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CHANGE MANAGEMENT & HUMAN RESOURCE

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Adika Ratna Sekhar
Chairman & Managing Director
Balmer Lawrie & Co. Ltd.
Kolkata, India.

CHANGE MANAGEMENT & HUMAN RESOURCE

The only thing constant is change. Change is inevitable and in today's extremely challenging business paradigm, it is critical for any organisation to become future ready and prepare itself for the challenges in advance in order to survive. Charles Darwin once said - "It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change." You'd agree with me that 'Change leading to Transformation' is key to any organisation's growth, development and success. If an organisation has endured the test of time successfully, it is only because it has constantly striven to embrace change. Considering the future challenges of the RUPT (Rapid, Unpredictable, Paradoxical, and Tangled) world, organisations will have to be ever ready to change and transform to emerge as the best. HR will have to be drivers and partners in the process of organisational transformation in order to build a better tomorrow!

I believe HR plays innumerable roles in managing various changes. Little did we imagine that the Coronavirus (Covid-19) outbreak that started in Wuhan, China in December 2019 would turn into a global pandemic, disrupting the economy and taking away the lives of thousands of people around the world. None of us were prepared for this and there was a great sense of unease everywhere for a greater period of time. The pandemic posed unprecedented challenges and forced everyone to confront profound questions of human existence. Thus, to manage external changes forced on us is the most difficult. Yet, HR played the most significant role in keeping People bonded, resilient and brave. Demands of internal stakeholders are many and HR has to facilitate change to meet the needs of its various stakeholders for example technology changes due to efficiency or effectiveness needs. And, sometimes HR has to enable change because it is the right thing to do to given the current and future organisation needs.

The pandemic has triggered a monumental shift in how and where work gets done. We had to embrace change and adapt to the 'Next Normal'. The future remains uncertain and in the current scenario, "The workplace is being reinvented in real time." It is not just the workplace but also the work and workforce that is being reinvented and will continue to be further reinvented beyond the pandemic. In the face of changing times, conscious transformation, powered by planned initiatives and focused implementation is the key to success for any organisation. The transformation agenda for HR should always be to achieve excellence in all aspect of the business and organisation at large; however, never compromising on the interests of its employees, customers and other stakeholders.

Various initiatives should be deployed not only to develop and strengthen the management systems and processes, but also to improve performance, create value for stakeholders, enhance the quality system, improve customer focus and retain & develop talent. This process needs to be driven by HR in an inclusive manner with specific interventions directed at issues of Growth, Technology Augmentation, People Practices and Sustainability.

The various initiatives that HR takes as part of change management need to be advocated, driven and continuously reviewed by the Leadership. These initiatives under the broad umbrella of business process improvements, people excellence initiatives, technology adoption, sustainability and communication efforts are designed not only to have a positive impact on the business and the employees, but also on all stakeholders and the environment. Through the implementation of these initiatives any organisation will be better equipped to proactively absorb and adopt new technologies, manage shrinking or exploding market opportunities and ensure the long-term sustenance and growth. The overall focus should be on corporate excellence in order to strengthen organisational readiness to embrace change.

HR should always seek answers to questions like How is the organisation perceived by employees? What is it that helps us in retaining and motivating employees and instils in them a sense of belonging? For this HR can use effective tools like Employee Satisfaction & Engagement Survey. Continued commitment to employees' welfare and growth is key to transformational practices. Employee engagement, trust and empathy should be the core of change initiatives. It is important to identify training needs of various individuals, and build their capacity to assume much larger responsibilities, handhold them to adapt and adopt change and last but not the least equip them to combat competition and surge ahead. In a nutshell a fully change ready organisation is truly performance oriented and customer centric that smartly leverages technology to stay ahead of competition. Organisations can no longer work in silos and are responsible to the society at large. HR needs to be conscious of Sustainable Development and drive growth accordingly. We must consciously endeavour to build an inclusive work environment that is sensitive to the needs of all stakeholders. Workplace values, most importantly trust and mutual respect play a very important role in binding a diverse workforce during times of change.

It is said, 'Research stimulates conversations', and I am confident that the 6th issue of the Research Compendium of National Institute of Personnel Management (NIPM) on the theme 'CHANGE MANAGEMENT & HUMAN RESOURCE' will trigger discussions on the different dimensions that HR professionals need to pay attention to for successful Change Management programs. I congratulate the NIPM team for successfully releasing five issues of the research compendium on various topics earlier and now gearing up to release the sixth one. This compendium will surely answer the key question on how HR plays an important role in the change management process, and in an exploratory, casual and descriptive manner will touch upon the various nuances and facets of change management in any organisation. Someone rightly said, 'Research has formalized curiosity. It is poking and prying with a purpose.' This research compendium, I am sure, has met the objective and goals that were desired when the team commenced work in this area. I feel deeply honoured and privileged to pen down the foreword for this

compendium being release from an institute of such immense repute and strong credentials. We are all together in this journey and each one of us has to work as a proactive change agent in our respective organisations.

Today, the world is a global village! Organisations will have to evolve their existing partnerships and build new ones to help create a more resilient future for the business and the planet. We also understand that the sustainability challenges are complex and multi-dimensional, and as a responsible corporate citizen, we will continue to do our part with unflinching commitment such that the world remains a safe haven for our future generations. Sustainability linked global trends are changing our planet and are having a measurable impact on the topline and bottomline of the business. Sustainability challenges like resource scarcity, migration, demographic shifts and climate change are redefining our societies, public policies, regulatory frameworks, business environments and investment outcomes. Such challenges create new opportunities and risks that companies must address to remain relevant. Companies that anticipate and manage present and future economic, environmental and social opportunities and risks by focusing on quality, innovation and productivity will emerge as leaders and are more likely to create a long-term stakeholder value.

I wish all success for the 6th issue of the Research Compendium on the theme ‘Change Management & Human Resource’. My best wishes to the NIPM team as well!

Adika Ratna Sekhar
Chairman & Managing Director
Balmer Lawrie & Co. Ltd.

About Mr. Adika Sekhar:

Mr. Adika Ratna Sekhar is presently C&MD, Director [HR&CA]-Additional Charge and Director [Manufacturing Businesses]-Additional Charge of Balmer Lawrie, a Mini-Ratna I, PSE under the Ministry of Petroleum & Natural Gas, GOI. Prior to this he was C&MD designate and lead the HR & Corporate Affairs function as Director [HR&CA] since May 2018. With over 30 years of experience, he has been holding leadership positions in the HR function in industry leading organisations pan India for over a decade viz. Balmer Lawrie, Tata Projects, Ramky Group and GMR Hyderabad International Airport Limited. He has significantly contributed in various organisations in products and services categories in both the Private and Public sectors. A keen strategist with a flair for designing and implementing innovative strategies, he is credited for HR interventions in line with industry standards.



Mr. Vishwesh Kulkarni
National President, NIPM
Chairman, Yashaswi group

Dear Colleagues,

I am highly delighted to put forth 6th issue of NIPM's Research Compendium on "CHANGE MANAGEMENT & HUMAN RESOURCE". NIPM Research activity under leadership of Dr. S.V.Bhave, Editor and NC member has been really appreciated by all HR professionals and Industry experts. We are getting tremendous response from all the HR Professionals, not only from academics but practicing Managers and Consultants. It is great to have a feedback by all HR Professionals that they have been immensely benefitted with Research Articles published in Compendium and they could implement few of the ideas in their organization.

The Theme "CHANGE MANAGEMENT & HUMAN RESOURCE" is much needed at this critical stage for all HR Professionals who are facing attracting and retaining talent. Changed mindset and expectations from young professionals, volatile global market, tremendous fluctuation in demand and supply. To overcome this constant change in our approach, mindset is much needed. Acceptability of such changes and effective implementation need guidance from expert. I am sure this Research Compendium will provide the same.

My sincere thanks to all NC members, life members and HR Professionals for not only supporting to this Research Activity but encouraging and motivating us to continue the same. My sincere thanks and highly appreciation to Dr. S. V. Bhave for his great work, enthusiasm, dedication and passion. Only because of it this Research Activity could take shape and we could publish this 6th issue. Looking forward for more such Research activities initiated by NIPM and valuable support from all HR professionals.

Thanks & regards,

Vishwesh Kulkarni



Dr. Santosh Vishnu Bhave

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After successful publication of five issues of Research Compendium, National Institute of Personnel Management (NIPM) – Personnel Today, is releasing its sixth issue of Research Compendium on Theme “CHANGE MANAGEMENT & HUMAN RESOURCE”.

“Change management is the systematic approach. Application of knowledge, introduction of various tools & resources to deal with change in organization play important role. It involves defining and adopting various corporate strategies, structures, procedures & technologies to handle the change.

We have observed that, Creativity combined with knowledge as well as understanding the need for change is very important in entire business process. To ensure success of change, organization also require to develop many change agents to propagate desired change. Creating positivity in environment, extending effective support to overcome obstacles and drive the change in missionary way are few steps to bring in expected change.

Involvement of each stakeholders of organization as well as HR professionals is MUST in this journey. It needs serious approach to deal with internal as well as external environment. To strengthen the process, HR professionals are expected to play pivotal role in ensuring execution of desired change. Execution of change is a journey by itself.

In this journey, organizations are supposed to revamp its age old thinking process related to management of Human Resource. A great deal of importance is placed on each individual with a view to enhance his /her competence level to face the challenges of future. This can pave the way for new HR role focused on wellbeing of business strategy, increasing the employee retention. Each level of leadership is now considered as an important pillar of Human Resource, may it be Finance, Operations, Business development, etc.

Human Resource Professionals are also bestowed on important responsibilities of ensuring upkeep of physical and mental health of employee. Remote working has become a buzz word, however more importance is also given to ensure proper equilibrium of individual emotions towards business. This will support ensuring to make each workplace as “Great place to work”.

We have received many research articles based on theme of this compendium. To make it more balancing we had also requested few senior HR Professionals to give their guest articles. As an editor I am pleased to receive encouraging response to our appeal.

With a view to support research writers, we had requested to Dr. Shivaji Mundhe to prepare presentation on “How to write an effective research article”, looking to the research articles received, I am sure authors were immensely benefited from this presentation.

NIPM is sure that this research compendium will be handy to all professionals, academicians and students as reference book.

The Sixth issue of Research Compendium comprises of 38 articles from researchers highlighting different aspects of Change Management.

For this issue we have received forwarding note from Mr. Adika Ratna Sekhar, Chairman & Managing Director, Balmer Lawrie & Co. Ltd. I wish to express my sincere thanks to him for giving us forwarding note. Thank you Sir.

I wish to appreciate leadership of Mr. Vishwesh Kulkarni, National President of NIPM, who extended his support in sponsoring publication of this issue too. Mr. Kulkarni always guided and supported all of us to reach to this level.

I am also indebted to Dr. Shivaji Mundhe for sharing presentation on “How to write an Effective Research Article” as an advance support to all authors with a view to write quality research articles. This has surely benefited all the authors.

Before including research article in this compendium, NIPM has ensured that each article was reviewed by a Senior Professional through review process. Thank you very much to all reviewers for sparing their valuable time in reading and analyzing articles and submitting report in time. We also wish to express our gratitude to all researchers who contributed their research articles for this Volume. We had also requested few professional to contribute their guest articles. NIPM is grateful to all of them.

Editorial board is also grateful to all members of National Council of NIPM for their unstinted support in ensuring continuation of publication of Research Compendium.

Dr. Shivaji Mundhe, Dr. Vandana Mohanty, Ms. Lorraine Coelho, Mr. Parth Jadhav, Mr. Yogesh Rangnekar, Mr. Pawan Sharma, Mr. Sham Vaichal, Ms. Amla Karandikar and Dr. Sachin Misal have continued their support in ensuring this publication. I am grateful to you all.

Thank you all for your support.

Happy Reading !!!

Dr. S. V. Bhave
Co Editor - NIPM

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*Research
Articles*

Effective Resource Management- Key for Successful Change management

Dr. N. R. Unnikrishna Kartha
Former General Manager V.S.S.C./I.S.R.O. Trainer
& Life Member NIPM

Abstract:

This research paper dwells on the role of top management, HR team and the rank and file of the organization which treats the process of change management sacrosanct and be with it till it succeeds. Any organization, small or big will have to necessarily implement the process of change management many a time in its journey towards growth and development. If we analyze the Product Life Cycle (PLC), it can be seen that saturation is a stage which can never be avoided. In all progressive organizations there will be a group of whistle blowers who will sense and predict this stage well in advance and recommend suitable actions to circumvent it. Much before it starts setting in, many actions will be initiated or the course of diversification thought of or adequate alert signal given. Change Management cannot be decided by a single entity or a group or a division. The weakest link or activity in any organization will have to be identified and its overriding influence will decide the organisations' subsequent future. Application of management tools such as Just- In- Time (JIT), Cause and Effect analysis or Fishbone Diagram, Trend analysis, Critical reviews, Ensuring the effectiveness of the changes made etc. if considered on time and under the strict scrutiny of the Top management can make the change management mission successful first time and every time.

Key words: Study, analysis, change management, synergy, team role, 360 degree acceptability, customer, feedback, implementation, indicators, brainstorming, focus group, transparency, cause and effect analysis, strategy

Introduction:

I had the opportunity to work in five organizations small and big, both in public and private sectors. My learning reinforced that the process of change management is not local but global in the sense that 360 degree acceptability of the changes made across the organization or a company is one of the primary keys to success. This is an innovation I used to suggest in some companies where I worked. A critical study and analysis is made here to collate the techniques I devised, applied and succeeded in some and failed to make an impact in some others in the specific arena of change management. For the sake of anonymity, names of organizations are kept confidential. The pseudonyms used, their organizational culture, strength and areas of improvement, people centric nature, synergy, application of modern tools, their prioritization of activities etc. are mostly touched up on. I will mention the change management activities undertaken by these organizations which resulted in increased synergy of the organization. The concept of implementation of 360 degree acceptability of change management is described in the later part of the paper.

No doubt that it is the Human Resources who will have the brunt of the responsibility to execute the changes, but they are sometimes ably guided by:

1. Team roles as suggested by Dr. Melbrith Belbin, provides a useful model for maximizing the performance of teams
2. Effectiveness of change assessed by Cause and Effect Diagram of Kourou

Ishikava

3. Span of Control suggested by Sir. Ian Hamilton
4. Ends justify the means Niccolo Machiavelli
5. In life results are rewarded, efforts are not: Shiv Khera

Objectives

1. Success of change management is directly is related to its nature of being people centric, customer centric and palatable to other stake holders
2. Too many changes done at a time will be harmful
3. It is not enough changes are beneficial, they should appear to be so also
4. Success of implementation is related to the breathing time for implementation
5. Open mind of management and employees will enhance success
6. Before making the plan final and public, verifying and reviewing the implement ability of change management plan for a sample population will increase the percentage success
7. Success of implementation is related to transparency at all levels
8. Well thought out changes and effective participation are bound to reap success

Hypothesis

1. Change management is directly related to leadership and the HR force
2. Need of change management depends on various factors including market conditions
3. Some of the major changes could be diversification / take over/ merging / even closure
4. Time of execution will influence success or failure
5. Acceptability of top management by the people will decide time needed for execution
6. An innovative HR force will bring in positivity

Research Methodology

1. Collation of works carried out/ Experience
2. Data mining
3. Cause and Effect analysis
4. Trend analysis

The stake holders who have to accept the change are :

1. Share holders
2. Board of Directors
3. Employees
4. Out sourced agencies/Certifying agencies
5. Financial Partners
6. Customers

Discussion on case studies related to execution of change management

Let me highlight the involvement of Top management and HR among other factors, for successful change management in a few of the premier institutions in India, where I had opportunity to associate so as to highlight the role played by HR:

Research Organization:

The organization had around 2000 employees of technical and managerial staff.

The strength of the company was strong foundation in science and technology

The problem identified was low employee involvement, and lack of ownership feeling. The changes ordered and implemented by HR under instruction from CEO were:

1. Duty officer on 24x7 mode
2. Introduction of benevolent fund
3. Institution of a sports council

4. Formation of a logistics committee to ensure better logistics
5. Weekly review by the CEO
6. Up gradation of environment
7. Monthly in-house magazine

The results showed itself in about 2 years' time. Further to this trend analysis conducted at fixed periodicity gave corrections to be made

Construction Company

The company had about 250 personnel directly and around 1000 contract workers

The strength of the company was strong personal association and commitment of Top Management

Though the performance was excellent, maintaining quality of documentation and traceability needed improvement. Many innovative processes were devised and practiced but repeating quality was found difficult.

The changes made were:

1. Implementation of ISO 9001:1994
2. Training programs for managerial positions
3. In-house seminars
4. Creation of Archives cell for recreating old experiences
5. Recruiting senior executives from other construction companies R.O.I. of company went up and working environment became smooth IT Company

The company had its base in U.S. and its technology was up-to-date and customer profile was excellent. The strength of the company was practice of very good tools for evaluation of customer satisfaction and had excellent customer feedback. They deployed an easy way of getting feedback through the tool of NPS (Net Promoter Score) and saved a lot of time.

