MANAGEMENT OF CHANGE – AN INNOVATIVE APPROACH AND PRACTICES IN HUMAN RESOURCE DEVELOPMENT

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ABSTRACT

HRD is extremely important because organization recognize that any value added to an employee is value added to the organization, and employee are eager for the opportunities to develop their skills and add value to their companies. HRD helps adapt such changes through the development of exiting human resource in terms of skill and knowledge. HR is needed to be develop as per the change in external environment of the organization. HRD develops the skills and knowledge of individual, it helps to provide competent and efficient HR as per the job requirement. To develop employments skill and competencies different training and development programs are launched. To grasp the career development opportunities through development of human skills and knowledge. Career development consists of personal development efforts through a proper match between training and development opportunities with employees need. Trained and efficient employees are committed towards their jobs which is possible through HRD. If employees are provided with proper training and development opportunities, they will feel committed to the work and the organization. It facilitates planning, and management of change in an organization, it also manages conflicts through improved labor management relation. It develops organizational health, culture and environment which lead to change management. Training and development programs are tools of HRD. They provide opportunity for employee's development by matching training needs with organizational requirement. It integrated growth of employees through training and development activities. It develops necessary skills and ability required to perform organizational activities. This leads to greater organizational effectiveness.

KEYWORDS: *HRD develops, opportunity, change management, training, performance*

I.   INTRODUCTION

Human Resource Management (HRM or HR) is the management of human resources. It is designed by the HR Department to maximize employee performance in service of an employer's strategic objectives. HR is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments are responsible for overseeing employee benefits design, employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR also concerns itself with organizational change and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion. Some businesses globalize and from more diverse teams. HR departments have the role of making sure that these teams can function and that people can communicate across cultures and across borders. Due to changes in commerce, current topics in human resources include diversity and inclusion as well as using technology to advance employee engagement. In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of a newcomer not being able to replace the person who worked in a position before. HR departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing corporate knowledge.

II. LITERATURE REVIEW

Everett Rogers posited that change must be understood in the context of time, communication channels, and its impact on all affected participants. Placing people at the core of change thinking was a fundamental contribution to developing the concept of change management. He proposed the descriptive Adopter groups of how people respond to change: Innovators, Early Adopters, Early Majority, Late Majority and Laggards.

McKinsey & Company consultant Julien Phillips published a change management model in 1982 in the journal Human Resource Management, though it took a decade for his change management peers to catch up with him. Robert Marshak has since credited the big 6 accounting and consulting firms with adopting the work of early organizational change pioneers, such as Daryl Conner and Don Harrison, thereby contributing to the legitimization of a whole change management industry when they branded their reengineering services as change management in the 1980s.

In this 1993 book, managing at the Speed of Change, Daryl Conner coined the term 'burning platform' based on the 1988 North Sea Piper Alpha oil rig fire. He went on to found Conner Partners in 1994, focusing on the human performance and adoption techniques that would help ensure technology innovations were absorbed and adopted as best as possible.

Linda Ackerman Anderson states in Beyond Change Management that in the late 1980s and early 1990s, top leaders, growing dissatisfied with the failures of creating and implementing changes in a top-down fashion, created the role of the change leader to take responsibility for the human side of the change. The first State of the Change Management Industry report was published in the Consultants News in February 1995.

In Australia, change management is now recognized as a formal vocation through the work of Christina Dean with the Australian government in establishing national competency standards and academic programs from diploma to master's level. In response to continuing reports of the failure of large-scale top-down plan-driven change programs, innovative change practitioners have been reporting success with applying Lean and Agile principles to the field of change management. The Association of Change Management Professionals (ACMP) Announced a new certification to enhance the profession: Certified Change Management Professional, planned for 2016.

III. HUMAN RESOURCE MANAGEMENT CHANGE

Change Management

Change Management is a collective term for all approaches to preparing and supporting individuals, teams, and organizations in making organizational change. It includes methods that redirect or redefine the use of resources, business process, budget allocations, or other modes of operation that significantly change a company or organization. Organizational change management (OCM) considers the full organization and what needs to change, while change management may be used solely to refer to how people and teams are affected by such organizational transition. It deals with many different disciplines, from behavioral and social sciences to information technology and business solutions. In project management context, the term "change management" may be used as an alternative to change control processes wherein changes to the scope of a project are formally introduced and approved.

Reasons for Change

Globalization and constant innovation of technology result in a constantly evolving business environment. Phenomena such as social media and mobile adaptability have revolutionized business and the effect of this is an ever-increasing need for change, and therefore change management. The growth in technology also has a secondary effect of increasing the availability and therefore accountability of knowledge. Easily accessible information has resulted in unprecedented scrutiny from stockholders and the media and pressure on management.

