it is basic for achieving key authoritative process through the help of representative conduct and appropriately continue to have a fruitful organization (Nel, Werner, Poisat, Sono, Du Plessis, and Nqalo, 2011; Stone 2008; Rennie 2003; Wright and Boswell, 2002). At the point when the workers are included, they will possess the change. HR Practitioners have been relegated numerous jobs, for example, authorities in administration arrangement, arrangement of direction and guidance, colleague, a strategist

and additionally change operator (Armstrong, 2006). The change operator proves to be useful on the grounds that he/she encourages this change through the work force. He/she can pick up responsibility from the workers. He/she can encourage change by potentially affecting workers in every significant task (Caldwell, 2003). Lunenburg (2010) in his paper Managing Change: The Role of the Change Agent just examined the general job of progress specialist yet did not talk about the job of HRD as a change operator. This paper hence goes for examining the job of Human Resource Development officers as change operators.

Objective of the Study

1. To study the important contribution of Human Resource Department in the Management of Change in an organization.

2. The Role of Human Resource Management as a Change Agent in the organization.
3. The Importance of Change Management for an Organization to keep up with the global trend.
4. The Steps involve in Change Management.

Research Methodology

The paper is written with the extensive analysis of the process and practice of digital human resource management based on reference collected from the previous research studies mentioned in Research articles, Journals, Books and Internet.

Literature Review

Hierarchical Change Management

Hayes (2002) characterizes hierarchical change administration as the change and adjustment of entire organization, or parts, with an end goal to keep up or enhance the adequacy inefficiency, income, showcase intensity and interior arrangement. Kotter J., (2011) demonstrates that change administration is a way to deal with progressing people, groups and organization to a coveted future state. He proceeds and sets that change administration is the use of essential structures and instruments to control any authoritative change exertion. It is an authoritative procedure went for helping workers to acknowledge and grasp changes in their present business condition as they are the backbone of an organization as per (Du Plessis, 2009 and Rennie, 2003).

As per Nel, P. S., Werner, A., Poisat, P., Sono, T., Du Plessis, A. J. and Nqalo, O. (2011), the earth of the 21st century is fierce and indeterminate and organization which oversee change viably by ceaselessly adjusting their frameworks, systems, societies, items and organizations are marked as bosses of reestablishment. Fellow, Beaman and Weinstein (2005) assert that the century is pushing ahead at a

quick pace; individuals are winding up more mechanically progressed, have higher desires, open to globalization and developing more inventive with each passing day. Carnall (2003) depicts organization that change as esteem adding organizations because of their reliably developing needs to stay aware of clients' needs. He keeps on saying business ought to constantly reframe their methodologies, corporate culture, advancements, preparing an organization and their initiative or administration styles to stay significant. Purcell (2001) presented that HR can have a most vital impact in change as Human Resource Management systems are worried about the future, the obscure, considering and figuring out how to do things another way, performing things diversely and taking care of its execution. Organization that have incorporated their human asset administration arrangements with the systems and the vital change process, preparing, and worker relations deal with their change effectively (Armstrong, 2006).

As indicated by Jamrog and Overhold, (2004) HR Practitioners in past have been labeled as directors however firms needs HR capacity to go past the conveyance of financially savvy regulatory and give mastery on the most proficient method to use human capital. As indicated by Rennie, (2003); Walker and Stopper, (2000) significant thoughtfulness regarding HR specialists' jobs as colleagues and pioneer of progress has likewise been gotten. Hobeche, (2006) sets that throughout the years the capacity of HR has turned out to be more multifaceted as the pace of progress revives, requiring a progress toward more esteem included jobs, for example, the job of progress specialist. Nel et al., (2011) says that HRD professionals have basic task to carry out to guarantee that the change procedure runs easily as change in itself causes an abnormal state of disturbance in the organization.

Models of Change

The change operators can found change by following Kurt Lewin's three stages change model and Kotters eight stages display.

Normandin (2012) in his article "Three Types of Change Management Models" clarify Kurt Lewis' Model of progress as pursues: Kurt Lewin made this change models in 1950s where he saw that individuals wanted to work in safe place. As per George and Jones, (2002), a three-advance process for fruitful hierarchical change was proposed which are unfreezing, moving, and solidifying.