Problem brewed up when recession came up across India in middle of the year 2007. This resulted in serious reduction of number of customers on one side and reduction in induction of trainees on the other.

Changes introduced

1. The company did a re-organization and down sized its strength.
2. Positions and titles were changed

This made many seniors unhappy and left the company. The damage created by the change made brought down the public image.

It took more than three years for the company to regain its reputation

B- School

This was in government sector and the strength was its peaceful and calm location. It was free from all student strikes and other disturbances

The number of teaching staff on a permanent basis was less and there were not many who had industrial experience or exposure, many pass outs did not have good placement.

Changes made

1. Faculty with proven experience was invited. But they did not have personal attachment because there was no strong HR team to support them
2. A person with high interpersonal skills came to the top position and established excellent rapport with the invited faculty
3. Individual rapport was established with the parents and absenteeism came down considerably drastically

4. More workshops and seminars improved the competence of the students and the placement process became smooth and steady

Civil Service Academy

The civil service academy has been working over 15 years.

Strength was reputation was for consistent performance. Almost all faculties were experienced and retired from educational institutions and industries. Problem came in when Covid 19 became rampant and all the classes had to be conducted on line. A good number of faculties found it difficult due to large number of students and on-line teaching

Changes introduced:

1. Students who failed in interview of UPSC recently replaced experienced faculty. Taking a cue from them many institutions followed this practised.
2. Though the young faculty knew the trend of questions, the wealth of knowledge and experience was missing and the faculty was not able to command the respect.

This is a typical case change introduced only partial effect, primarily because there was no strong HR team to support and implement the change successfully

The concept and implementation of 360 degree Acceptability

It is my passion to introduce this procedure for change management process and this can be applied for a product or process with adequate changes. Overall acceptability of the entire stake holders is essential for success

The following table will highlight the indices of health to verify the existence of acceptability in the case of each stake holder and also possible solutions for improvement of indices of health. Taking a cue from the practice of 360 degree assessment followed in IT companies for the performance assessment of employees, I coined the term of 360 degree acceptability for any organization or company which can enhance its efficiency and effectiveness. In any case the concept as applied to change management is given in Table.1

Steps of execution

1. At the very outset, we have to identify the stake holders who will get affected or influenced by the change.
2. The next step will be to highlight the existence of the health indicators which can create a congenial atmosphere.
3. This is to be done prior to undertaking the change in the case of each stake holder.
4. If it does not exist, the next action will be to suggest possible ideas to improve the situation.

So I wish to recommend this as a diagnostic-cum- implementation tool for making the change management smooth, acceptable, easily implementable and profitable. Table 1 is made suitable for the topic of change management.

Table 1 Criteria for Acceptability on a 360 degree mode

Results and Discussion

1. As can be seen in the first case of a research organization a judicious combination of top leadership and effective HR resulted in excellent implementation of changes

2. Choice of right tools including cause and effect analysis was the single cause for success in the case of a construction company
3. Untimely reorganization and poor interphase of HR caused public image to vanish
4. Proper analysis, executive actions taken and application of trend analysis helped B school to save from deterioration
5. Hasty action to move out experienced faculties caused students to move away from the Civil service academy

Conclusion : The success of the change management plan depends on:

1. The studiousness with which decision to introduce a change
2. Ability of Top management to bring in maximum acceptability through logical execution
3. Convincing the rank and file
4. Earning share holders' confidence and support
5. Earning support of public and media

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Table 1 Criteria for Acceptability on a 360 degree mode

1. Acceptability to the share holders

Sl. No	Indices of Health	Solutions for improvement if indices are weak	Remarks
1	Liberal approach in additional investment	1. A thread bare analysis about usefulness of change and a presentation 2. Highlight improvement in R.O.I.	Timely initiative from Top Management is necessary

2. Acceptability to the board of directors

No	Indices of Health	Solutions for improvement if indices are weak	Remarks
1	Arriving at decisions without too many queries (objections/wastage of time	One on one discussions followed by a unanimous decision	A brainstorming session may help

3. Acceptability to the employees

No	Indices of Health	Solutions for improvement if indices are weak	Remarks
1	Employees willingly participating in discussions	1. Make the change more palatable and slow 2. Have focus groups	Work with groups in ranks and files
2	Constructive criticism	Use tools like brain storming for generating ideas	Introduce suggestions scheme
3	Take a lenient stand on petty issues	Have an effective HR	Improve family related activities
5	Cheer and enthusiasm during discussion	Make their involvement more	Treat them with more dignity

4. Out sourced agencies (suppliers/ certifying agencies)

Sl. No	Indices of Health	Solutions for improvement if indices are weak	Remarks
1	Quick Response	Make interactions more frequent and with less hierarchy	Update them on all activities

5. Financial partners

Sl. No	Indices of Health	Solutions for improvement if indices are weak	Remarks
1	Cordiality and belongingness	1. Bring more transparency in financial matters 2. Take their opinions more seriously 3. Avoid tough minded management	Have frequent workshops on important matters

6. Customers

Sl. No	Indices of Health	Solutions for improvement of indices are weak	Remarks
1	Voluntary Customer Feedback	1. Frequent updates on all Changes 2. Communication on all policy changes on a real-time mode	Share good customer voices to all across in the company
2	Suggestions for improvement, voluntarily	Request for feedback at a fixed periodicity	Expression of gratitude for involvement



Adopting HR analytics – Six Steps to epiphany

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Introduction

Human resource is the life blood of enterprises. It has been estimated that 70% of all enterprise knowledge is encoded implicitly with the employees. Any change in the loyalty and job involvement of these high value employees will adversely affect the organization. Companies have started the reporting and Key Performance Indicator (KPI) driven culture to get the better engagement with the employees. However, both these approaches do not adopt and will not give the predictive insights to the employee base profiles and behavior. Any such predictive information is likely to reduce the negative effects of the employee disengagement or attrition and also improve the performance by timely intervention for learning and development.

Analytics is a way of quantifying the risks/opportunities and analyzing the data for actionable insights. At a practical level there are four different categories of analytics, which are currently used in the industry.

Table 1. Analytics categories

Analytics	Function	Examples
Descriptive	To provide visual and tabular view of insights	<ul style="list-style-type: none"> Dashboards Pivot tables
Diagnostic	To explore the reasons for an effect	<ul style="list-style-type: none"> Decision Trees Rules
Predictive	To provide the KPI value in a near future	<ul style="list-style-type: none"> Linear regression Neural networks
Prescriptive	To provide recommendation of Next Best Action (NBA)	<ul style="list-style-type: none"> Rules NBA List report

Analytics will provide actionable insights and predictive clues as well as list of at risk or suitable employees for several interventions like recruitment, training, retention etc.

HRAnalytics

Using analytics in HR, will provide timely insights and predictive clues for effective actions from the organization. In this paper, we introduce the six best practices for adopting the HR analytics that have been observed by implementing HR analytics in multiple scenarios. The proposed best practices are grouped into two categories as follows:

Develop a data culture

One of the paradigms shifts that is expected in an organization is to move away from Management By Walking around (MBWA) to Evidence Based Management (EBM). This is needed to move from gut feel based decision to data driven, evidence-based decisions. This can be initiated with the following three best practices.

- Move up the value pyramid
 - Profile the KPIs
 - Experiment, Experiment, Experiment
- Think big – start small

It is good to have a big picture of the process and results of adopting analytics into HR practice. This can be achieved by the following three best practices.

- Implement employee base analysis
- Focus on key areas and key metrics of HR functions
- Discover the domain knowledge explicitly

Each of the best practice is briefly discussed with suitable examples to initiate the thought process of adopting analytics in HR in the following paragraphs.

Best practice #1: Move up the value chain
 Most agree on the maturity levels of the HR in organizations in adopting the analytics. It is not that the analytics is not there in HR, but the effectiveness is not as expected. In order to get the better benefits from the HR analytics, it is necessary for the organizations to assess the current level of maturity, consolidate and move to the next level. Interestingly 70% of the organizations are at level 1 and only 5% are in level 4.

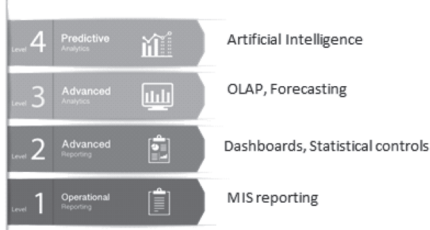


Fig 1. HR Analytics Maturity– Value chain

Using analytics, the questions at each level change and the answers from data provide evidence to your hunch - either to support it or negate it. But, let the data speak. The typical questions at each level are giving much higher clarity from operations to strategic level.

Table 2. Typical questions at each level of maturity

Level	Question for insight
Operational	How many employees are on rolls?
Advanced	What is the turn over trend month on month and by month?
Analysis	What is the cost of regrettable attrition?
Analytics	Who among high performing employees are likely to leave in next 6 months?

Best practice #2: Profile the KPIs

It has been a vanity to have hundreds of metrics to track everything in HR. Though it is a welcome, not all metrics are important for efficiency and effectiveness. One of the cardinal rules for implementing analytics is to profile every KPI, that HR is going to measure and monitor. Profiling is done by setting the targets, assigning the responsibilities and recommended actions when the actual value of KPI deviates from

the target.

Table 3. Typical KPIs for Analytics

KPI	Target	Responsibility	Recommendation
Cost of Hire	7%	CHRO	<ul style="list-style-type: none"> • Choose the vendor with minimum quote • Chose a channel with low cost but high quality
Time to Hire	30 days	Head, Recruitment	<ul style="list-style-type: none"> • Improve and automate the internal process
Quality of Hire	Minimum performance of 4 or above	Line Manager	<ul style="list-style-type: none"> • Selection • LxD

In essence all analytics is quantification and comparison of various metrics to get the best out of the system. Hence, all analytics should be giving actionable information only, not some historic report as done with most of MIS.

Best practice #3: Experiment, Experiment, Experiment

Experimental approach for improving anything has a scientific basis, instead of a gut feeling based top down approach. HR is not an exception, since all HR interventions are psychological or business interventions. Before our views can be implemented, it is better to test the results of implementation on a small scale. Positive results reinforce your approach and are signal to implement your approach. For example, when your hypothesis is working for long hours will improve the productivity, implement it on a small controllable sample and test the results. If the results are satisfactory, then look at implementing the approach systematically. Big bang approach may not be suitable for all the companies.

Best practice #4: Implement Employee Base Analysis

Every company has the data on HR, though they may feel otherwise. It is impossible to have the workforce, without keeping track of the revenue and spend. Adding – who, where, how and when are adding the value or increasing the cost, are the first set of insights, we can expect from HR analytics. This can be done with a dimensional model or a factor model, which can be built and analyzed in simple tools like Excel.

Just collect the metrics (revenue, cost) for each of the employee and analyze it from multiple perspectives.

Table 4. Core Data Points for HR analytics

Data point	Dimension/Metric	Availability
Employee	Dimension	☺
Branch	Dimension	☺
Department	Dimension	☺
Experience band	Dimension	☺
Gender	Dimension	☺
Job Role	Dimension	☺
Time period	Dimension	☺
Revenue	Metric	☺
Cost	Metric	☺

For example, a trend in cost per employee increasing and revenue flat, indicates change in the job structure and hierarchy. In order to check what is creating this variance, drill down from overall company level to plant level or branch level and if required drill further to functional level.

Best practice #5: Focus on key areas and key metrics of HR functions

There are two ways of implementing HR analytics – Big bang and incremental. In the first approach, a predefined model is customized for all functions and implemented at once. Though it is good in some sense, has lot of draw backs. The major drawbacks of big bang approach are the user acceptance and RoI. On the other hand, incremental approach has lesser limitations than Big bang and can be implemented function wise. This approach starts with key areas, key metrics, analyses and models. The typical areas and the related analytics implementation for HR are given below.

Table 5. Key functions in HR and Analytics possibilities

Function	KPI	Analysis	Models
Recruitment	<ul style="list-style-type: none"> Cost of Hire Quality of Hire Time to Hire Hire count 	<ul style="list-style-type: none"> Vendor/Channel Funnel 	<ul style="list-style-type: none"> Quality of Hire prediction Workforce demand forecasting
Engagement	<ul style="list-style-type: none"> Satisfaction Involvement 	<ul style="list-style-type: none"> Drivers for commitment 	<ul style="list-style-type: none"> Survey Analysis Chatbots
Performance	<ul style="list-style-type: none"> On time Within budget Leadership 	<ul style="list-style-type: none"> Actual vs target 	<ul style="list-style-type: none"> Drivers of performance
Retention	<ul style="list-style-type: none"> Involuntary attrition High performer attrition Loss per attrition 	<ul style="list-style-type: none"> Concentration Contribution Trend 	<ul style="list-style-type: none"> Attrition prediction

Best practice #6: Discover the domain knowledge explicitly

One of the biggest challenges in HR analytics is the implicit nature of the domain expertise and knowledge. Some one proficient in HR analytics, may carry all his knowledge in his head and may not be available for succession. It becomes a costly journey, when the knowledge disappears, when the resource attrites. This problem of disappearance of knowledge can be mitigated by explicit systems for knowledge creation, dissemination and putting into action. The five steps discussed in this paper, will provide a concrete approach to the explicit systems for HR analytics.

Conclusion

Human Resource is the most important function of an enterprise despite being the cost center, it actually is the driver of the enterprise competence. Analyzing the human resource and related functions, is of at most importance to get the best out of the employees. In this paper, we propose six best practices to start and adopt HR analytics in the organization. We will present a detailed road map and possible templates in the near future, if the readers need any help.



Driving Sustainable Organizational Growth through Change Management

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Abstract:

Change management has been a topic of attention since many decades. The best suited example for this is the COVID pandemic. It has changed the dimensions of work. If go back in the era and say that Work from Home would be an integral part of profession, no one would believe the fact and would come out with lot of resistance. Every change is associated with resistance. That is the reason change management should be considered an opportunity rather than considering it a barrier. If we would have not accepted the change of WFH, we might have lost the productivity and the entire economy would have been devastated.

So, considering the facts and the figures it is the change management process which can help to cope up with challenges during change and would help us to reach the maturity level in a very systematic ways without creating any hiccups. In the era of Digitization and Artificial Intelligence we need to focus on various aspects of creating a system that would lead to an effective change management process. It should not only cover the gamut of change, but also sustainable business development should be considered as its integral part.

We have moved from various industrial revolution and observed lot many changes in systems and processes. The targets which could be considered as unachievable during the initial phases of one revolution were the basic obtainable points in the other revolution. The entire ecosystem has worked in sync and thus has turned the impossible milestones into easy and accessible target. The entire transition

has taught us the way where we can use the change management process and leverage over the execution of this heavy target and thus is to be believed to have its own impact on the overall performance of an organization.

The authors of this paper have made it very clear that change management is a very continuous process, and it can lead to major turning point of the organization making it more productive and enabling its trigger to achieve set and defines goals. The change management process includes lot off activities which are continuous and needs focus of the visionary leadership to make it an easy go. The change reflects the positive energy in the organization and motivates every stakeholder to drive and reach out to the final goal, if derived properly.

Keywords:

Performance Enablers, Sustainability, Leadership, Future Orientation, Revolution, Capability Building, Entrepreneurship, Empathy, Shared Responsibility.

Introduction:

Change Management can be most effective part in building organization's success path. It not only creates the drive but also enables and promotes various stakeholder to use their strength for the benefit of the organization. Change management itself can lead to creation of miracles and thus it is believed to have very strong impact on human being and his exhibition of performance under various upcoming challenges. Mostly people react to change basis its impact on them. When we consider change management two forces play very crucial role, namely

driving force and restraining force. Strong and successful change management is reflected when the driving force is greater than restraining force. Multiple factors can be considered driving force few of them can be internal and few of them can be external. Internal factors include change in leadership, cultural change, requirement of change by major stakeholder, new technological implementation. External factors can include change in laws, new competitor strategies and change in market conditions.

Let it be any factor the impact of driving factor must be always high than the restraining factor to make change essential requirement. The change management is critically defined by the ways it makes it significant incubation in various areas of the requirement. Thus, it empowers the organization and brings it back to the actual track of growth. Change Management has always been very critical for most of the organization. The leaderships approach towards change needs to be very firm and positive. It gives a change to penetrate strong message about the management's focus agenda on the change management aspects. Certain parameter which are mentioned plays very crucial role in the entire phase which are mentioned as below-

A. Need for Change –

Change Management initiative always begins through the trigger need for change. The most important aspect of all the factors in the consideration is need for change. The answer justifies your last mile delivery and make you to explore the best opportunities to understand and extract the various ways through which you can find a way to reach your destination. Since the path is tough and you need to explore the various alternative of change management to make the move best suited for the individual ease and growth of the organization. The more important the change needed the more

important becomes its execution.

B. Resistance towards Change-

Every change is associated with resistance and thus it becomes very difficult to implement these changes into the organizational context. The resistance can be out of one's comfort of doing the activities in specified order and can lead to its consequences. The very fact that the resistance comes out due to consistently doing activity in a particular way and hence it is best suited that we should precisely focus on the part where resistance could be minimized. The more employee supporting the organizational change would bring out positive implication of change and help organization to achieve the desired outcomes.