With the business environment experiencing so much change, organizations must then learn to become comfortable with change as well. Therefore, the ability to manage and adapt to organizational change is an essential ability required in the workplace today. Yet, major and rapid organizational change is profoundly difficult because the structure, culture, and routines of organizations often reflect a persistent and difficult-to-remove "imprint" of past periods, which are resistant to radical change even as the current environment of the organization changes rapidly.

Due to the growth of technology, modern organizational change is largely motivated by exterior innovations rather than internal factors. When these developments occur, the organizations that adapt quickest create a competitive advantage for themselves, while the companies that refuse to change get left behind. This

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can result in drastic profit and/or market share losses. Organizational change directly affects all departments and employees. The entire company must learn how to handle changes to the organization. The effectiveness of change management can have a strong positive or negative impact on employee morale.

Managing the Change Process

Although there are many types of organizational changes, the critical aspect is a company's ability to win the buy-in of their organization's employees on the change. Effectively managing organizational change is a four-step process: Recognizing the changes in the broader business environment. Developing the necessary adjustments for their company's needs Training their employees on the appropriate changes. Winning the support of the employees with the persuasiveness of the appropriate adjustment. As a multi-disciplinary practice that has evolved as a result of scholarly research, organizational change management should begin with a systematic diagnosis of the current situation in order to determine both the need for change and the capability to change. The objectives, content, and process of change should all be specified as part of a change management plan.

Change management processes should include creative marketing to enable communication between changing audiences, as well as deep social understanding about leadership styles and group dynamics. As a visible track on transformation projects, organizational change management aligns group's expectations, integrates teams, and manages employee-training, it makes use of performance metrics, such as financial results, operational efficiency, leadership commitment, communication effectiveness, and the perceived need for change in order to design appropriate strategies, resolve troubled change projects, and avoid change failure.

Factors of Successful Change Management

Successful change management is more likely to occur if the following are included:

Define measurable stakeholder aims and create a business case for their achievement (Which should be continuously updated)

Monitor assumptions, risks, dependencies, costs, return on investment, dis-benefits and cultural issues

Effective communication that informs various stakeholders of the reasons for the change (why?), the benefits of successful implementation (what is in it for us, and you) as well as the details of the change (when? where? Who is involved? How much will it cost? Etc.)

Devise an effective education, training and/or skill upgrading scheme for the organization.

Counter resistance from the employees of companies and align them to overall strategic direction of the organization.

Provide personal counseling (if required) to alleviate any change-related fears.

Integration:

Traditionally, organizational development (OD) departments overlooked the role of infrastructure and the possibility of carrying out change through technology. Now, managers almost exclusively focus on the structural and technical components of change. Alignment and integration between strategic, social, and technical components requires collaboration between people with different skill-sets.

Navigation:

Managing change over time, referred to as navigation, requires continuous adaption. It requires managing projects over time against a changing context, from inter-organizational factors to marketplace volatility. It also requires a balance in bureaucratic organizations between top-down and bottom-up management, ensuring employee empowerment and flexibility.

Antecedent theoretical developments:

The Human Resources field evolved first in 18th century Europe from a simple idea by Robert Owen and Charles Babbage during the industrial revolution. These men knew that people were crucial to the success of an organization. They expressed that the well-being of employees led to perfect work. Without healthy workers, the organization would not survive. HR later emerged as a specific field in the early 20th century, influenced by Frederick Winslow Taylor (1856-1915). Taylor explored what he termed "scientific management" others later referred to "Taylorism", striving to improve economic efficiency in manufacturing jobs. He eventually keyed in on one of the principle inputs into the manufacturing process-labor-sparking inquiry into workforce productivity.

Meanwhile, in England C S Myers, inspired by unexpected problems among soldiers which had alarmed generals and politicians in the First World War, set up a National Institute if Industrial Psychology, setting seeds for the human relations movement, which on both sides of the Atlantic built on the research of Elton Mayo and others to document through the Hawthorne studies (1924-1932) and others how stimuli, unrelated to financial compensation and working conditions, could yield more productive workers. Work by

Abraham Maslow (1908-1970), Kurt Lewin (1890-1947), Max Weber (1864-1920), Frederick Herzberg (1923-2000), and David McClelland (1917-1998),forming the basis for studies in industrial and organizational psychology, organizational theory, was interpreted in such a way as to further claims of legitimacy for an applied discipline.