Unfreeze

To maintain a strategic distance from protection from change the primary phase of progress includes setting up the association to acknowledge that change is important, which includes separating the current business as usual before you can develop another method for working. Schein, (1992); demonstrates that representatives are persuaded to unfreeze when they comprehend the emergency the firm is experiencing or have a decent vision to propel them. Separating of the norm is the unfreezing Burns, (2004) shows the favored condition ought to be made for change to happen so the new thoughts and dreams can be framed in individuals' brain.

The unfreezing procedure goes through three stages. Right off the bat, there must be pointers that current conditions are not perfect. Besides, this indispensable data must be conveyed to authoritative individuals lastly an answer must be found to diminish individuals from uneasiness. This first period of progress is the most troublesome and unpleasant. A time of defrosting or unfreezing must be started through inspiration.

Progress/Change

In this stage, individuals have settled

their vulnerability and are anticipating better approaches for getting things done and bolster the new course. Morrison, (2010) points out that since change is dynamic it will certainly include a progress period on the off chance that it will be compelling. He keeps on saying that change can begin when individuals open their brains. The second stage empowers individuals to move from a less worthy circumstance to the coveted future as it is more intelligent Barnstable (2012). For the procedure to be effective, consolation from initiative is required. Likewise, correspondence is imperative for the accomplishment of progress and individuals should be offered time to comprehend the change and expense.

Kotter's 8 Step Change Model

As indicated by Kotter and Cohen (2002) there are eight basic stages an association needs to experience for an effective change. Pioneers who effectively change organizations complete eight things right and they destroy them the correct request! (John Kotter).

Make a Sense of Urgency

Individuals will act instantly on the off chance that they are persuaded and see the requirement for change. The initial phase in effective change exertion is to ensure adequate individuals act with adequate desperation. For change operators to have power and validity to start the required change program the requirement for change must be understood (Kotter, 1997). The utilization of experts as a strategy for making feeling of critical and to challenge existing conditions is suggested by Kotter (1996). This is likewise connected to looking at the substances, recognizing and dialog emergency, potential emergencies or real chances.

Making the Guiding Coalition

Appelbaum S. H., Habashy S. Jean-Luc Malo S. J., Hisham S. (2012) in

their Journal "Back to the future: returning to Kotter's 1996 change demonstrate", refers to Kotter (1996) and places that nobody individual is equipped for without any help driving and dealing with the change procedure in an association and assembling the right "controlling alliance" of individuals to lead a change activity is basic to its prosperity. Subsequently, it is basic for the change administrators to collect a social affair with enough capacity to lead the change and get the get-together to participate like a gathering. A convincing controlling get-together has two characteristics. It's contained the opportune people, and it shows collaboration. The "perfect people" are those individuals with appropriate capacities, organization constrains, definitive legitimacy, and the relationship with handle various levelled change like the change experts. As per Kotter (1996), the early on embraced of the controlling alliance is to characterize a fantasy for the change effort and to ensure that it is passed on all through the affiliation.

Building up a Vision and Strategy

As per Kotter, (1996) workers can comprehend and follow up on a dream on the off chance that it unmistakably characterized. A decent change operator should assist the people with asking themselves these inquiries; What change is essential? What is our vision for the new association? What ought not be adjusted? What is the most ideal approach to make the vision a reality? What change systems and unsatisfactorily risky? On the off chance that they can answer these inquiries they can travel change exceptionally well.

Conveying the Change Vision

Correspondence is extremely indispensable for any association in all viewpoints. As indicated by Bordia et al, (2004) correspondence is a basic component of the authoritative change process as it can lessen vulnerability,

diminish vagueness and even influence the sort of positive or negative reaction to the change. (Nelissen and Van Selm, 2008). The vision ought to be comprehended and acknowledged by however many individuals as could reasonably be expected. Change messages conveyed ought to be basic not mind boggling for simple perception.

Engaging Broad-Based Action

As per Kotter (2002), barriers ought to be destroyed when individuals start to comprehend and follow up on a change vision. Structures and snags that undermine the vision ought to be evacuated and frameworks changed.

Producing Short-Term Wins

Appelbaum. et al. (2012) refers to Pietersen, (2002) in which The previous President of Lever Brothers' Foods Division in the USA, Willie Pietersen, says that expansive scale change can be a long, considerable endeavor, so it is essential to make here and now wins. Accomplishments that can without much of a stretch be unmistakable ought to be arranged.

Solidifying Gains and Producing More Change

Assurance and constancy ought to be sustained and supported by utilization of expanded believability to change structures, frameworks and arrangements. As per Pfeifer et al. (2005) the primary objective for social affair first victories is confirming the believability of vision and methodology using quantifiable outcomes. He proceeds and says that these first triumphs will be required to get ready for further change.