C. Factors impacting change in the Organization –

There are number of factors which can lead to organizational change. The major factor is desire for change and the other factor is restraining change. The desire for change should be much stronger than the restraining factor if an organization wants itself to achieve the set targets. The various categories can be external and internal factor for change which can further lead to other impacts on the change aspect towards organizational excellence. The changes bring best out of the employees within the organization and promotes them to think towards innovation and challenge the conventions.

D. Communication and Transparency-

The most important key towards organizational change is continuous communication. It is very important to continuously communicate to employee about the change in the organization and portrait positive aspect of the change and be transparent with them. The increase the

level of support from the employees and help to drive the positive change management process. It would be impossible to bring in 100% acceptance in the employees, but it can be maximized to be better benefits.

Transparency is very crucial factor the communication must be at the last level of the organization. This help to build trust in the employees and make them trust the organization on its decision of change. Once this trust is built the employee give their best efforts to ensure successful transition of change management.

E. Feedback on Change and its monitoring –

Algorithm to check on the feedback on the impact of change in the organization is essential. It gives a sense of the factor that the decision so far has been successful, and the monitoring ensure the if will sail out safely without creating any turbulence in the mind of employees. In certain cases, it may happen that employee are very happy due to the implementation of change and can lead to bringing cohesiveness amongst the employees and might increase the productivity of the individual.

Literature Review –

The authors of this article have studied the various literature from Internet, books, and newspaper along with certain published content to get a better understand of change Management. The authors have referred the various terminologies under the context and have enhanced the conceptual understanding of change management. It is not only process of change is important but there are number of factors associated with change management which can impact the organization. The authors have also studied these factors and their overall implication on the aspect.

The authors have referred “Leading Change” by John P. Kotter. Major focus of

the book was on the aspect about vision empowering change management process. It also stated that, it must be something extra done to achieve change. If you are happy with what you have, change management would have larger resistance under those circumstances. The other case is you need something to improve than the factor comes you are pushed internally to achieve this change and under these instances the driving factor becomes very strong and helps to transit the change management process. It considers threat as challenges and helps in converting them into opportunities.

The other major contributor of the content would be “Managing and Leading People Through Organizational Change: The Theory and Practice of Sustaining Change Through People” by Julie Hodge. This is a real masterpiece in the way to understand the management of change in organizational context and how one can smooth sail the change management process without creating turbulence in the system. Change Management is very complex subject, and their can be other implication of the change which is brought in the organization. It can lead to either high level of appreciation of the process or also might lead to heavy rejection of the entire process. Hence it would be considered very difficult to manage change under these conditions. So, author has understood that managing change is most important than implementation of the change.

The authors have also reviewed many other contents on the internet, newspaper to get better understanding of the overall change management process and procedures. Authors have focused on the content creation using this literature survey which has helped to create strong conceptual base and made to give best output through learning of these

terminologies.

Research Methodology –

Author of this article have gathered data from various secondary sources and have understood the various concept under the purview of change management. The authors have focused on getting the data and then interpreting it into a very valuable information which can help the reader of this article to better understand the change management as overall process. The authors have collected the data and deep dived into various terminologies for better clarity on the subject matter making it very studied content to be finally delivered. The researchers have also built questionnaire for the various aspect to get clear sense of the actual vs required profiling to ensure that the data provide is as per people experience. The various content analyzed and studied are provided in the data analysis section of the article.

Literature Review:

The data has strongly indicated that the change management is a process which comes due to organizational requirement. Employees are not worried about the change, but they are more concerned about the outcomes and implication that would come due to change management.

To make smooth change management in the organization their must be strong communication about the vision for making the change also the confidence must be provided that the change is for better good of the organization and not something which is very temporary.

Change management bring alternate thinking it also challenges the viewpoint of the employees and by doing all these activities is strongly support of the overall organizational growth.

The organization which adapts to changes quickly are proven to me more sustainable than the organization who had shown resistance to the change management. Thus, from the above observation it can be

considered that change management can help us to achieve the best required outcomes under any difficult situation if it has a strong driving purpose.

Data Analysis –

The data analysis was done from various industries and the respondent majorly for Human Resource Profession along with some senior management employees.

1. Around 60% of the respondent opted that change management is very important for organization to sustain under current competitive edge.

2. The major respondents have confirmed about leadership of the organization playing vital role in change management.

3. 90% of the respondent believed communication is the key for successful organizational change.

4. The respondent considered that senior management involvement should be at peak level to ensure smoothness of change management.

5. 80% of the respondent felt that brining representation from Middle management for Change would be better option for penetration at the last level of the organization.

6. 90% of the respondent believed that the driving factor should be very strong to achieve best results from change management process.

7. 95% respondent shared common view on strong organizational vision and mission to achieve sustainable business growth through change management.

Proposed Framework –

The authors have proposed a framework which would create a strong mechanism and would help into implementation of change management. Various factor which needs to be looked in before we transit to change management are being noted and displayed in this model. This model gives a clear insight about the various ways which would help to facilitate the change

management process to maximum organizational growth.

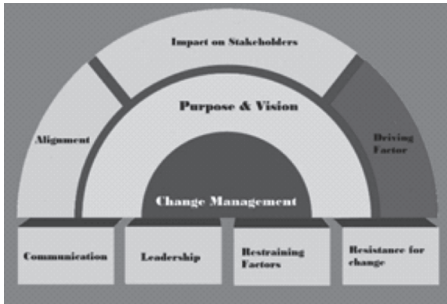


Fig- Catalyst Model for Change Management

The model is named as catalyst model for change management since it can help for quick absorption of changes in the organization if practiced as per the description and could be proved to be very beneficial for positive implications of change in the organization.

Purpose and Vision –

Change is associated by some purpose and vision. This should be cascaded to the last level of the organization. Every stakeholder within an organization is linked to this purpose and thus it plays a very vital role in integration towards the common goal of the individual. Thus, it leads to strong support from each level for change making it a successful event.

Impact of on Stakeholders –

The impact on every stakeholder should be communicated strongly. Communication on this impact will draw their attention on benefits which will be impacting their individual growth and the growth of the organization. With this factor the moral support would increase 10X leading to radial shift and benefiting the transition during the change management process.

Alignment–

Everyone in the organization should be aligned to change. Change will be having

its own replication on every individual, but the overall organizational alignment would be one. It would be either increasing profits, developing resource or it can be increase in level of customer satisfaction. Let it be any goal, but it should be aligned with every person in the organization.

Driving factor–

Driving factor, the major influencers of any change management process. These factors are the DNA of change and need to be taken special care in each term. Whether it could be creating awareness about them or channelizing them to every stakeholder. The driving factors are the key motivator to successfully implement the change management process across the organization.

Communication-

Communication is key for any successful organizational change. Communication bring transparency in the organization and which in turn develops the trust of every stakeholder with the organization. The trust gives a sense of reliability and hence the change management process is being facilitated through this process.

Leadership –

The leadership is very strong driving force in the entire change management process. If the leaders are strong and employees believe in the leadership. No matter what difficult the process it might be would sail through easily. Employee's belief in their leader would promote and trigger the entire change management process without any hiccups.

Restraining Factor–

These are the various factor which would lead to oppose change management process. That is the reason these are to be taken special care during the entire change management process. Focus should be these factors to avoid these factors to

influence the major stakeholders in the change management process.

Resistance for Change –

Changing the thought process towards resistance of change is in fact the most challengeable task in the entire change management process. Resistance to change needs to be eliminated and this can be only done through communication, trust building and transparency in the organization. Resistance would lead to failure of good change management process and thus it should be eradicated during the initial phases of the change management.

Conclusion-

Change Management is must for any organization for sustainability. The organization which tends to resist change are considered to fail in long terms. It is therefore very important for the organizations to realize the fact that change management is very much needed for successful organization. The change can in any terms let it be in terms of policies, culture, leadership or the vision and mission of the organization. The change brings in the positive impact and lead to entire transformation of the organization. The modern era the organization must learn to evolve else next day you would find yourself out of the competitive market.

Organizational growth should be managed by efficient and effective change management process. We must continuously identify the major areas of change and try to build our capabilities in that area. This would lead to strong organizational culture and such organization would always be a center of attraction. It would also enforce it to sustain and develop its resource not only in terms of profit but technology, culture, customer satisfaction and overall organizational development.

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Change Management And Its Impact On People And Business

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Abstract

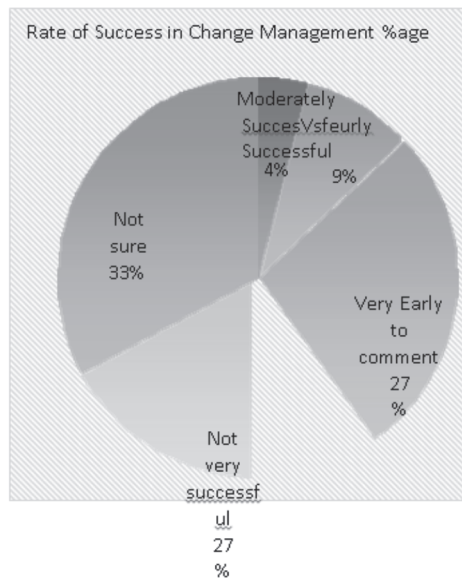
My research paper talks about the change management in Organisations and its implication on human resources, which could be both positive and negative depending on how it is managed. It also talks of the role of the leadership team in the smooth transitioning of change management. It is always for the betterment of the Organisation and its people but it seems that many times the clarity of purpose is missing leading to brick brats, dissatisfaction and disharmony. The organisations where these things are explained properly, get buying-in from employees, create confidence and trust find the change very smooth.

There are certain processes by which the change management sails through properly and gives a positive impact. Those processes that are required while initiating change management are mentioned in my research paper. The study is qualitative in nature and is based on my personal corporate experience of more than two decades. One example is the

change management which has been so popular and became the case study in IIM colleges is of Bank of Baroda.

Mr. Anil Khandelwal, former Chairman MD of the bank has made the change happen very smoothly, taking everyone into confidence and leading to no aftermath shocks. He demonstrated great skill while doing this. The research paper has also reflected on why many companies have failed in implementing the same. A very common reason surfaced was the lack

of strategic communication and proper which has led to the development of low confidence amongst people and therefore the objective failed. This paper has focused on the implementation methodology or processes to be considered while introducing and Organisational change. The leader should address the purpose and scope of the project and how it is going to benefit employees and the organisation. Create faith and confidence in people through strategic and powerful communication which will never let the project fail to lead to a very smooth sale through of change management.



KEYWORDS

Organisations, Employees, Communications, VUCA world, Technology, Business, implementation,

Introduction And Background

In this VUCA (volatile, uncertain, complex, and ambiguous) world, organisations are on tenterhooks and ready to change with the changing times. It is inevitable to change in order to live, survive and be a profitable organisation. Let me pen down some factors which give reasons for the organisations to change their existing style of working and adopt new one on the basis of the requirement.

1. Competition:

External and Internal: In this competitive world where surviving becomes a challenge. Competition threat is always there from Global and Domestic. People and businesses have to change their style of thinking and be ready to change in this kind of competitive world. Their business processes, technology and other resources need to be reviewed and changed as per the requirement otherwise one will find the very least chance to survive.

2. New Technology:

Technology is changing at a very fast pace. It is natural that new technology will definitely have some impact on the business in terms of increase in production, slimming and trimming of resources and processes. These changes are required to improve the business and growth of people. The technology is definitely good for the Organisation if implemented properly

3. Regulations – Internal and External:

Government Legislation: Frequently changing Government and International regulations for business. This needs to get adapted and adopted very quickly by the Organisation. These are the important requirement to be adhered to do business. It becomes a challenge for the Organisation and the people working in the Organisation

4. Growth of the organisation:

Business needs growth otherwise it is not a business. When you want to grow at a faster pace, you need to change the existing habit which could be anything like taking up more responsibilities and delivering in time, accuracy, introducing new technology, changing the process completely etc. These things are done in order to grow in business.

5. Economic and social changes:

This is another factor in the VUCA world which compels organisations and people to change and take the step forward to remain alive in the competitive world. Competitors and suppliers are being agents of economic change and the same needs to implement as quickly as possible.

6. Focus on Environmental requirements:

The environment is another factor which compels us to change. Some may be statutory which is compulsory to be done otherwise business gets impacted. Some may be good for the business, creates an image in the market and hence required to be done for business

7. Shift in customers' expectations or preferences.

This is not a new thing but the expectation of the customers keep changing and Business has to be on their toes to bring those changes otherwise one might lose the customer. Therefore, one needs to shift from one level to another for the growth and betterment of the Organisation.

The organisation will remain in the business till the time it keeps altering with the changing times and then only it will grow. Change management is the need of the day. In this VUCA world, anything can happen.

Hence change will keep happening in quick succession to stay fit in the market and be productive. Organisations and employees should always be on their toes to the changing requirement. The ability to manage change will be one of the most important competencies going forward. Every professional will have something to share as far as change management is concerned. Some of them were directly involved and contributed while others supported the change and contributed to the transition. Organisations will perish who are adamant about the need for change. They have no future.

PROBLEM

The scenario of the business is changing at a very fast pace. It is mostly because of the factors like technology, Government Regulations, socio-culture and economics. Employees working in the organisation are used to a certain way of life. Now any change in the system makes them feel insecure. Therefore they resist change. What are the steps that organisations should take to smoothly transition the change, so that people along with the change can happen in unison and both should happily accept this movement from one level to another for the betterment of business and people? There are organisations that do not change with the change in the environment that tend to perish. Secondly, if the organisation did not follow the process properly then the efforts tend to fail.

OBJECTIVE

The purpose of this research paper is to examine the factors which would impact change management in human resources and business. The process has to be followed and effectively manage the change in the organisation. In the VUCA world change is inevitable and permanent in nature. People cannot escape from it. Therefore, how effectively one does the

change management helps him to stay longer and be effective in the business.

Change is unavoidable which means it is inevitable. People working in the organisation are also an important part of the organisation. Therefore, how would an organisation execute their new project implementation plan which will make employees acceptable to change?

RESEARCH METHODOLOGY

Though some research has taken place on this subject and findings were also available. I chose to follow the secondary data available. I went through some of the research papers and thesis on the subject along with some talks and interviews with CEO and CHRO to ascertain the real issue behind this.

ANALYSIS ON THE TOPIC

I wish to refer Introduction and Background section of my paper where I mentioned the reasons “WHY” change is important. Then, I will talk about “HOW” change should take place so that everyone looks at the bigger picture and work in unity to achieve success in any change.

Change Management is a part of Organisational development which is a planned process of facilitating in the Organisation. Any change brings some perceived impact which could be positive or negative, depending on how well it has been implemented. Ultimately change in any form is going to impact people. It depends on how well it has been implemented. We all understand that change is permanent and inevitable to be agile and flexible in the market otherwise doomsday is sure to come. In this VUCA world changes have become too frequent. Adapt and adopt change at a fast and quick pace or else we may miss the bus and no one is to be blamed for the debacle. The BNET Business dictionary

defines change management as “the coordination of a structured period of transition from achieving lasting change within an organisation”. It can be explained as a process, tools and techniques to manage

people to adopt change in the business. The process followed helps people to adjust, accommodate, and change for good in the new business scenario.

Change is difficult but not changing is fatal. Either change with the time or perish within that time. Change is good lest people accept and welcome it with an open hand without having any sort of fear psychosis. Let's address change Management.

Q. Why is the change required?

The answer to this question is not hidden. The economy is growing in leaps and bounds, there ought to be some changes that have happened which led to a boom in the economy. People and businesses have witnessed the reasons for it. I would like to refer Industrialisation Era 3.0 & 4.0. Here are my take :

1. Automation and AI: This has helped businesses to improve their output with quality in the same existing system and machinery where hardware and software are executing the process by the pre-programmed algorithm and the software are mimicking the abstract thinking as humans in AI.

2. Privatisation: Privatisation is surely going to increase efficiency since accountability and responsibility are not only fixed but very monitored. Decision making becomes faster under the purview of resources; constraints and the environment as no need to get clearance from competent authority, because of execution of well proven decision sciences

tools. This will also increase competition; therefore more changes can be anticipated.

3. Era of Knowledge: People have become more creative and therefore learning of new skills are always happening to stay with the latest trend of the business. Organisation is keeping more budget for development of people wholesomely

4. Merger and Acquisition or only acquisition: Mergers or acquisitions are complete change in the culture and business outlook. It creates Organisation anxiety about the future which requires a proper change management process to make people align with the business as it is no more like before.

5. Digital Convergence: Digital Convergence has changed the life of people completely. So many technologies are converging together to generate output. This means that a particular job was done by so many people at one point in time, now with the convergence of technology some skilled resources are now required and not so many people. The role of training and retraining comes into play to equip employee's competence with the latest technology

6. Virtual Organisation: A virtual organisation depends on electronic linking to complete the process of production. It coordinated with dispersed people across locations. This is transforming the business completely to different level where everyone should be on toes and ready to change with the changing Scenario. At the same time the change management leadership team are required to follow the required steps to implement the changes suitably taking people into confidence otherwise this might misfire.