Birth and development of the discipline:

By the time enough theoretical evidence existed to make a business case for strategic workforce management, changes in the business landscape (a la Andrew Carnegie, John Rockefeller) and in public policy (a la Sidney and Beatrice Webb, Franklin D. Roosevelt and the New Deal) had transformed the employer-employee relationship, and the discipline became formalized as "industrial and labor relations". In 1913 one of the oldest known professional HR associations the Chartered Institute of Personnel and Development (CIPD) started in England as Welfare Worker's Association; it changed its name a decade later to the Institute of Industrial Welfare Workers, and again the next decade to Institute of Labour Management before settling upon its current name in 2000. Likewise in the United States, the world's first institution of higher education dedicated to workplace studies the School of Industrial and Labor Relations formed at Cornell University in 1945. In 1948 what would later become the largest professional HR association the Society for Human Resource Management (SHRM) formed as the American Society for Personnel Administration (ASPA)

In the Soviet Union, meanwhile, Stalin's use of patronage exercised through the "HR Department" equivalent in the Bolshevik Party, its Orgburo, demonstrated the effectiveness and influence of human- resource policies and practices, and Stalin himself acknowledged the importance of the human resource, such as in his mass deployment of it in the Gulag system. During the latter half of the 20th century, union membership declined significantly, while workforce management continued to expand its influence within organizations. In the USA, the phrase "industrial and labor relations" came into use to refer specifically to issues concerning collective representation, and many companies began referring to the proto-HR profession as "personnel administration" Many current HR practices originated with the needs of companies in the 1950s to develop and retain talent.

In the late 20th century, advances in transportation and communications greatly facilitated workforce mobility and collaboration. Corporations began viewing employees as assets rather than as cogs in a machine. "Human resources management" consequently, became the dominant term for the function- the ASPA even changing its name to the Society for Human Resource Management (SHRM) in 1998. "Human capital management" (HCM) is sometimes used synonymously with "HR", although "human capital" typically refers to a more narrow view of human resources; i.e., the knowledge the individuals embody and can contribute to an organization. Likewise, other terms sometimes used to describe the field include "organizational management", "manpower management", "talent management", "personnel management", and simply "people management".

In popular media:

Several popular media productions have depicted HR. On the U.S. television series of The Office, HR representative Toby Flenderson is sometimes seen as a nag because he constantly reminds coworkers of company policies and government regulations. Long-running American comic strip Dilbert frequently portrays sadistic HR policies through character Catbert, the "evil director of human resources". An HR manager is the title character in the 2010 Israeli film The Human Resources Manager, with an HR intern is the protagonist in 1999 French film Resources humaines. Additionally, the main character in the BBC sitcom dinnerladies, Philippa, is an HR manager. The protagonist of the Mexican telenovela Manana Es Para Siempre is a Director of Human Resources.

Human Resources Information Systems (HRIS)

Human Resources professionals generally process a considerable amount of paperwork on a daily basis. This paperwork could be anything from a department transfer request to an employee's confidential tax form. In addition to processing this paperwork, it has to be on file for a considerable period of time. The use of human Resources Information System (HRIS) has made it possible for companies to store and retrieve files in an electronic format for people within the organization to access when needed. This eliminates thousands of files and frees up space within the office. Another benefits of HRIS is that it allows for information to be accessed in a timelier manner. Instead of HR professionals having to dig through files to gain information. It is accessible in seconds via the HRIS. Having all of the information in one place also allows for professionals to analyze data quicker and across multiple locations because the information is in a centralized location. Examples Systems are PeopleSoft, MyTime, SAP, Timeco, and Jobs Navigator.

Training

Technology makes it possible for human resources professionals to train new staff members in a more efficient manner. This gives employees the ability to access onboarding and training programs from anywhere. This eliminates the need for trainers to meet with new hires faces to face when completing necessary paperwork to start. Training in virtual classrooms makes it possible for the HR professionals to train a large number of employees quickly and to assess their progress through computerized testing programs. Some employers even incorporate an instructor with virtual training so that new hires are receiving the most vital training. Employees can take control of their own learning and development by engaging in training at a time and place of their choosing, helping them manage their work-life balance. Managers are able to track the training through the internet as well, which helps to reduce redundancy in training and training costs. Skype, virtual chat rooms, and interactive training sites are all resources that enables a more technological approach to training to enhance the experience for the new hire.

Present Day Operation

Education

As change management becomes more in the business cycle of organizations, it is beginning to be taught as its own academic disciple at universities. There is a growing number of universities with research units dedicated to the study of organizational change.