Tying down New Approaches in the Culture

Change specialists need a help structure for supportability of progress. The structure should offer preparing and tutoring. Correspondence and acknowledgment of progress activities

ought to be utilized like pamphlets, casual gatherings workshops, sites among others (Massey and Williams, 2006).

Change Agent Role

Lunenburg (2010) sets that there are three particular jobs of any change specialist; counselling job where the operator helps representatives to create information from inside the firm or from outside sources, and thorough investigation of legitimate information causes the labourers to take care of issues. Preparing job in which the specialist trains authoritative individuals to learn new strategies by furnishing them with new abilities. Research job where he/she may prepare representatives as well as plan an assessment segment that can be utilized in tackling the momentum issue as well as take care of future issues (Carnall, 2008; Dawson, 2010; Stephen, 2010; Tidd, 2010).

The Human Resource Development Change Agent's Role

Change operators are the people who start change and oversee change in the organization. They have had some expertise in principle and routine with regards to overseeing changes (Varghese et al., 2012). As per Lawler and Boudreau, (2009) the HRD can bolster the presentation of new innovation through staff preparing of the tasks of the new innovation. A man in charge of arranging and organizing the general change exertion can be a change specialist as indicated by Carter McNamara (2005). He/she can either be an inward change operator who is habitually a sub set for authoritative pioneers or an outer change specialist, who are well on the way to be advisors or directors acquired to summon change (Blewett 2000). The job of HRD as change specialist may fizzle in the event that it doesn't emphatically characterize the procedure and needs of progress exertion as the job of HR in driving changes shifts among various organizations (Kesler, 2000).

Holbeche, (2008) contends that amid enlistment of staff when an association needs to utilize new representatives, the HR ought to have the capacity to assist this undertaking with proceeding easily effortlessly. This is on the grounds that they can hold the undertakings identified with change. Client needs and desires are likewise assessed. This is utilized to assess the business fulfillment to the clients.

The pretended by the HRD proficient has similarly changed with the adjustment in the hierarchical condition. Gilley, Quatro, Lynham, (2003) explains that in the past the prime duty of HRD experts was to recognize, select and assess preparing programs which could be outer or inward and manage the execution of the representatives through planning or modifying preparing mediations (Gilley et al., 2003). In this way, preparing intercession was the fundamental focal point of HRD (Gilley, et al., 2003). Notwithstanding, at present, the HRD Professionals goes about as strategic consultant to help the chiefs on issues related with HRD (Du Plessis., 2009; Rennie, 2003; Walker and Stopper, 2000). They likewise assume the job of a HR frameworks fashioner and designer by helping the HR administration in outlining and creating HR frameworks in an association to build its execution (Rennie., 2003; Walker and Stopper., 2000). They additionally go about as authoritative change operators by helping the administration in planning and actualizing change methodologies to change the association (K. J. Singh, 2013). Ulrich and Brockbank (2005) propels that HR specialists involves both vital accomplice and change operator jobs and subsequently as per Caldwell, (2003). HRD Professionals may execution a proactive job in change administration as they are in a decent position. As indicated by Green, (2001) HRD experts are exceptionally situated to assume liability for this job in the association as it manages the

way of life of a firm. As indicated by (CIPD, 2005, Ulrich, 2005; Kenton and Yarnall, 2005; McLagan, 1996; Nijhof, 2004; Tjepkema et al., 2000). HRD jobs have been changed to key colleague, inward expert and change specialist which is the primary concentration for this investigation.

The Human Resource Development Specialist as Change Agent

Armstrong, (2006) refers to Caldwell (2001) who classes Human Resource Development change operators in four measurements which are transformational, incremental, Human Resource vision and Human Resource mastery. Transformational change is a noteworthy change that dramatically affects HR approach and practice over the entire association. Incremental change is slow alterations of Human Resource approach and practices that influence single exercises or different capacities. HR vision is an arrangement of qualities and convictions that assert the authenticity of the Human Resource work as vital colleague. Human Resource Development aptitude is the learning and abilities that characterize the novel commitment the Human Resource expert can make to compelling individuals administration (Caldwell, 2001). Caldwell proceeds to propose that the change operator jobs that can be completed by Human Resource Development proficient are change champions, change connectors, change advisors and change synergists. Caldwell (2003) portrays these jobs as pursues.