Q2. Why do people resist to changing

1. Habit in a particular way of life and functioning
2. Economic Factor
3. Job security
4. Fear of the unknown leading to anxiety

Let me talk about important features of change management

Change management has some salient features or activities for making it effective. How effectively the change has been communicated to the employees in the Organisation:

1. Human resources: Employees working in the Organisation are the people who would implement change management successfully. They should be kept in confidence by keeping them informed about the impending change in the Organisation. Everyone irrespective of levels are important player in the game of change management.

2. Visualisation for Change: Management brings something new in the system in order to generate more business and keep pace with the external change. Employees working may not be equipped to do so because of the reasons known to us. Therefore management should create a vision for the change. It should create a

blueprint which states where will the Organisation be after the change. What value to people and Organization is it beings on the table? Illustrate the benefits and advantages.

3. Motivate to Change: On one hand all of us know change is inevitable if one wants to stay in the business. At the same time this is not well understood by everyone, so there is a deficit in the motivation level. Management should strategically

communicate the forthcoming change by providing “what is there for them” (Employee). The short term benefits that the new system will provide to individuals and organisations should be communicated which will keep them motivated.

4. Managing Transition of change: Form a team that spearheads this work in a planned way. The roles should be segregated while ascertaining responsibility and accountability. This team will be responsible to navigate the change process and eliminate ambiguity if any and keep them motivated. Encourage others to support the long term vision and be supportive in any ways they would like to be.

5. Sustaining momentum: Human resource enabling strategies to be in place with the changing strategies like hiring, PMS, L&D & R&R are aligned to drive new behaviours in support of the business vision. This support will make employees ready to take up any new OD intervention.

Role of Leadership Team

Leadership role is very important from the point of strategically communicating to everyone, infusing confidence of employees especially the junior level employees who might feel uncertain about their future. They could help building up competencies, both skill and behavioural in employees to work in the new changing environment. Let me highlight some points which are very important and requires leadership intervention almost on continuous basis during the phase of transition:

- A. Face the reality- It is very obvious that some employees will resist change. They feel uneasy to get into a different zone from their comfort zone. Insecurity in people leads to emotional disturbance

which further leads to non-cooperation. It is the duty of the leadership team to address

amicable showing the blueprint and explain the facts and win their trust.

B. Building ownership - The leadership team should inculcate ownership in everyone. They should consider business as their own and should forgo their personal interest till the transition period. Though this is not an easy task they can show other employees from their example

C. Communication— The most important point if done properly then the change will be very effective. Strategic communication, making everyone feel that they all are part of the change and no one in the system is unaware of the move. This will also show transparency and trust of the management in employees. They should be ready to address the difficult questions. Communication should convey personal commitment. All the leaders should speak the same thing. This sends a very strong and positive message across.

Leadership role is very crucial to set the ball rolling in the right direction. The role is of change management, coaching, listening, communicating, bring everyone in synch and then develop a sense of owner ownership and oneness to execute the project. They should communicate to the lower most cadre and keep the door open for any clarity any employee wishes to have. There could be revolt also as organisation in moving from comfort to the discomfort as per them. Leadership role is to face them and not ignore while helping them to understand with the help of data and solve the issues with some good examples. These will help to sort out the matter helping transition to be smooth.

CONCLUSION

Advent of Industrialisation 3.0 and 4.0 when the computer era came into existence, the work started becoming quicker and more accurate. Hence around 1970s automation in manufacturing stepped in aggressively. Here the discomfort factors among people crept in especially at the Junior level. The culture at that time was not to involve people and hence some industries faced revolt and strikes etc which delayed the implementation. But some organisations which have followed the step properly gained confidence in employees have successfully implemented the project. Automation played a very important role to bring change. This is followed by Government changes in regulation, cut competition globally and customers' tastes and preferences.

In this VUCA world and things can happen and businesses and employees should be ready for the same. These days there is definitely an awareness among people. Everyone keeps abreast will the latest change, keep upgrading themselves, and always wish to the part of the team which implements the new project. This is the knowledge era and everything is available at a click of a button so no one should give the excuse of not knowing anything. Keep updating and upgrading are the way of life in this era.

The leadership team plays a pivotal role in implementing the change successfully. Strategic communication is the key to success. Change is very important but the management of change is further very important. Now is Industrialisation 4.0 when AI will take the place of human being. No matter whatever happens through industrialization, a couple of things cannot be taken away from human beings and i.e. empathy, sympathy, innovation, creativity, story-telling and

many more. Take advantage of automation and make them work in the hackneyed work. People should bear in mind that they have to keep upgrading themselves if they wish to progress in future and stay in the job.

The rate of change outside exceeds the rate of change inside, the end is in sight – Jack Welsh

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- b. Dr. Balamurugan Balusamy, Professor, School of Computer Science & Engineering and Director, International Relations .

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HR Transformation through AI

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Purpose – The purpose of this report is to study the new transformation of various hr functions by implementing artificial intelligence into organizations and prerequisites to be followed for implementation of AI and Analytics which leads to bring hr into strategic business growth.

Design/methodology/approach – The study is based upon the secondary data. Research papers, research articles, various cases of the organizations which helps in practical implementation of both artificial intelligence and analytics were studied. Ebsco, ProQuest, Wiley Library, Google scholar databases were exhaustively studied for this research paper. A systematic review of collected literature was done in detail assessing various parameters towards adoption of analytics and artificial intelligence for better decision making.

Findings – Results indicated that organizations are aware of the term and synonyms of artificial intelligence but there is backlog of understanding towards artificial intelligence and practical implementation of the same without knowledge and proper support staff. And also people have perception that artificial intelligence is only limited to engineering and medical domain and not applicable into management field.

Research limitations/implications – While the study results cannot be generalized outside of the intercollegiate context, primary survey need to be taken into consideration for developing more robust model for understating

organizations hindrances towards adoption of this new technology for management field.

Practical implications – With the help of the robust model developed organizations can prepare the workforce towards new future of hr functions by implementing analytics and artificial intelligence.

Keywords: Artificial Intelligence, Data Analytics, Decision making

Paper type: -Secondary Research Paper

Research Paper

Introduction

The world is getting smarter and AI is being used in HR to automate repetitive, low-value tasks thus increasing the focus on more strategic work. AI tools automate common HR tasks like benefits management or handling common questions or requests through chatbots, which are becoming increasingly popular. Technology has transformed the role of human resources management professionals to a large extent. More and more human resources management functions within the human resource department are being performed electronically to improve the administrative efficiency and responsiveness of human resources management to their internal clients, employees and managers. Web-based technology is also being used extensively for almost all key human resource activities. Some of them are employment application creation, employee benefits enrollments and training using e-learning based resources (Mathis and Jackson,

Artificial consciousness (from here on referred to as AI) is the start to using data on PCs and machines contemplate and drive about as individuals. During the 1800s-1900s, AI became common in scientific usage, however the possibility of AI has in the course of the last many years drawn nearer and more like a genuine reality. It has become evident that AI sooner or later will be replaced by a great deal of assignments that people do today, potentially in a more extensive territory than we can even consider as of now. Even though this change of assignment performance from human to AI will expand the effectiveness of the errands being dealt with, it likewise gives another work life circumstance at a greater data scale to adapt with. Change is occurring quicker than at any other time, and this progress could be one of the biggest mechanical changes that humanity should adjust to. In this way, a should be sure about which variations should be made and how to do as such is important to have the option to limit the measure of consequences that will be capable. Thus the consequence today we see is the extensive usage Smarter Mobiles, data storage and usage on mediums of OTT platforms, Smarter Sports games, Smarter Homes, Smarter Love and promotions (Social Media), where information is tracked and data is stored on every smart gadgets.

Thus what is this “Data”? The data sets in human resources tend to be quite small by the standards of datascience. The number of employees that a large company may have is trivial compared to the number of purchases their customers make, for example. Moreover, many outcomes of interest are rarely observed, such as employees fired for poor performance. Data science techniques perform poorly when predicting relatively rare outcomes.

How different is “Data” from “Information”? the terms “data” and “information” are used interchangeably. However, there is a subtle difference between the two.

In a nutshell, data can be a number, symbol, character, word, codes, graphs, etc. On the other hand, information is data put into context. Information is utilised by humans in some significant way (such as to make decisions, forecasts etc).

A basic example of information would be a computer. A computer uses programming scripts, formulas, or software applications to turn data into information.

Data	Information
Data is unorganised and unrefined facts	Information comprises processed, organised data presented in a meaningful context
Data is an individual unit that contains raw materials which do not carry any specific meaning.	Information is a group of data that collectively carries a logical meaning.
It is measured in bits and bytes.	Information depends on data.
Raw data alone is insufficient for decision making	Information is measured in meaningful units like time, quantity, etc.
An example of data is a student's test score	Information is sufficient for decision making
	The average score of a class is the information derived from the given data.

Big Data-> Machine Learning-> Artificial Intelligence

In recent years, there's been a steep increase in the number of write-ups and articles on 'Artificial Intelligence' (AI), 'Machine Learning' (ML) and 'Big Data'; noticeably because practical applications of these new technologies is trending upward in all business domains and in day-to-day life.

- Big Data is the heart of Smart Revolution
- Machine learning is a method of data analysis that automates analytical model building.
- Artificial intelligence is a set of algorithms and Intelligence

Literature Review

Kolbjornsrud, Amico and Thomas (2016) state that 54% of a manager's time is consumed with administrative coordination and control. They mean that AI will save them a lot of time by taking on this part

performing it faster, better, and at a lower cost. In their article they found five practices that managers will need to master to stay successful, including (1) leaving those administrative tasks to AI, (2) put their focus on decisions and judgment work, (3) treat the software and the intelligent machines as colleagues, (4) enable design thinking and harness creativity, and (5) develop social skills and networks.

- The challenges faced separately at each stage of usage called the AI Life Cycle: Operations – Data Generation – Machine Learning – Decision-Making. The study rely on key ideas from Evidence-Based Management - a theory driven causal analysis of “small data” (Barends and Rousseau 2018; Pfeffer and Sutton 2006; Rousseau 2014). Suggesting how, given these constraints, there is progress in the application of machine learning tools to HR. Specifically, focusing on the role of causal models in machine learning (Pearl 2009, 2018). Establishing causation is central to concerns about fairness, which are fundamental to making decisions about employees, and machine learning-based algorithms typically struggle with that challenge.

- “Tambe and Capellie (2018) have discussed about the issues in using Data sciences in HR field and have proposed methodology to overcome those barriers for economically efficient and socially appropriate.

- Meyer(2018)discussed about key ideas from Evidence-Based Management in Artificial Intelligence In 2018, Amazon discovered that its algorithm for hiring had exactly this problem for exactly this reason, and the company took it down as a result (Meyer, 2018). Even when the sex of applicants was not used as a criterion, attributes associated with women candidates, such as courses in “Women’s Studies” caused them to be ruled out. If instead organisations build an algorithm on

a more objective measure, such as who gets dismissed for poor performance, the number of such cases in a typical company is too small to construct an effective algorithm. Moreover, once applicants discover the content of our hiring algorithm, they are likely to respond differently in interviews and render the algorithm worthless.

- Barends and Rousseau (2018;) talked about the importance of causal analysis of small data sets in the organization. This aims of HR analytics in terms of enabling fact-based and data-driven workforce decisions, internal organizational data and facts, practitioners’ professional expertise and judgment and stakeholders’ values, concerns and expectations.

- Denrell, Fang, and Liu(2015)had given its perceived fairness and the difficulty that analytics may otherwise have in making fair and valid decisions. can be useful as a decision process, Based on arguments on knowledge of contemporary practice as well as on interactions with practitioners, and in particular, a 2018 workshop that brought data science faculty together with the heads of the workforce analytics function from 20 major US corporations.

- Pfeffer and Sutton(2006)The complexity of HR outcomes, such as what constitutes being a “good employee.”There are many dimensions to that construct, and measuring it with precision for most jobs is quite difficult: performance appraisal scores, the most widely-used metric, have been roundly criticized for problems of validity and reliability as well as for bias, and many employers are giving them up altogether (Cappelli and Tavis 2017). Any reasonably complex job is interdependent with other jobs and therefore individual performance is hard to disentangle from group performance (Pfeffer and Sutton 2006) which influences employee’s performance and is often inextricable from the performance of the group.

Problem Study

- Non availability of skilled employees in terms of data science in HR
- Artificial Intelligence will not take over the HR functions in fact can go hand in hand.
- HR focus was on mundane administrative tasks, complicated excel sheets, and paperwork.

Need for study

- More focus can be given in building the skilled workforce for developing algorithms in Different HR Functions.
- Implementation of NLP in various functions make it easier and,
- To make HR Function inclined towards strategic development of the organization for better decision making

Gaps identified

- AI has proven to have multiple use cases in HR if backed by correct data.
- It can definitely be a facilitator to transform HR to a strategic partner by advocating data-driven decisions instead of good old gut feeling ones.
- People Analytics coupled with AI and human interventions as and when required can be the best combination in providing solutions to unsolved problems.

Research Methodology

- Research methodology used for this research is based on Qualitative Data collected from secondary data collected from various from various research articles and research papers available on Ebsco and Proquest and Google Scholar.
- Data has been collected information pertaining example show Artificial Intelligence is changing the face of HR functions.

Research Objectives:

- To understand the difference between big data, Machine Learning and Artificial Intelligence.

To explore the linkage of Artificial Intelligence with various HR Functions

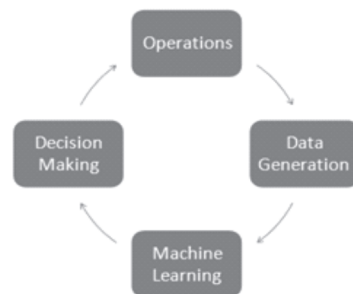
- To understand the problems towards collection of data and adoption of Analytics at workplace.

Theoretical Construct of the research is based on

- HR Functions like Recruitment, Artificial Intelligence in Recruitment, selection and on boarding.
- Artificial Intelligence in Training and Development.
- Artificial Intelligence in Handling Employee Queries and Performance Management, which are the Independent Variable of the study
- Understanding and awareness of Data Usage in the HR functions are the Moderating Variable
- Increase Productivity is the outcome of the study by use of AI used for making Faster Business Decisions and focus on Strategic Work

Life Cycle of AI Supported for HR Practices

Figure 1 depicts a conventional AI Life Cycle: Operations, Data Generation, Machine Learning, and Decision-Making.



The AI Life Cycle

AI is specific to impact the life cycle of employee. A stretched HR professional, swamped with the operational recruitment process by checking resumes data generated through the machine portals and try to schedule interviews and still trying to

meet the needs of current employees and engage in strategic workforce planning, can turn to AI to handle the more repetitive tasks. With software solutions processing information efficiently and without demanding, not something we can often say about humans the advantages are noticeable.

This technology will change how organisations recruit, their strategy for encouraging employee learning and development, and also monitoring performance management and coaching. Still, AI is only as good as the data it analyzes.

Employees have more confidence in robots than their administrators, as indicated by the second yearly AI at Work study led by Oracle and Future Workplace, an examination firm getting ready pioneers for disturbances in enrolling, advancement and representative commitment. The investigation of 8,370 representatives, administrators and HR pioneers across 10 nations, discovered that AI has changed the connection among individuals and innovation at work and is reshaping the job HR groups and directors need to play in drawing in, holding and creating ability. AI is Changing the Relationship Between People and Technology at Work

In spite of normal apprehensions around what AI will mean for occupations, representatives, supervisors and HR pioneers across the globe are announcing expanded reception of AI at work and many are inviting AI with affection and good faith.

- AI is turning out to be more noticeable with 50% of laborers as of now utilizing some type of AI at work contrasted with just 32% last year. Laborers in China (77%) and India (78%) have embraced AI over 2X more than those in France (32%)

and Japan (29%).

- The greater part (65%) of laborers are hopeful, invigorated and thankful about having robot colleagues and almost a quarter report having a cherishing and satisfying relationship with AI at work.

- Workers in India (60%) and China (56%) are the most amped up for AI, trailed by the UAE (44%), Singapore (41%), Brazil (32%), Australia/New Zealand (26%), Japan (25%), U.S. (22%), UK (20%) and France (8%).

- Men have a more certain perspective on AI at work than ladies with 32% of men hopeful versus 23% of ladies.

Employees Trust Robots More than Their Managers

The expanding reception of AI at work is fundamentally affecting the manner in which representatives associate with their chiefs. Therefore, the conventional job of HR groups and the director is moving.

- 64 percent of individuals would trust a robot more than their supervisor and half have gone to a robot rather than their chief for guidance.

- Workers in India (89%) and China (88%) are more trusting of robots over their employers, lagged by Singapore (83%), Brazil (78%), Japan (76%), UAE (74%), Australia/New Zealand (58%), U.S. (57%), UK (54%) and France (56%).