Universities

The University of New South Wales, through the Australian Graduate School of Management, offers a Graduate Certificate in Change Management (GCCM) to develop effective agents of change.
Warwick University and Sheffield University in the United Kingdom offer organizational change course through their business programs. Charles Sturt University offers a Graduate Certificate in Organizational Change University of Twente in the Netherlands offers a multidisciplinary excellence programme to develop the change leadership capabilities of their top students.

Human factors

One of the major factor which hinders the change management process is people's natural tendency for inertia. Just as in Newton's first law of motion, people are resistant to change in organizations because it can be uncomfortable. The nation of doing things this way, because 'this is the way we have always done them', can be particularly hard to overcome. Furthermore, in cases where a company has seen declining fortunes, for a managers or executive to view themselves as a key part of the problem can be very humbling. This issue can be exacerbated in countries where "saving face" plays a large role in inter-personal relations.

To assist with this, a number of models have been developed which help identify their readiness for change and then to recommend the steps through which they could move. A common example is ADKAR, an acronym that stands for awareness, desire, knowledge, ability, and reinforcement. Whichever is the first level that does not apply to an individual, team, or organization is the first step to complete in helping them change.

As an Academic Discipline

As change management becomes more necessary in the business cycle of organizations, it is beginning to be taught as its own academic disciple at universities. There is a growing number of universities with research units dedicated to the study of organizational change.

Universities offer programs of study for HR and related fields. The School of Industrial and Labor Relations at Cornell University was the world's first school for college-level study in HR. It continues to offer education at the undergraduate, graduate, and professional levels; and it operates a joint degree program with the Samuel Curtis Johnson Graduate School of Management. Other universities with entire colleges dedicated to the study of HR include Pennsylvania State University, Rutgers, and The State University of New Jersey School of Management and Labor Relations, Michigan State University, Indian University, Purdue University, University of Minnesota, Xavier Labour Relations Institute at Jamshedpur-India, University of Illinois at Urbana-Champaign, Renmin University of China and the London School of Economics. In Canada, the School of Human Resources Management at York University is leading education and research in the HRM field. Many colleges and universities house departments and institutes related to the field, either within a business school or in another college. Most business schools offer courses in HR, often in their departments of management.

Professional Associations

There are a number of professional associations, some of which offer training and certification. The Society for Human Resource Management, which is based in the United States, is the largest professional association dedicated to HR, with over 285,000 members in 165 countries. It offers a suite of Professional in Human Resources (PHR) certifications through its HR Certification Institute. The Charted Institute of Personnel

and Development, based in England, is the oldest professional HR association, with its predecessor institution being founded in 1918.

Several associations also serve niches within HR. The Institute of Recruiters (IOR) is a recruitment professional association, offering members education, support and training. Worldatwork focuses on "total rewards", offering several certifications and training programs dealing with remuneration and Work-life balance. Other niche associations include the American Society for Training & Development and Recognition Professionals International. A largely academic organization that is relevant to HR is the Academy of Management that has an HR division. This division is concerned with finding ways to improve the effectiveness of HR. The Academy publishes several journals devoted in part to research on HR, including Academy of Management Journal and Academy of Management Review, and it hosts an annual meeting.

IV. CONCLUSION

Management change takes place for a number of reasons. Often this is because of change in the internal and external environment. Organizations implement changes to increase the effectiveness of the business. Change can be a complex process and there may be barriers to overcome. This is why implementing change programs within an organization requires effective managers. It all leads to one conclusion. Change is never done alone. It takes the interactivity of every aspect of an organization (leaders, individual contributors, tools) to make change management successful. Chartered Management Institute (CMI) training and developing ensures that managers have the skills and competencies required to manage their team through a process of change. It enables them to deal with the change process and to monitor and evaluate change. This helps to reduce possible resistance to change and establish if the change objectives were achieved.

a) People: it is indeed given that this is the most important aspect of the change process. It is because people working on a certain project are considered the front liners, making decisions and plans to ensure success on every phase of the change process. Though it is hard at times to unlearn old behaviors and techniques, it is still a must to embrace changes happening in the organization to focus more on what can be contributed rather than resisting team efforts on what needs to be done.

b) Policies: if we are talking about changes in an organization, this means that there are certain policies that need to be revisited to determine if these still apply to the new goals and objectives of the company. Though policies are governed by company rules and regulations, there are still some exceptions that should be taken into consideration to decide if these hinder the change process from successfully implemented.

c) Processes: as mentioned, old habits are hard to break and so are old processes. But then again, with the introduction of advance tools and equipment, new processes can easily be carried out. Though there are some previous processes that should be kept, change is still inevitable as finding simpler means of doing work is still a top priority.

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