Change Champions

Change management is a core, but challenging, aspect of working in HR. Being a change champion often involves dealing with issues arising from employees' lack of enthusiasm or confusion. it is vital that change champions communicate what the vision for the transition is; and what it will help the business to achieve. They should adjust HR to the business

procedure and give 'sponsorship for vital change'.

Change Adapters

HR generalists who actualize the adjustment in specialty units and utilitarian regions "Make an interpretation of the vision into functional activities" and are associated with the usage procedure. Need to energize, influence, engage and challenge the line (Armstrong, 2006).

Change Consultants

As indicated by Carnall, 2008; Dawson, 2010; Stephen, 2010; Tidd, (2010), as Consultant the change operator helps the laborers to create information from inside and outside the association. Caldwell (2003) then again sets that work on a task or particular phases of a HR venture require specific learning or specialized mastery, managerial aptitudes, counseling abilities, venture administration encounter and aptitudes and in addition the "capacity to meet requesting timescales".

Change Synergists

The exercises worried in co-working the exertion that commonly bolster the achievement and association of assorted assets energies and individuals is alluded to as collaboration (Barnstable, 2012). Caldwell (2003) showed that Human Resource Development change specialists are prepared to do deliberately planning, incorporating and conveying intricate, huge scale and different change extends over the entire association. Need coordination, reconciliation, venture administration and authority abilities work deliberately and go about as impetuses for change.

Significance/Reasons of Organizational Changes

Change is critical for any association in light of the fact that, without change, organizations would almost certainly lose their focused edge and neglect to address the issues of what most want to be a developing base of steadfast clients

(Richard L, 2011). It is critical on the grounds that business is a progressing procedure of progress like everything else. Authoritative changes can happen as a reaction to current emergency circumstance or as a response to a consistently evolving condition. A dynamic and proactive supervisor can likewise trigger change. Exchange of official power in association can likewise trigger authoritative change (Haveman, Russo and Meyer, 2001).

New Technology

Innovation is changing quickly and it is judicious for association to distinguish new innovation and more effective and practical techniques to perform work to have upper hand. Mechanical development has made the requirement for change in organization (D'Agustino, 2011). As indicated by Francis (2010) organization need to receive new innovation to be savvy and have upper hand. In spite of the fact that there is interruption at first because of selection of new innovation, the change at last prompts expanded profitability and administration (Swaim, 2011).

Mergers and Acquisitions

Mergers and acquisitions make change in various regions frequently adversely affecting workers when two organizations are consolidated and representatives in double capacities are made excess. A few costs are cut while a few assets are reallocated to the generation of new items or administrations (Swaim, 2011).

Response to Internal and External Pressure

Inward pressure originates from administration and representatives, especially those in sorted out organization frequently apply weight for change. Then again outside pressure originate from numerous territories, including clients, rivalry, changing government directions, investors, money related markets, and different factors in the association's outer condition Lunenburg (2010).

Globalization is another viewpoint that rolls out association improvement.

Financial Changes

Brimley and Garfield, (2009) sets that the mentalities and confidence of representatives endure amid time of swelling and retreat as influenced by monetary changes which can eventually influence authoritative execution.

Government Laws and Regulations

Change can happen because of progress in government laws and directions. For example the equivalent work opportunity and the third control (Constitution of Kenya, 2010) must be implemented (Robinson, 2010).

Client Needs

Clients' needs and inclinations continue changing For instance clients who were happy with regular stoves numerous years back are now and then restless with the microwave today. As the world develops, client needs change and develop, making new interest for new sorts of items and administrations and opening up new regions of chance for organizations to address those issues (Swaim R., 2011).

Aptitudes and Competencies Required For Human Resource Development Change Agents

The capacity to increase the value of business is alluded to as Competency; to accomplish maintainable upper hand fitness must spotlight on the procedure prompting changing business conditions (Ulrich et al., 2008). Competence shows adequacy of learning and abilities that empower somebody to act in a wide assortment of circumstances (Business lexicon). Choi Sang Long (2013) records the accompanying as the capabilities for HR proficient as change specialists: effective relationship aptitude, Human asset improvement (HRD) expertise, Performance administration, Value chain information, and Conflict administration.

Powerful Relationship Skill

The capacity to enhance business is alluded to as competency as per Ulrich et al. (2008). To accomplish manageable upper hand, the operators must spotlight on changing business conditions and help lead the procedure of progress utilizing their capabilities.