- More men (56%) than women (44%) have gone to AI over their administrators.

- 82% of respondents figure robots can show improvement over their administrators.

- When asked what robots can show improvement over their directors, study respondents said robots are better at giving fair-minded data (26%), keeping up with work plans (34%), critical thinking (29%) and dealing with a spending plan (26%).

- When asked what administrators can show improvement over robots, laborers

said the best three assignments were understanding their sentiments (45%), training them (33%) and making a work culture (29%).

Example: A software engineer who's all the information is already with AI tool collected from various sources, with sensors around at workplace, using image processing; one can get to know the mood.

Tools used can tell us whether he is happy working on a particular project. If he is stuck at some place what websites does he refers to.

It can also predict If the engineer successfully delivers a project will he be able to perform with the same pace, knowledge and interest in the next project.

It can also predict which engineer would fit best for which project considering the skills and attributes. If he is stuck at some place what websites does he refers to.

Talent acquisition process and On boarding

- Hiring chatbot Mya Systems uses conversational AI to streamline the recruiting process for staffing agencies and companies such as L'Oréal, Adecco, Hays, and Deloitte..
- Examining candidates, sustaining databases, scheduling interviews, and acknowledging the contestant's questions to resolving them.
- The chat bots based on AI can communicate with the candidates who have the potential, and assign them the jobs and positions as per the profile. What this process will do is, it will shortlist the best and most deserving candidate who fits the job description perfectly.
- Companies with a turnover above \$750 million use digital data-gathering tools to monitor employee activities and performance.
- Includes analyzing the content of emails to determine employee satisfaction and

engagement levels.

- Tracking devices to monitor the frequency of bathroom breaks, as well as audio analytics to determine stress levels in voices when staff speaks to each other in the office.

- Offer incentives to staff that let them track their health through Fit bit devices and other specialized apps.

Conclusions of the Study:

After examining candidates, sustaining databases, scheduling interviews, and acknowledging the organisations employees questions to resolving them, AI decreases the time and effort needed to go through them and such other mundane tasks

- Talent gap is there it can be expensive and hard to find properly educated or skilled people.

- Concern over privacy: confidential HR data must be accessed securely and available only to the authorized person.

- AI requires deep learning and regular review and updates.

- Integration capabilities: data availability is limited,

- AI is a facilitator, not a complete solution.

- It can help to give data-driven insights which coupled with human interventions can provide optimal solutions

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An analytical study of transformational change in the education process from traditional to online mode due to Covid-19 crisis

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Abstract

Change is an inevitable part of any organization. Change occurs in the organizations due to changes in technology, new leadership, new business models, and so on. Due to Covid the educational institutions and teachers have to do major changes in the teaching process and infrastructure facilities. Covid 19 pandemic has forced the schools and colleges to go online.

The research is undertaken to investigate the change adopted in higher educational institutions to start online teaching. The questionnaire is based on different aspects of online teaching like training for the teachers, infrastructure facilities in the institutions, preparation of online modules, barriers in online teaching, etc. This research paper reports in-depth quantitative findings based upon the responses of 143 respondents from Arts and Commerce teachers of different senior colleges.

The research reveals that 81.7% of teachers have taken the training of online tools like Google Classroom, Testmoz, Edmodo, etc. 62.9% of teachers are mentally prepared for online teaching, 66% of teachers have prepared online modules, 78.6% of teachers say that their institution has technical facilities for online teaching. Some of the respondents opined that there are technical barriers in online teaching like difficulty in using software, frequent technology failure, and preparation for online teaching takes more time than classroom teaching, etc.

Keywords

Change, Online teaching, Pandemic,

Classroom teaching, Online tools, Barriers.

Introduction

Organizational change occurs when it alters the major component of its organization, such as its infrastructure, technology, organizational structure, and so on. To survive in the market and to succeed every organization has to change itself according to changes in its internal and external factors of the environment. To face the challenges of Covid 19 schools and colleges adopted an online education mode.

Online teaching means using different online tools for teaching instead of face-to-face education in a physical classroom. It is just one type of "distance learning" that takes place across distance and not in a traditional classroom. In recent years, e-learning is growing faster due to its benefits. Different tools are available for online teaching like Edmodo, ClassDojo, Google classroom, Zoom, and so on.

The Covid 19 situation, forced schools and colleges to adopt online teaching. Due to the transformational change in the education process from traditional to online the institutions, teachers and students have to mold themselves according to the situational demand.

Covid-19 gave the realization of the importance of online teaching. Due to the pandemic situation, colleges have adopted blended teaching; combining traditional and online methods of teaching. Accepting the online education was challenging for the educational institute due to many reasons like infrastructure facilities in the institutions, technical knowledge of the teachers regarding online tools,

availability of technology with the students, lack of motivation in the students, digital literacy, and technical issues, and so on. This paper throws light on the process and implementation of the educational institutes for online teaching and the barriers to online teaching.

Objectives of the Study

- To know whether the educational institutions are technically ready for online tools and teaching.
- To study the teacher's preparations for online teaching such as training, preparation of online modules, are they mentally prepared, and so on.
- To study the difficulties confronted by teachers during online teaching.
- To suggest corrective measures.

Hypothesis

Higher educational institutions and teachers have successfully implemented the online teaching process.

Scope

The research covers the institutional and teacher's preparations required for online teaching; infrastructure facilities in the institutions, availability of the online tools in the institutions, training to the teachers, preparation of the teachers (online modules), and so on. It also covers the difficulties faced by the teachers during online teaching.

Limitations of the Study

- The drawbacks and benefits of classroom teaching are not considered in this study.
- Only Arts and Commerce streams are considered for the study.
- Students' opinion on online teaching is not considered in this study.

Research Methodology

In this study, a research design is used which is quantitative as it allows for a larger sample size. Data is collected from

primary and secondary sources.

Period under Study

The duration of the study is from the academic year 2020 onwards, specifically when the colleges started online teaching due to the Covid crisis.

Data Collection

Primary Source

The researcher prepared eleven questions and received responses from 143 teachers of different senior colleges including assistant professors, associate professors, and professors. Questions were based on different aspects of online teaching which include, technical facilities in the institution, training for the teachers, preparation of online modules, the barriers to online teaching, and so on. Questions framed were close-ended questions and in different formats like Yes/No, Likert scale, multiple-choice, etc. Questions were prepared on Google forms and responses were collected online. The data collected is analyzed to conclude.

Secondary Data

Secondary data is collected from the internet.

Sample

Responses were received from 143 teachers including assistant professors, associate professors, and professors from different senior colleges in Commerce and Arts stream. The responses were received from different senior colleges in the Pune district.

Tools used for Analysis

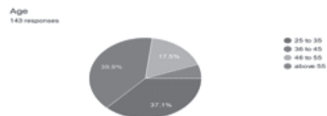
Graphs and Pie charts were used to analyze the data.

Analysis and Interpretation of the data

Analysis of data is done with the help of different graphs. The researcher used a pie

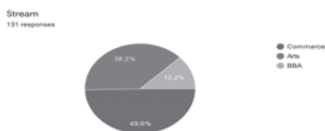
diagram and bar diagram to analyze the data. The collected data is analyzed and interpreted as follows:

Chart 1: Age of the Respondents



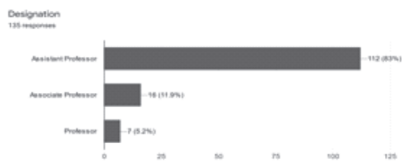
The above chart shows that the maximum respondent i.e. 39.9% are from the age group between 26 to 45 years. The respondents from the age group of 26 to 35 years are 37.1%. The respondents above the 55 age group are very less which is around 6%.

Chart 2: Stream



The above chart shows that 49.6% of respondents are from the Commerce stream. 38.2% of respondents are from the Arts stream and 12.2% of respondents are from BBA.

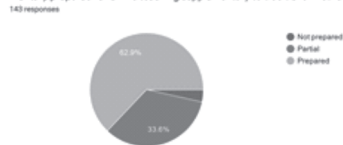
Chart 3: Designation



The designation of the respondents are, out of 143 respondents 112 are Assistant Professors, 16 are Associate Professors and 7 are Professors.

Chart 4: Teachers are mentally prepared for online teaching.

Mentally prepared for online teaching supplementary to traditional method



The above chart shows that 62.9% of teachers are mentally prepared for online teaching. 33.6% of teachers are partially prepared and 3.5% of teachers are not prepared for online teaching.

Chart 5: Training for Online teaching.

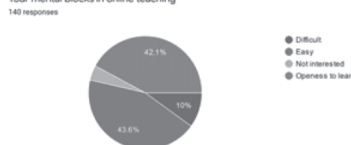
Have you taken online teaching training (like Google Classroom, Testmoz, Edmodo etc.)



According to the above chart, 81.7% of teachers have taken training for online teaching and 18.3% of teachers have not taken training in online teaching.

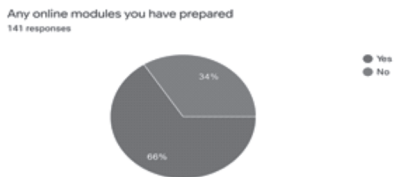
Chart 6: Mental blocks in online teaching.

Your mental blocks in online teaching



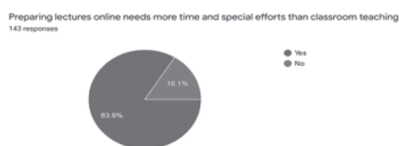
The above chart shows that 43.6% of respondents say online teaching is easy. According to 42.1% of respondents, online teaching is openness to learning. According to 10% of respondents, online teaching is difficult. Whereas 4.3% of respondents are not interested in online teaching.

Chart 7: Teachers prepared online modules.



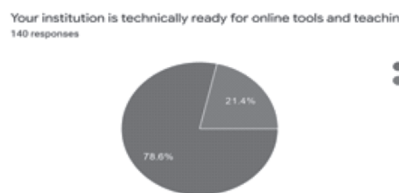
The above chart shows that 66% of respondents have prepared online modules and 34% of respondents have not prepared online modules.

Chart 8: Online lectures need more time and special effort than classroom teaching.



The above chart shows that according to 83.9% of respondents online teaching needs more time and special efforts than classroom teaching. Whereas 16.1% of respondents opined that online teaching need not require more time and special efforts than classroom teaching.

Chart 9: Technical facilities available in the institution.



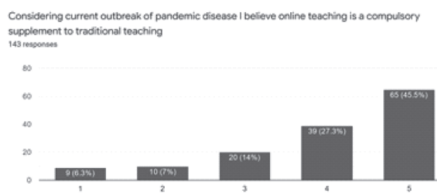
According to the above chart, 78.6% of respondents say that their institution is technically ready for online tools and teaching. 21.4% of respondents opined that their institution is not technically ready for online tools and teaching.

Chart 10: Technical barriers in online teaching.



The responses to the question of technical barriers in online teaching like frequent technology failures, difficulty in using software, etc. are: 25.4% of respondents highly agree with this question, 31% of respondents agree with this question, 5.6% respondents highly disagree with this question, 9.2% respondents disagree with the question, and 28.9% respondents were neutral to this question.

Chart 11: Online teaching is a compulsory supplement to traditional teaching.



outbreak of pandemic disease, I believe online teaching is a compulsory supplement to traditional teaching the teacher's responses were: 45.5% of respondents highly agree with this question, 27.3% of respondents agree with this question, 6.3% respondents highly disagree with the question, 7% respondents disagree with the question and 14% respondents were neutral for the above question.

Findings

From the above analysis findings of the research can be stated as follows:

- For the question, ‘Teachers mentally prepared for online teaching’, it is found that 62.9% of teachers are mentally prepared for online teaching. 33.6% of teachers are partially prepared for online

teaching.

- From the research, it is found that 81.7% of teachers have taken training for online teaching and 18.3% of teachers have not taken training in online teaching.

- For the question ‘Mental blocks in online teaching’, it is found that 43.6% of respondents say online teaching is easy. 42.1% of respondents say online teaching is openness to learning. According to 10% of respondents, online teaching is difficult. Whereas 4.3% of respondents are not interested in online teaching.

- According to the survey, 66% of respondents prepared online modules, and 34% of respondents have not prepared online modules.

- According to the research, 83.9% of respondents say that online teaching needs more time and special effort than classroom teaching. Whereas 16.1% of respondents opined that online teaching need not require more time and special efforts than classroom teaching.

- According to the research, 78.6% of respondents say that their institution is technically ready for online teaching and 21.4% of respondents opine that their institution is not technically ready for online teaching.

- For the question, ‘Technical barriers in online teaching’, the findings reveal that 25.4% of respondents highly agree and 31% of respondents agree that they face technical barriers in online teaching. The response of 28.9% of respondents was neutral. 5.6% of respondents highly disagree and 9.2% of respondents disagree with the question that they face technical barriers in online teaching.

- For the question, ‘Considering current outbreak of pandemic disease I believe online teaching is a compulsory supplement to traditional teaching,’ the findings were: 45.5% of respondents highly agree with this question, 27.3% of respondents agree with this question, 6.3% of respondents highly disagree with the

question, 7% respondents disagree with the question and 14% respondents were neutral for the above question.

Recommendation

Teachers should be given training for using the tools such as Edmodo, ClassDojo, Google classroom, Microsoft teams, and so on. So that they can take full advantage of these tools for online teaching.

Teachers should create online modules i.e. online lessons. This will help to create a clear teaching path for the teachers.

Institutions should be ready with all the online tools which will help the teachers to easily contact the students and take the class.

To make the online class more effective the teachers should make short videos, and take polls which will increase the attention of the students. They should also frame a small quiz at the end of the lecture and so on.

Teachers should use screen capture technology when want to share their screen with students. Some of the options are Camtasia and Loom.

Teachers can use different tools available in the institution to make the classroom more attractive like camera, screen share video, screen share audio, screen share graphics, whiteboard, chat, viewer engagement emojis, etc.

Teachers should give a break to the students during the lecture to discuss among themselves or with the teacher during the class. It increases the involvement of the students in the class. Continuous teaching will be boring for the students.

Students should be motivated to use chat boxes for giving answers. This will enhance their involvement in the class.

The use of short films or videos will help to engage the students in the class and facilitate better conceptual understanding.

Conclusion

From the above analysis, it can be concluded that the institutions and teachers are well prepared for online teaching. The institutions have required infrastructure, training is given to the teachers regarding online teaching, teachers have prepared online modules, and they have a positive perception towards online teaching, and so on. We can say that the organizations have properly implemented the change in their organizations. Teachers also learned different online required tools for conducting online lectures. This transformational change from traditional classroom teaching to online teaching is made successful by educational institutions. Online teaching is not important only during a pandemic but it has become the need of time. The 21st century is going online. We cannot deny some of the limitations of online teaching that online teaching requires more time and effort initially, and teachers face technical barriers during online teaching.

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Change Management and its impact on Human Resource policies in the new technical world

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Abstract—

Throughout the sweep of history, talented individual has always risen above the known limits of their time. It is seen from last so many decades that, if you want to bring the change in organization, society and corporate human resource can make a difference when they dare to believe in creating advantage for themselves, their organization, society and future.

In corporate world difference between high performance is specially marked when it comes to implement the robust change management program.

Change is the vital ingredient of organizational success for it reflects attitudes and sentiments of individual, towards the organization's objective. Positive change helps to enhance innovation, creativity, out of box thinking which improves the morale of the employee.

Keywords — Change Management, talent, high performance, creativity, innovation, out of box thinking.

I. INTRODUCTION

Change is inevitable in today's world of volatility uncertainty, complexity and ambiguity (VUCA). It is not the strongest of the species which survives nor the most intelligent but, species the most responsive to the change. No organization can isolate itself from external forces. Change/transformation culture is therefore not only "Good to have but imperative to survive". In the present scenario the industries are moving from mass production to required production by the masses. This is possible only if organization can adopt the change fast.

Human Resource development has to also play the vital role with rising prosperity and urbanization to decentralize HR policies based on demography, gender etc. It is responsibility of HR to build the culture of inspiration, focus, experimentation and impart real skills. Change is the vital ingredient and occurs due to globalization, increase pace of competition, vibrant technological improvement, flow of information and behavioural change in stakeholders.

To bring change in the organization, cultural transformation is a key future. The key to successfully managing change and cultural transformation, organization has to ensure the structure, support and efforts in order to realize and maintain the results. Human Resource plays the important role to support the change process, specifically by developing tools and methodology for line managers and involve employee in the process by the way of communicating the need for the change and then bring the change. In the change process, the leadership is the important aspect and work as a role model. In change process behavioural change throughout the organization is key to success. To implement the change initiatives successfully, the following six steps are providing the guidelines –

1. Create the change agenda
2. Flexibility in the organization
3. Hardwire change
4. Robust system for measuring the result
5. Sustainability and reinvent.
6. Structured and strategic communication

II. LITERATURE SURVEY

In the literature survey done we came across the information stating that organizations which are change management focused have to build a purpose and change management vision articulating to the desire for culture and behaviour. To ensure the outreach the leadership visibility govern and engage the stakeholders to ensure excitement. Business should capture commitments and initiatives on roadmaps for the change with structured ongoing learning process. Reinforcing desired behaviour, communicating strategy, consistency are the basic principles for bringing the change.

Further, it is important to define the concepts of this study to clarity, therefore, after the introduction, the next section will be defining the necessary concepts:

Making Change: Making change is an interlinked process considering adjust, acquire, adapt and much more.

Change carriers: In the organization everyone undertakes the task of initiating and managing change in an organization is known as a change agent. Change agents can be internal, such as managers or employees who are appointed to oversee the change process. In many innovative-driven companies, manager and employees alike are being trained to develop the needed skills to oversee change

Change resistance: is any attitude or behaviour indicating no willingness to support or make a desired change. If you resist the change, you will lose the business or loss of the known by moving to the unknown.

Human Capital: It is the human factor in the organization; the intelligence, skills and expertise that gives the organization its specialized character. Motivated human being creates learning, bring innovation and develop capability which ensure the long run survival of the organization

III. STEPS INVOLVED IN CHANGE MANAGEMENT PROCESS –

1. Sense of urgency – When HR leadership can examine the need of hour, it leads to the organizational transformation. The leaders should be frank, that they can explain the potential crisis. Only then the organization can achieve the targeted goal throughout the change process.

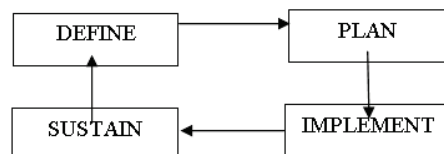
2. Form the strategic vision and take initiatives - HR leadership should form the strategic vision and take the proper initiatives to manage the change process. An effective vision provide direction, motivate and improve morale of the employee which inculcate the change process. Providing visionary direction is the great challenge for the organization, clear vision provide directives for achieving the goal of the organization.

3. Create the short-term goals – To achieve the organizational growth during the change process it takes time and this may lead to discourage the employees. Hence, HR leader along with the managers should generate the short-term goal which is visible to many people and clearly related to the change efforts.

4. Enable action by removing barriers - To empower employees to support change and act on the vision, HR leaders should identify and remove obstacles. There are three categories of the obstacles:

- Formal structure can make the process difficult for employees to act.
- A lack of needed skills.
- Personnel or information systems.

Change Management Model –



Fig(1)

Define – In this stage, clarify your role in the change management process and also looking behind what is changing and how it will be changing. Accordingly establish the timeframe and clarify the success measures.

Plan – In this 2nd stage of model, conduct the assessment of impact due to change management in the organization. Create the change and stakeholder’s engagement plan and identify risk and risk mitigation plan.

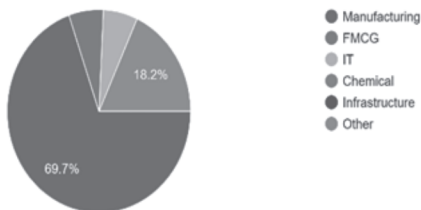
Implement – While implementing the change in the organization roll out the communication across all employees and training plan. Accordingly deploy the risk mitigation plan.

Sustain – This is last stage of the model where HR leader has to monitor the adoption of the change, reinforce behaviours that are aligned to the change, measure impact of change.

IV. SURVEY

A survey was conducted amongst the HR professional across manufacturing industries to understand the awareness of change management in HR fraternity. We have received the response from 32 HR professionals.

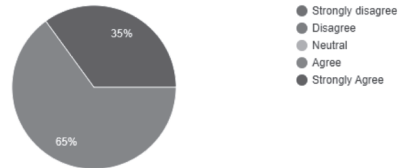
1.Type of Industry –



Majority of respondent belongs to

Manufacturing sector

2.Ensure alignment of the HR system with the desired culture is the key for bringing the change in the organization.



Fig(3)

3. In change process clear vision, mission, strategies play the vital role



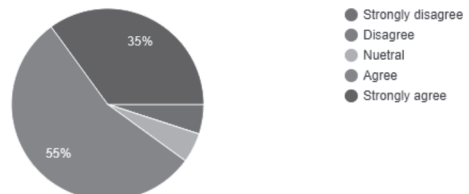
Fig(4)

4.Capability assessment, training and staffing is the important HR initiatives for bringing the change



Fig(5)

5.Visible leadership is bringing the change successfully



6. For implementing the change Managing the relations with union, employees and councils are important



Fig (6)

10. Empowering employees in change management making capable workforce.

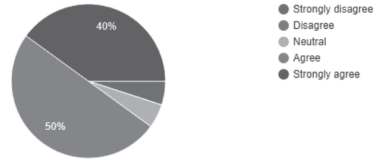


Fig (10)

7. To bring the change mobilizing stakeholder support is important.

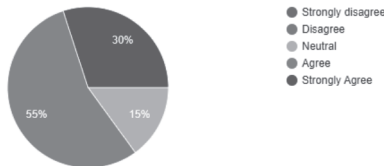


Fig (7)

11. HR can reduce the resistance for change management by the initiatives



Fig (11)

8. Leveraging counselling, coaching and mentoring are the key actions to bring change.

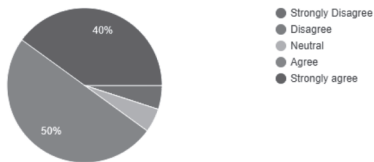


Fig (8)

12. For organizational sustainability adopting change is inevitable.



Fig (12)

9. In change management HR strategy plays important role hence shall be incorporated in corporate planning.

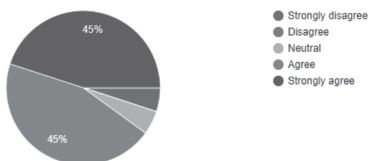
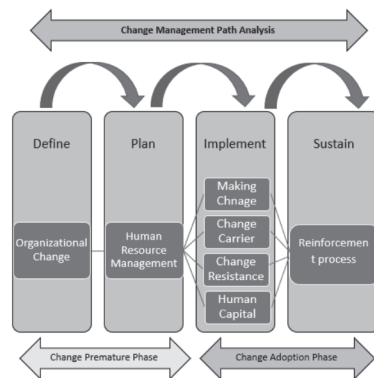


Fig (9)

V. PATHANALYSIS -



VI. CONCLUSION AND RECOMMENDATIONS

Conclusion –

To conclude this research, researcher has suggested the following action plan –

In the changing business landscape, talent identification is vital, it is equally important to fit the talent in the right bucket. In future, observing key performance indicators are not going to play the key role but frequent conversation will play the vital role.

Openness, trust, teamwork and collaboration needed to create a culture of change management. To bring change in the corporate people are at the heart of the organization and they are guided by values of authenticity, excellence, forward looking and wellbeing. In order to bring the change, people and Human Resource Development department have to go together to boost the performance.

HR has to play the vital role for creating learning cultur, continuous improvement in driving the change.

Recommendations -

This survey shows the organization and its environment and the forces (external and internal) that the environment puts on the organization during the change process. Thus, while implementing each function the optimum decision to handle the change process as shown in the framework where HR implements, monitors and guides the implemented process, controls HR has to acquire feedback and understand the pulse of the organization and accordingly adjust and reframe the changes implemented.

By using this survey researcher is suggesting that change in any organization by managers and HR professionals can help to plan the steps needed for change management, and while implementing them can help to identify the gap and take the corrective

action for smooth implementation from status quo to the new desired In change management process HR professional has to understand what change will be coming, how it will be driving to transform effectively in the organization so that there will be less resistance and increase productivity. Understanding the process of change management every organization should build strong pillars of Human based stakeholders to ensure the landing of change without any difficulties. It's a combination of Vision and the torch bearers who are the ensuring elements of change managements.

Researcher recommended that to managing change and cultural transformation, HR has adversity in following area –

- Mastering the HR processes
- Provide shared services
- Restructure the organization
- Improve the leadership
- Measure the employee's performance
- Enhance employee commitment
- Drive the activities for work life balance
- Manage diversity
- Creating a learning organization
- Managing the demography.

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Reinventing Human Resource Management Practices in Managing Change to facilitate Organizational Transformation in the 21st Century – A Research Review

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Abstract

The rapid technological advancement and competitive business environment have necessitated the organizations to transform their systems and business processes to suit the needs and requirements of customers. When the organizations embark on change processes, the workplace practices and procedures which are employee-centric also need to be redefined and reinvented. While the HR Department is at the centre stage of an organization, it plays a vital role in transforming the organizational change processes. With this perspective, the aim of this research study is first to get an insight into the domain of human resource management and to understand the concept of managing change in an organization. This research study is based on the resources available through online sources from various published research studies and journals in managing change in an organization with a thrust on redefining traditional HR practices. Followed by that some HR Practices are analysed to redefine and reinvent to suit the needs of today's workforce which facilitates willingly accepting organizational change management processes. The study emphasizes and suggests ways to reinvent some of the HR practices such as organizational communication, work culture, recruitment and selection, transactional HR activities, workplace diversity, transparent and fair approach in advocating HR practices, learning and development, pay equity, job design, healthcare benefits, work-life balance, employee relationship management, performance management systems, rewards and recognition, employee

counsel and grievance redressal. The study concludes by highlighting the role of HR in taking initiative and enabling the employees susceptible to organizational change processes.

Key words: Employee-centric, Reinvent, Change Management, HR Practices, Organizational Transformation

Classification: JEL Classification, Code-J24

Introduction

In Today's business context, human resources and management of human resources have acquired a centre stage irrespective of the nature, type and size of an organization. Indeed, the competitiveness of an organization is driven by the motivation, ability and competence of the people employed, whereas managing the human resources is becoming much more complex than ever before due to competition and availability of ample opportunities in the job market.

As the organizations are becoming more and more employee-centric, particularly from the past decade of the twenty-first century, there is a need to redefine, reinvent and transform the traditional HR practices into innovative and dynamic HR practices to suit and meet today's workforce, in turn, to drive the organization in managing change to achieve competitive advantage.

With this perspective, this research paper focuses on how Human Resource Management as a function or dept. per se can reinvent the HR practices and facilitate the organization for transformation to

management change in a competitive business environment.

II. OBJECTIVES

1. To introspect and get an insight into the domain of human resource management
2. To understand the concept of managing change in an organization.
3. To analyse how innovative HR practices facilitate in managing change for organizational transformation.
4. To suggest ways to reinvent HR practices that enable managing change in an organization.

III. METHODOLOGY

This research study is based on the resources available through online sources from various published research studies and journals in managing change in an organization with a thrust on redefining traditional HR practices. During this review process, the HR practices that facilitate managing change for organizational transformation have been considered for the subject of study.

IV. RATIONALE FOR THE STUDY

In a competitive and dynamic business environment, the survival and sustenance of the organization depend on the ability, enthusiasm, commitment and motivational level of the people employed. Indeed, in today's organizations, the role of the HR Manager is becoming more critical for the organization to attract, retain, nourish, and engage the employees to drive and achieve the business goals. For this to happen, good and sound HR practices are predominant which reflects the organization and boosts corporate image as the younger workforce looks for a conducive work environment besides lucrative benefits and continuous motivation from their superiors and an additional learning curve to improve career advancement opportunities.

Although various research studies are

available on the management of human resources, the study of this kind is limited. This research study is all about analyzing how innovative HR practices facilitate managing change and enable organizational transformation. Further, this study attempts to accentuate some of the ways to reinvent HR practices to enable the organization in managing change and facilitate competitive advantage.

V. PERSPECTIVES ON THE EVOLUTION AND ROLE OF HUMAN RESOURCE MANAGEMENT

The management of human resources has revolutionized in various stages from the beginning of industrialization. While it emerged in its early phase focussing on working and living conditions of employees through labour welfare practices; and subsequently, transitioned to different stages such as compliance to labour laws and legislations and administration of employees through personnel management; enabling and developing employee-employer relations, motivation, training and development through human resource management; driving employee engagement to optimize productivity, creating value-added business through human capital management; and aligning HR goals with business goals and facilitating in organizational creativity and innovation through strategic human resource management.

In general, although the management of human resources has undergone a paradigm shift over a period, unlike other strategic functions such as Marketing, Production, Finance and Accounts, the HRM is yet to gain momentum and credibility from the employer in many organizations whether it may be small or big or private or public limited companies.

The factors which hinder the credibility of HRM from the organizational perspective are primarily the inability to conceptualize from the point of view of the business and customer needs, unable to sync or align HR goals with the business goals, not coping with speed and delivery of the needs of internal customers, low competency in HR analytics, more focus on administrative aspects rather than strategic needs of the organization, lack of initiative and drive to be a front runner.

Since managing human resources has taken centre-stage in today's organizations, the HR Manager and the team need to be agile and a front runner to rethink and reorient to frame HR policies in line with the business goals besides acquiring competency level to cope with the organizational needs.

VI. PERSPECTIVES ON MANAGING CHANGE IN AN ORGANIZATION

Change is universal and sine qua non, either for the growth of an individual or any business organization. In the business context, change is the adoption of a new idea or system or a change in behaviour of employees based on organizational requirements. In other words, change is a way of altering an existing system to improve its effectiveness for achieving an organization's objectives. While adaptive changes necessitate minor adjustments or incremental modifications, transformational changes often involve shifts in an organization's mission, strategy, or structure. The necessity for change by the employee should depend on either internal or external forces in the organization. The internal forces for change may be due to changes in organization structure, changes in performance targets, changes in employee needs and benefits, or changes in management decisions. The external forces for change may be due to

technological obsolescence, rapid changes in business scenarios, or environmental factors.

To meet the growing needs and demands of customers and to gain competitive advantage, organizations need to embark on change where the systems, processes, employees, suppliers, vendors, and even the overall organization will have an impact during the change process. While some organizations proactively opt to change to take advantage of new growth and opportunities, other organizations are forced to quickly change to survive and remain competitive. To be successful and transform an organization from what it is to what it wants to be, change management requires both employee and employer commitment.

Though change is inevitable for organizations, managing change is nevertheless a smooth process unless the employees across the organization welcome the change. The responses to change depend upon the employees' perceptions of the change. Different individuals differ in their attitudes, and hence, their perceptions towards change may differ. Indeed, while initiating any change process, employees resist change due to fear of losing jobs, obsolescence of skills, fear of security, lack of social relationships, etc., which may result in anger, hostile and denial attitude of the employees. Therefore, one important task of the management of an organization is to understand and create a positive attitude among employees regarding change.

Hence, the role of the HR Head/HR Dept. and organizational leaders is vital to gain employee acceptance and support in the organizational change process for effective implementation by instituting innovative HR practices.

VII. Reinventing HRM Practices In Managing Change

Organizations can transform and successfully implement change when the employees are able to adapt, receptive, and supportive of change, which in turn happens when they are satisfied with the work environment, happy with the job content, and fully engaged to achieve the common goals of the organization. Gone are the days where the HR function was recognized as a mere administrative function of HR activities, handling Industrial Relations (IR) issues and a compliance function in most business enterprises. The rapid advancement in technology, the changing nature of work and diversity in the workplace has necessitated the HR leaders and the team to transform from a generalist role to strategic partners of the business by aligning HR initiatives to business goals. In today's changing business scenario, while organizations are grappling to maximize productivity in order to achieve competitive advantage, the HR function needs to shift from managing transactions, implementing policies, and conducting training programs to value-added solutions by inspiring, motivating, and driving employees to engage fully to achieve organizational competitiveness. Further, to facilitate organizational change management, it is necessary for the HR function to focus on speed and delivery, integrate and align with business goals, have fair knowledge of people analytics, and develop a passion to attract, retain, and develop talent through innovative HR initiatives.

As the HR Dept./function is the nodal agency between the employer and the employees, it plays a pivotal role in all the employee-related issues during the employee's stay in the company. A brief discussion of how some of the HRM practices facilitate organizational transformation in managing change is

explicated herewith.

1 Organizational Communication

Indeed, communication is the lifeline of an organization. Communicating with people, either internally or externally, is the core that enables the smooth flow of business. For successful change management, communication not only eases the process but also generates synergy and better understanding among the employees and facilitates the organization's ability to manage change. The workplace is embraced by the rapid technological advancement from the dawn of the twenty-first century and predominantly the last decade, which has witnessed innovation in mobile and cloud technology, resulting in the digitalization of the workplace and enabling business processes to be highly integrated and more streamlined.

While technological advancements have changed the way people used to communicate in today's workplace, the usage of smartphones, social networking sites, and chat apps has brought communication to a new level, and more importantly, remote working, teleconferencing, and co-working spaces have completely reshaped the modern workplace. Communication among peers or superiors has become fast, instantaneous, more deliberate, collaborative, and unified. Further, technological advancements have reduced the amount of time and effort spent on daily activities, so employees can now spend more time on creativity and developing new ideas. By linking organizational communication with business strategy, HR managers and leaders can now connect and communicate with the employees no matter where they are, either to update HR policies, disseminate safety concerns at the workplace, listen to employees' concerns, conduct group meetings, or deliver

messages from the top that are congruent with the organization's mission, vision, and culture. This has become much easier through WhatsApp, Skype, video conferencing, etc.