Proficient Competency

Long and Ismail, (2008) states that expert abilities are unified to worker champion and managerial master jobs which involve believability of the operator. As HR experts or line administrators, their validity ought to be picked up by their working accomplices as representative bosses. On the other hand they ought to have the capacity to convey customary task HR exercises in their business (Long and Ismail, 2008) rebuilding, ability and execution administration, giving exhortation and support on vocation and hierarchical advancement, assessing the HR practices and projects' effect could be incorporated into these exercises.

Human Resource Development (HRD) Skill

As indicated by Ketter (2006) Human Resource Development proficient need to make an empowering domain for learning and grasp the way toward learning as change specialists. Representatives are helped by Human Resource Development aptitudes to enhance hierarchical and individual information, aptitudes and capacities.

Execution Management

HR Practitioners as change specialists need to caution representatives to enhance work execution and efficiency. Glendinning (2002) characterizes execution administration as a procedure that joins objective setting, advancement and execution examination, not a solitary, basic framework whose design is to guarantee that the company's vital targets are upheld by representatives. Dessler (2008) insists that this competency is fundamental to HR

operators to ensure representatives' execution is estimated with appropriate instruments and apparatuses.

The Right Attitude

Change is a complex and work escalated process that stirs sentiments and feelings and in this way, change can't prevail with awesome diligence (Tan and Kaufmann 2010). Without the correct state of mind, supervisors can't lead the group through troubles and difficulties of disappointed colleagues, irate individuals unanticipated issues among others with stamina and incredible assurance.

The Necessary Skills

Assortments of abilities are mandatory for change specialist to succeed. For instance peace promotion and overseeing difficulties of progress. They ought to likewise have the capacity to remain exceedingly powerful under outrageous weight. Expository aptitudes are likewise required which (Balogun and Hailey, 2005) shows that they help the change operator in dissecting entangled circumstance in the firm and furthermore encourages them to be sufficiently adaptable to work around barricades and handle up and coming issues. Relationship building abilities are an absolute necessity as the change includes staff and this will have the capacity to specialty solid relational relationship and speak with various gatherings to make preparation for change (Balogun and Hailey 2005). The change specialist needs to raise understanding for the need to change by making disappointment with business as usual (Gerlick's, 1991; Armenakis et al., 1993; Raineri, 2008). Great listening aptitudes are a need to assist them with empathizing and furthermore have great listening abilities. As per Becker et al., (2001) expanded view of adequacy of Human Resource Development change specialists is contributed by their validity. Then again Long and Ismail (2008) stresses the establishment for Human Resource Development

proficient is his/her own validity aptitudes which help with managing workers amid change process. To wrap things up relational abilities are an unquestionable requirement as correspondence is the paste that keeps the association together and moves to the coveted future. They have to convey viably and productively at all levels of the whole association (Tan and Kaufmann, 2010).

Kinds of HRD Change Agents

Nameer (2008) depicts change specialists as outside change operators, inner change specialists and outer inward change operators. Outer specialists are outside advisors transiently utilized to direct the change procedure. The outer specialists are typically required when the progressions are of complex nature with restricted limit or ability inside and when there is requirement for an outside intercession by individuals without any irreconcilable situations, preference or devotion (Green 2012). Interior change operators are people utilized by the firm who knows its issues and has the ability of enhancing or settling the problem (Nemeer, 2008). The inward specialists are sent when there is an inner driver to utilize or depend upon inside limit or capacity or when there is conviction that proprietors ought to unmistakably be internal (Green, 2012). As per Nameer (2008) then again outer inner change operators are people or little gathering inside.

Conclusion

Vast or little firms require change specialists when they need to change either their structure, present new items/administrations or new innovation. A change specialist encourages an association to travels to the better approach for getting things done and we can hence say that a change operator is any individual with power and abilities to encourage and direct change exertion. Change operators can either be outside or inner who assumes distinctive jobs, for example, change

champions, change adopters, expert and synergists. They can push change through various change models which are embraced by the organization. At the point when HRD assumes the job of progress operator, they can effectively deal with the change in light of the fact that the HR knows how to manage the human asset who are authoritative important resources and who are the movers of progress.

Proposals for Further Research

The present paper concentrated on the Role of Human Resource Development as a change specialist. Future research should center around the job of cutting edge human asset advancement as a change operator and each pattern influencing HRD as change specialists. The creator prescribes that future investigations should investigate how human asset advancement can be custom fitted for an assorted workforce. There exists sparse writing on human asset advancement in India; more investigations ought to along these lines be completed.

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