2. WORK CULTURE

The HR organization plays a vital role in framing, updating, and systematizing workplace policies periodically, which will have an impact on organization culture. Indeed, the brand image of an organization is reflected by its culture. The employees exhibit a positive attitude and are receptive to change when the systems, policies, and regulations sync with the vision, mission, and goals of the company.

3. RECRUITMENT & SELECTION

In today's competitive business environment, companies believe that selecting the right candidate for the job positions builds competitive strength and a strategic advantage for the organization. While potential candidates with ample employment opportunities expect a fast, easy application process and employer branding before joining an organization, because recruitment and selection are core functions of the HR Department, they must consult and coordinate with decision makers throughout the hiring process, from sourcing potential candidates to placement. Though sourcing the right candidate is a challenge for the HR Dept., use of data analytics and tools such as artificial intelligence may be a great advantage in selecting the right candidates who fit the job position and the organization culture.

4. TRANSACTIONAL HR

Today's competitive business environment has necessitated the HR function to transform from transactional HR activities to strategic HR function and align with business goals. This calls for automation of routine activities such as payroll

administration, employee personal data, leave, absenteeism, etc., into web-based HR system such as Employee-Self-Services (ESS) which facilitates employees to manage repetitive tasks and empowering them to spend time effectively in applying their knowledge and skills to achieve company's goals.

5. WORKFORCE DIVERSITY

In today's globalization of business, workforce diversity has become a necessity and is more meaningful than ever before. According to studies, businesses with higher levels of diversity outperform others by up to 15%, organizations gain impetus by making diversity and inclusion part of the hiring process. HR should facilitate and hire a diverse workforce, which enables the employees to think innovatively and provide suitable solutions and build effective teams that are more creative and agile. In addition, engaging a diverse workforce aids the company in breaking down employee resistance to change.

6. TRANSPARENCY AND FAIR APPROACH

When employees perceive the work environment and HR practices are fair and transparent, it fosters a sense of belonging and bonding with the company and allows employees to freely communicate, feel valued, and encourage creativity. Further, transparency develops openness between managers and employees, improves morale, results in lower job-related stress, and boosts performance.

7. LEARNING AND DEVELOPMENT

To keep pace with technological advancement and a competitive working environment, employees need to constantly update and upgrade their technical skills, besides social and emotional skills.

Initiating training programs through Learning and Development (L & D) by the HR Dept. facilitates the employees' navigation to develop and enhance their skills and enables them to adopt new ways of work. Furthermore, learning and development contribute to an increase in productivity and engagement, fine tune workplace behaviour, accelerate organizational growth and facilitate the launch of new products and services. L&D also plays an important role in enabling leaders and managers with the skills they need to help employees prepare for and implement organizational change. Training can teach managers to effectively communicate, organize, delegate, and solve problems, which are all essential elements in organizational change.

8. PAYEQUITY

While developing workplace policies and procedures, HR needs to consider some of the factors such as how the business operates, pay range, merit increases, promotions, rewards, and incentives as these are some of the factors that improve employee morale, retention rates, and overall performance to develop employee confidence in the company. When employees feel valued, they are more committed and susceptible to organizational change. HR should also ensure that they have a transparent compensation package and communicate regularly and honestly with employees about the metrics and their progress to build trust across the organization. Furthermore, it is also important for HR to train all decision makers about the compensation package and benefits and teach them how to properly document decisions.

9. JOB DESIGN

Today's workforce generally looks for challenging jobs and advancement in their careers. HR, along with the managers of

the department, has an important role in making the job design of the employee more meaningful with job characteristics such as skill variety, task identity, task significance, autonomy, and feedback (Hackman and Oldham). A well-defined job leads to higher productivity, improves quality of work, and the employee feels more responsible and has more knowledge of the work results, which facilitates them with high motivation, job satisfaction, low absenteeism, and receptivity to organizational change.

10. HEALTHCARE BENEFITS

One of the important objectives of providing healthcare benefits to employees is to ensure their wellness so that they stay healthy and productive. The HR Dept. has an important role in clearly communicating and helping the employees select the healthcare benefits they need based on their eligibility during enrolment and helping them get the most from their benefits throughout the year. When the employees perceive that they are being taken care of by the company, it is a powerful way to attract and retain talent and contribute willingly to organizational change.

11. WORK-LIFE BALANCE

To meet the committed project delivery schedules of the customer, employees working on the project need to stay beyond, likely to work with new teams, some of which may feel insecure and distressed.

To mitigate the concerns of the employees, work-life balance is one of the retention tools for HR to retain potential employees by providing flexible work arrangements and necessary assistance to overcome stress, assisted by coaching to provide balance between work and life. More importantly, helping to maintain work-life balance is a measure to reinforce employee

confidence in the company and their willingness to be part of the organizational change process.

12. EMPLOYEE RELATIONSHIP

While the work environment, challenging job assignments, reasonably good compensation packages, and flexible work arrangements are some of the factors that are generally the expectations of today's workforce, maintaining cordial relationships among peers and superiors, and collaborative work are critical for employee retention in the organization. Hence, HR and organizational leaders play a vital role in promoting a conducive work environment by encouraging coordination between departments, encouraging teamwork and developing a positive attitude, which in turn reduces resistance to change and fosters employee confidence level.

13. PERFORMANCE MANAGEMENT SYSTEM

Gone are the days when the employees were appraised on their performance once a year, which used to be criticized by the managers across the organization as an HR ritual process, and it was one of the major activities of HR to take decisions on increments and promotions. But in today's organizations with the modernization of the workplace and work culture, employees expect consistent feedback on performance and look forward to improving their performance as they are eager to advance in their career growth. Hence, HR, in consultation with line managers, has an important role in defining clear expectations, setting objectives, establishing goals, providing ongoing feedback and objective measurement to take decisions on performance that facilitate the employees' sense of accomplishment and be a part of the organizational change process.

14. REWARDS & RECOGNITION

In today's competitive and knowledge-based economy, creativity and intelligence are the driving forces in a business enterprise. Previously, corporate success was driven by production processes and leveraging supply chains, but today it is all about engaging employees to achieve a competitive advantage for an organization. While rewards and recognition of employees used to be a yearly activity, the workforce of today aspires to instant recognition of their extraordinary accomplishments and wants to hear from their superiors on their performance. Hence, communicating a well-designed, timely rewards and recognition strategy as a strategy creates a strong connection between the employees and managers and is a proven way to engage employees, which in turn reduces administration time, turnover, and facilitates managing change.

15. COUNSELLING AND GRIEVANCE REDRESSAL

Today's younger workforce are knowledgeable, sensitive, impatient and look for instant response for any of their concerns or issues that arise at the workplace. If the issues are not resolved on time, it can lower employee morale, create inefficiency, increase absenteeism, and develop a tendency to resist any changes proposed either within the dept. or organization as well.

HR Dept. has an important role in balancing and maintaining cordial relationships among employees and superiors for smooth functioning of an organization. Should have an open mind and ability to listen and counsel employees either on issues related to behavioural, stress, or depression and ability to handle grievances of the employees which may arise out of pay and benefits, bullying, working conditions, workload, etc., either genuine or sometimes illusory.

Thus, in all the employee related activities, HR Dept. role is vital to facilitate the employees to willingly accept and participate in implementing the organizational change process and make it happen.

VIII. DISCUSSION AND IMPLICATIONS

Organizations must transform to stay fit and competitive in the face of rapid technological advancement and a changing business environment. Besides implementing changes in organizational systems and processes, employee receptivity and willingness to accept them are vital in organizational change management. Hence, the HR Department plays a crucial role in reinventing employee-related policies and procedures as an enabler and facilitator in the successful implementation of the change process.

This research has tried to accentuate some of the workplace HR practices that are deemed necessary in implementing change for the mutual benefit of the employees and the organization as well. The following are the implications of the study:

- Organizational communication becomes more effective by using social networking sites as a medium of communication and when it is congruent with the vision, mission, and culture of an organization.
- The brand image reflects the organization's culture and will have an impact on the attitude of the employees.
- Using data analytics and artificial intelligence may be a great advantage in selecting the right candidates who fit the job position and the organization culture.
- By using web-based HR systems, transactional HR activities can be managed to avoid repetitive tasks and use time effectively for better utilization of the knowledge and skills of the employees.
- Workforce diversity fosters creativity and innovation in the workplace and aids in

breaking down employee resistance to change.

- Transparency and a fair approach at the workplace allow the employees to feel valued, encourage creativity and enable them to freely communicate with superiors resulting in low-job related stress and boosts performance.

- Learning and development contribute to an increase in productivity and engagement, fine tune workplace behaviour, accelerate organizational growth and facilitate the launch of new products and services.

- Giving emphasis to pay equity allows employees to develop confidence, which leads to improved morale and talent retention.

- Well-defined and meaningful job characteristics lead to higher productivity, improved quality of work, and, in turn, employees feel more responsible and have more knowledge of the work results, which facilitates them with high motivation, job satisfaction, low absenteeism, and receptivity to organizational change.

- By providing healthcare benefits, employees develop a sense of belongingness and a powerful way to attract and retain talent and accept organizational change willingly.

- By aiding in maintaining work-life balance, employees' confidence level in the company is reinforced and they are willing to be part of the organizational change process.

- Good employee relationships between peers and superiors foster a positive work environment, encourage teamwork, and allow one to develop a positive attitude, which reduces resistance to change and boosts employee confidence.

- By providing consistent feedback on performance and objective measurement, they facilitate the employees' sense of accomplishment and make them a part of the organizational change process.

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- Well-designed, timely rewards and recognition as a strategy creates a strong connection between the employees and managers and is a proven way to engage employees, which in turn reduces administration time, turnover and facilitates managing change.

- By resolving the issues and concerns of employees on time, it improves morale, efficiency, and reduces absenteeism, while also breaking down resistance to change either within the department or organization as well.

IX. CONCLUSION

Rapid technological advancements and a competitive business environment have compelled organizations to redesign their business processes and reinvent HR practices as well. While managing human resources is a challenge for the HR department because of the ample employment opportunities available for knowledge workers, creating a conducive work environment is also a must to attract, motivate, and retain talent. Hence, the role of the HR department is vital in making employees susceptible to organizational change processes by reforming HR policies from time to time. Some of the HR practices enumerated in this study may facilitate organizational change processes.

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Employee Engagement in Pharmaceutical Industry during Pandemic

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ABSTRACT

Employee engagement during Covid-19 in Manufacturing Industry is the burning topic during the current challenging times. Employee engagement, productivity, commitment are the cause of concern for every Industry. It is imperative to understand the Engagement Levels of employees during Covid times. The current study tries to do the same with special reference to Pharmaceutical Industry. The stock of the pharmaceutical industry increased & is a strong pillar in the economy. For the study, the researched have used Standard Questionnaire based on Sarah Cook WIFI Model of Employee Engagement.

Following parameters related to Employee Engagement were analysed with a Standard Tool:

1) Well Being 2) Information 3) Fairness 4) Involvement 5) Indicators of the degree of engagement

There have been significant change in the Engagement Levels of employees because of the pandemic. Many organizations started de-prioritizing employee engagement and also laid off their employees that has significant consequences on the employee behavior.

The authors of the paper highlights that the Employee engagement has become critical for competitive markets. It also affects employee retention, productivity and loyalty. Employee engagement is a two way communication between the firm and its employee. The level of Employee engagement was found to be good during the pandemic & to further increase employee engagement towards work the companies have to develop a transparent and meaningful engagement activities.

Keywords: Employee engagement, Covid-19 Pandemic.

INTRODUCTION

Introduction to Employee Engagement

Employee engagement is a concept that describes the level of dedication and loyalty a worker feels toward their job. Engaged employees care more about their work and about the performance of their company and feel that their efforts make a difference. An engaged employee is in the organization for more than a paycheck and may consider their well-being linked to their performance and thus important to their company's success. Employee engagement has been considered part of management theory since the 1990s and became widely adopted in the 2000s. While it has its limitations, mostly based on how difficult it can be to measure, employee engagement has been found to have direct links to a company's profitability and financial health.

COVID-19 AND ITS IMPACT ON EMPLOYEE ENGAGEMENT

The year 2020 started with mayhem of COVID-19. After almost a complete lockdown for six months, the economies reopened itself with social distancing and other protective norms, along with uncertainty at the workplace. The role of employee engagement pre- COVID-19 has changed its definition during the COVID-19. With a higher number of layoffs, many organizations started de-prioritizing employee engagement owing to severe business losses due to lockdown. As economies are recovering themselves gradually, it is imperative to invest in employee engagement in a more

meaningful way of keeping the 'New Normal' into mind.

There was Complete Lockdown that ensued that Industries except Essential Services were fully closed during the lockdown. Those that were given permission were also operating with lot of Regulatory Guidelines. This was first of its kind experience for everyone & all were trying to adjust to the New Normal. Work from Home became imperative for IT & ITES companies but manufacturing remained a challenge. COVID-19 crisis impacted not only on the health of an individual but also on the health of an organization. Because of these situations it created issues related to job security, remuneration, bonus and affected the engagement levels of employees. Many corporations were shut down completely. The situation demanded shifting to remote work and applying new workplace policies and procedures. Some employees faced stress as workload & working hour increased. It has been observed that workforce issues are more challenging during & post pandemic time.

Human Resource (HR) Department is at the forefront in these challenging times. HR Department is constantly involved in making new policies and procedures for improving the performance level. The pharmaceutical industry is entirely transformed in terms of its production capacity, innovation and adoption of technology. The performance of the pharmaceutical industry during pandemic is different as compared to their peers in manufacturing industry. Although it has challenges with respect to Export but largely Pharmaceutical Industry has fared well in these times. They were involved in the recovery and mitigating effort of the pandemic. Hence it is necessary to know the psychology of the employees & their involvement during Covid times. The authors have used Sarah Cooks Employee Engagement standard survey for

understanding it. The standard tool refers to the parameters of Employee Engagement viz. 1) Well Being 2) Information 3) Fairness 4) Involvement 5) Indicators of the degree of engagement.

The Wifi Model Of Employee Engagement By Sarah Cook

To improve employee engagement in the organization, one must first find out the key issues in the company and the general level of engagement among the employees. In the Essential guide to Employee Engagement, Sarah Cook introduces the WIFI model, an employee engagement strategy. The WIFI model consists of; Well-Being, Information, Fairness and involvement. Well-Being is about how good the employee feels about the organization and how in turn the organization cares for the employee. Well-being also includes having the necessary tools to succeed and having enough challenges at work. Information is how well the employees understand the goals and values of the organization. It gives the employees clarity of what to work towards. Fairness is the way organization provides the employees with a fair and appropriate rewarding system. Fairness is also about hiring the right people for the job description. It is also important to clarify what is expected from the employees, provide them with constructive feedback on a regular basis and create a development plan for each employee. Involvement is about two way communication. Managers should actively engage in conversation with employees as well as to listen and act when employees want to discuss with managers (Cook 2008).

LITERATURE REVIEW

For the current study, authors have tried to understand the perspectives from the research already conducted. Few of the major research related to the current study are mentioned below.

Research Studies have come out with specific observation related to pandemic & its consequences. Covid 19 pandemic has made everyone's life miserable. It has made the survival of the business firm much tougher. The economy is getting slow day by day. People are insecure about their jobs as there is no proper workplace, team spirit & leadership. Employees are facing poor working environment & are having low moral which is drastically impacting engagement levels. (Kaushik & Guleria 2020). Employees & organisations depend on one another to achieve their respective goals. Companies must strive meeting the expectations of employees for its wellbeing. Companies must ensure that there is continuous cycle of awareness, intervention & change. Because of Covid 19 there is a reduction in Employee Engagement that has a bearing on organizational effectiveness (Moetaz Soubjaki 2021). V 5 Model of employee engagement provides insight into five major elements that are value, voice, variety, virtue and vision. Value & voice are in the context of employees while the rest there are discussed in the context of organization. These five levers of employee engagement are non-materialistic & require minimal organizational outlay, but serious attention. If the organization focus on these five elements organization can ponder over the level of employee engagement & enhance its quantity as well as quality (Puneet Kumar 2021). Jones & Kober (2019) explained strategies to achieve superior employee engagement in difficult time for higher business results. Core values are non-negotiable & companies must focus on them which will encourage employee engagement. Providing explicit support to the employees keep them motivated. Soliciting employee feedback freely & openly. Communication by the Leaders hold the key. Show commitment towards employee's employment in turn

they will commit to Organisation. If the strategies are implemented then there will be engaged employees that will result in Organisation growth & development.

OBJECTIVES OF THE STUDY

- To study and understand the concept of employee engagement.
- To study the level of employee engagement in Pharmaceutical Industry
- The study the impact of pandemic on employee engagement.

RESEARCH METHODOLOGY

The researchers have used the Standard Questionnaire based on Sarah Cook WIFI Model of Employee Engagemen having Five parameters viz.1) Well Being 2) Information 3) Fairness 4) Involvement 5) Indicators of the degree of engagement. The questionnaire has 45 statements, 10 statements for first four parameter & five statements for Fifth parameter. The response has to be recorded on Scale of 1 to 10 from Strongly Disagree to Strongly Agree accordingly. Convenience Sampling was used to reach out to the employees working in Pharmaceutical Industry in Maharashtra. The current study is based on 100 respondents who filled the Questionnaire that was shared to them that formed the part of Primary data. Secondary Data was generated through Journal papers that were available in the Public domain.

D A T A A N A L Y S I S & INTERPRETATION

In this section responses that were received for every statement in the parameter were totaled & this sum was used for interpreting the results. Interpretation for the first four parameters viz. 1) Well Being 2) Information 3) Fairness 4) Involvement is as follows:

Scores 75 and over out of 100: This score would indicate a high degree of engagement in this element

Scores 55 to 74: This score would indicate an average degree of engagement in this aspect of WIFI

Scores 1 to 54: This score would indicate a low degree of engagement in this aspect of WIFI.

Interpretation for the first fifth parameters i.e. Indicators of the degree of engagement is as follows:

Scores 32 and over: This score would indicate a high degree of engagement

Scores 22 to 31: This score would indicate an average degree of engagement

Scores 1 to 21: This score would indicate a low degree of engagement.

Overall score

If the overall score for all five sections is 332 and above, this indicates an above average degree of engagement.

Looking at all five sections of the survey, if the overall score is between 242 and 331, this indicates an average degree of engagement.

If the overall score for all five sections of the survey is between 5 and 241, this indicates a lower than average degree of engagement.

Table 1. Demography of Respondents

Sr. No.	PARAMETERS	RANGE	FREQUENCY (Response)
1	AGE	24-34	29
		35-44	31
		45-54	40
2	YEARS OF EXPERIENCE	1-10	39
		11-20	35
		More than 21	26
3	MARITAL STATUS	Married	85
		Unmarried	15

From the above table it can be seen that 29% of respondents are in the age group of 24 to 34 years. 31% respondents are in age

group of 35 to 44 Years and 40% of respondents are from the age group of 45 to 54 years which is the highest number of respondents in our sample space. 39% of the respondents have experience of upto 10 years. 35% of the respondents have experience between 11 to 20 years and 26% of respondents have experience more than 21 years. From the above graph it can be seen that 85% of respondents are married and only 15% are unmarried. Thus the percentage of married employees is very high.

The following table below shows the responses received based on 5 parameters of Sarah Cook Employee Engagement Model.

Table 2 SCORES OF RESPONSES ON FIVEPARAMETERS

Parameters	No. of Responses with score 75 to 100 (High degree of Engagement)	No. of Responses with score 55 to 74 (Average degree of Engagement)	No. of Responses with score 1 to 54 (Low degree of Engagement)
Fairness	44	39	17
Involvement	52	40	8
Well being	57	31	12
Information	53	37	10
	No. of Responses with score 32 and above (High degree of Engagement)	No. of Responses with score 21 to 31 (Average degree of Engagement)	No. of Responses with score 1 to 21 (Low degree of Engagement)
Indicators of the degree of engagement	81	13	6

For parameter Fairness, 44 responses were received with scores between 75 to 100 which shows a high degree of engagement with respect to fairness, 39 responses were received with scores between 55 to 74 which shows average degree of engagement with respect to fairness and 17 responses were received with scores between 1 to 54 which shows very low degree of engagement with respect to fairness.

For parameter Involvement, 52 responses were received with scores between 75 to 100 which shows a high degree of engagement with respect to Involvement, 40 responses were received with scores between 55 to 74 which shows average degree of engagement with respect to Involvement and 8 responses were received with scores between 1 to 54 which shows very low degree of engagement with respect to Involvement.

For parameter Well being, 57 responses were received with scores between 75 to 100 which shows a high degree of engagement with respect to Employee well being, 31 responses were received with scores between 55 to 74 which shows average degree of engagement with respect to Employee well being and 12 responses were received with scores between 1 to 54 which shows very low degree of engagement with respect to Employee well being.

For parameter Information, 53 responses were received with scores between 75 to 100 which shows a high degree of engagement with respect to Information sharing with employees, 37 responses were received with scores between 55 to 74 which shows average degree of engagement with respect to Information sharing with employees and 10 responses were received with scores between 1 to 54 which shows very low degree of engagement with respect to Information sharing with employees.

For parameter Indicators to Degree of Engagement, 81 responses were received with scores above 32 which shows a high degree of engagement, 13 responses were received with scores between 21 to 31 which shows average degree of engagement and 6 responses were received with scores between 1 to 21 which shows very low degree of engagement.

The following Table provides overall degree of Engagement.

Table 3 OVERALL DEGREE OF ENGAGEMENT

Scores	332 and above Above Average degree of Engagement	242 to 331 Average degree of Engagement	5 to 241 Lower than average degree of Engagement
	59	30	11

Overall Score

Looking at all five sections of the survey

1. 59% respondents have scores above 332 (332 to 450) which indicates above average degree of engagement.
2. 30% respondents have scores between 242 to 331 which indicates average degree of engagement.
3. 11% respondents have scores between 5 to 241 which indicates lower than average degree of engagement.

CONCLUSION

In this research paper researchers studied employee engagement in the Pharmaceutical Industry during the pandemic. The Sarah Cooks Employee Engagement model was used to identify the level of or degree of engagement of employees in the Pharmaceutical Industry. Engaging employees has become very essential in today's pandemic situation due to COVID-19. Organizations know very well that engaged employees are the key to success in this tough time. That is why businesses must look forward to keeping their employees satisfied and motivated through the engagement of employees during pandemic circumstances. Under the current situation, establishing employee engagement measures with the help of technology is essential for the growth of the organizations

Current study concludes that even in circumstances of pandemic employees have a very good degree(level) of engagement towards their Organizations. In the study it appears that about 89% of employees feel an average degree of engagement towards their work or Organization. The health crisis caused by COVID-19 has created considerable

uncertainty among workers, which is compromising their engagement and wellbeing. Employee engagement has a positive impact on Employees as well as Organizations. The pandemic was very hard for the Pharmaceutical Industry therefore having a good degree of Employee Engagement is very essential and valuable. Organizations need to make more efforts to improve well being as well as overall work life balance of employees to procure a high degree of engagement from them.

LIMITATIONS:

- The survey was conducted for the pharmaceutical industry during the pandemic and the employee engagement sample size was only 100 . Because of the small sample size, the findings cannot be applied to a large Population.
- The study targeted employees from the Pharmaceutical industry in Maharashtra state.
- Employees from 41 Pharmaceutical companies responded to the survey questionnaire.
- Due to time constraints, the respondents may not have answered the questions objectively.

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CHANGE MANAGEMENT TRENDS IN INDIAN BANKS

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ABSTRACT

Change in Organizations, A continuous planned and managed process of developing and socializing the employee towards the new way of accomplishing organizational and career objectives. Change management trends such as Maturity across industries, the desire to manage employee attitudes, Agility and continuous improvement, Remote change management, Digital-first workplaces, Data-driven change management, and modernized organizational culture improves the new capabilities of organizations. It makes a difference to adjust existing assets, permits the organization to evaluate have an effect on, reduced time to implement, Employee recital amplifies when employees experience buoyed and comprehend the change process. This study highlights the importance of change management and its trends. The results drawn based on the statistical inferences obtained through SPSS software.

Keywords: Employee Attitude, Remote Change Management, Employee Performance, Change Process, Digital-First Workplaces, Data-Driven Change.

INTRODUCTION

Public and Private organizations change their paradigm shift in policies and practices, edify employees, developing programs for career planning, in arrange to overtake their maturity, it is basic in direction of contribute in a progressed, organized move toward that's grounded inside the foremost well-known and basic assumptions of change management, administrators realized that remote

workforce needs to be administered differently. During 2020, simultaneously, change pioneers tacit that the ability to accomplish farther gatherings can mean the difference between a productive authoritative change and a fizzled one. To drive the change really - and to remain cutthroat - change pioneers ought to consider teaching social attributes, for example, receptiveness to change, a supportive learning outlook, and carefully well -disposed perspectives. Numerous businesses are embracing spry, lean business models. These approaches reduce wasteful business processes, implement user-centric design principles, continually iterate and improve, and respond to static processes, with information, change administrators can: Gain understanding into service peoples' mentalities and ways of behaving, Predict the direction and productivity of specific ventures, better measure, the results and execution of progress projects. Throughout 2020, quick change to remote employed shook the venture work world. Whereas numerous workers answered well, others experienced sensations of detachment and separate. In the next few years, change will keep on influencing the working environment, which will, thus, keep on influencing the nature of people. Supervisors and change administrators will hence put resources into additional strategies to oversee worker perspectives - not doing as such, all things considered, can prompt a decrease in organization culture, and generally speaking the outcome.

OBJECTIVES OF THE STUDY

1. To study how change management

increase across banking industries

2. To assess how the digital-first workplace embeds the most up-to-date technology into the bank work environment.

3. To know how Cultures, Agility and continuous improvement impact the change.

RESEARCH METHODOLOGY

The study is confined to two public and two private sector banks such as Bank of Baroda, Union Bank, Axis bank and ICICI bank. In this research convenience random sampling technique is used. A total of 185 questionnaires are distributed among the target population through google form. Out of 185 responses, 140 (each bank population taken as equal) were used as valid respondents (n=140). This study is vivid in nature so the primary data is obtained through an online survey by using the questionnaire and the secondary data is collected from journals, magazines, books, and an internet.

For this study, the statistical tools One-Way Analysis of Variance, Likert 5 scale and weighted average methods are used to examine the change management trends in banking sectors.

RESULTS

Objective1:

From the table 1 (see the appendix), change management increase across banking industries by facets of model ADKAR - elements of employee wishes to progress through to attain a thriving change (4.01); Leadership/sponsorship represents the strategy and direction of an initiative (4); Change management embodied the employee elevation of an initiative (3.97); and Project management represents the technical wall of an initiative (3.96) at an average weight of 3.96. At the same time, the statistical inference shown that success is not a purpose of change management has a less impact on the change (3.86).

Objective2:

From the table2 (see the appendix), the digital-first workplace embeds the most up-

to-date technology into the bank work environment by facets Working connections and generally company climate can also be influenced by innovation, driving to an occupied workforce (4); Investing in digital adoption platforms (DAPs) (3.99); Advanced workplace plans moreover interface the work environment itself to the organization's outcomes (3.97); and Leading advanced change drives that influence innovation driven development (3.96) at a weighted average of 3.96. At the same time statistical inferences shown that the useful work environment is the presence of persuaded representatives who can effectively and reliably produce quality work has less impact on the change (3.89).

Objective3:

From the table3 (see the appendix), Cultures, Agility and continuous improvement impact the change of facets standards, or the culture's adoption principles and beliefs (4.11); Constant iteration and improvement (4.04); enhanced gauge the results and recital of change (4.01) at a weighted average of 3.98. At the same time, statistical inferences shown that Responsiveness over static processes (3.97); The artifacts and behaviors, which include visible signals such as, dress code, and social conduct (3.96); The shared suspicions, which are profoundly implanted convictions, frequently taken for allowed and diminishing inefficient trade processes (3.94); and Implementing user-centered design principles has less impact on the change (3.89).

DISCUSSION

1. The result details about Increased change management maturity across industries

Source	SS	df	MS	F =
Between-treatments	10368.8	4	2592.2	362.03911
Within-treatments	143.2	20	7.16	
Total	10512	24		

SS- Sum of Squares; df- Total Degrees of Freedom; MS- Mean Square

The f-ratio value is 362.03911. The p-value is $< .00001$. The result is significant at $p < .05$.

The F-Table value at (4,20) degrees of freedom at 5% LOS = 2.87

Therefore, the F calculated value is greater than F table value that is there is an increase in change management maturity across banks.

From the table 4, the means of samples M1, M2, and M5 are more significant.

2. The result details about Digital-first workplaces				
Source	SS	df	MS	F =
Between-treatments	10594.8	4	2648.7	467.9682
Within-treatments	113.2	20	5.66	
Total	10708	24		

The f-ratio value is 467.9682. The p-value is $< .00001$. The result is significant at $p < .05$. The F-Table value at (4,20) degrees of freedom at 5% LOS = 2.87.

Therefore, the F calculated value is greater than the F table value that is the digital-first workplace embeds the most up-to-date technology into the bank work environment.

3. The result details about Cultures, Agility and continuous improvement				
Source	SS	df	MS	F =
Between-treatments	17620.6	4	4405.15	574.49558
Within-treatments	268.375	35	7.6679	
Total	17888.975	39		

The f-ratio value is 574.49558. The p-value is $< .00001$. The result is significant at $p < .05$. The F-Table value at (4,20) degrees of freedom at 5% LOS = 2.65.

Therefore, The F calculated value is greater than the F table value that is Cultures, Agility and Continuous improvement impact the change.

CONCLUSIONS

Change in banking is instinctively interesting to "fix" the bank's woes; it has not constantly met with the level of achievement

formerly alleged by its numerous proponents. The change in banks is a risk-prone event. Successful change is possible with Awareness, Desire, Knowledge, Ability and Reinforcement (ADKAR Model) in banks by greater than before change management maturity across the four banks. Technology, leading to a distracted workforce with an ambience and relationships among employees. Furthermore, banks need to aware the society and customers regarding new change processes. Innovation, digital transformation initiatives, investing in digital adoption platforms, Cultures, Agility and Continuous Improvement are future trends in banking and which needs to adopt by all the banks. The traditional reasons to change the values, or the culture's supported principles and attitudes should not be deviated by banks and decisions taken by the data. Digital-first workplaces, employees have place expectations that a greater part of their time will be spent effective remotely where various elements of group effort and efficiency are carried out during few blends of cloud computing, digital applications, and other technology.

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*WA- Weighted Average at 3.96

Table:2 showing the results of the digital-first workplace embeds the most up-to-date technology into the bank work environment.

S.No	Digital-first workplaces	5	4	3	2	1	TOTAL	W.A
1	Advanced workplace plans moreover interface the work environment itself to the -	62 (44%)	41 (29%)	16 (11%)	13 (9%)	8 (6%)	140	3.97
2	Investing in digital adoption platforms (DAPs)	59 (42%)	48 (34%)	15 (11%)	9 (6%)	9 (6%)	140	3.99
3	Leading advanced change drives that influence innovation driven development	64 (46%)	40 (29%)	14 (10%)	11 (8%)	11 (8%)	140	3.96
4	Working connections and generally company climate can also be influenced by innovation, driving to a occupied workforce	62 (44%)	43 (31%)	16 (11%)	11 (8%)	8 (6%)	140	4.00
5	Useful work environment is the presence of persuaded representatives who can effectively and reliably produce quality work	61 (44%)	40 (29%)	12 (9%)	17 (12%)	10 (7%)	140	3.89

Note: 5- Strongly Agree, 4- Agrre, 3- Moderately Agree, 2- Disagree and 1- Strongly Disagree. Percentages are in parenthesis brackets.

*WA- Weighted Average at 3.96

Table:3 showing the results of Cultures, Agility and continuous improvement impact the change.

S.No	Cultures, Agility and continuous improvement	5	4	3	2	1	TOT AL	W.A
1	The artifacts and behaviors, which include visible signals such as, dress code, and social conduct	61 (44%)	42 (30%)	15 (11%)	14 (10%)	8 (6%)	140	3.96
2	The standards, or the culture's adoption principles and beliefs	69 (49%)	42 (30%)	12 (9%)	10 (7%)	7 (5%)	140	4.11
3	The shared suspicions, which are profoundly implanted convictions, frequently taken for allowed	64 (46%)	38 (27%)	15 (11%)	12 (9%)	11 (8%)	140	3.94
4	diminishing inefficient trade processes	59 (42%)	43 (31%)	18 (13%)	11 (8%)	8 (6%)	139	3.94
5	Implementing user-centered design principles	61 (44%)	40 (29%)	12 (9%)	17 (12%)	10 (7%)	140	3.89
6	Constant iteration and improvement	65 (46%)	44 (31%)	12 (9%)	10 (7%)	9 (6%)	140	4.04
7	Responsiveness over static processes	62 (44%)	41 (29%)	16 (11%)	13 (9%)	8 (6%)	140	3.97
8	Enhanced gauge the results and recital of change	58 (41%)	49 (35%)	17 (12%)	8 (6%)	8 (6%)	140	4.01

Note: 5- Strongly Agree, 4- Agrre, 3- Moderately Agree, 2- Disagree and 1- Strongly Disagree. Percentages are in parenthesis brackets.

Note: 5- Strongly Agree, 4- Agree, 3- Moderately Agree, 2- Disagree and 1- Strongly Disagree. Percentages are in parenthesis brackets.

*WA- Weighted Average at 3.98

Table 4: Post hoc comparisons

S.No	Pairwise Comparisons	Significance at 5%		
		Change management increase across banking industries	Digital-first workplaces	Cultures, Agility and continuous improvement
1	M1, M2	Y	Y	Y
2	M1, M3	Y	Y	Y
3	M1, M4	Y	Y	Y
4	M1, M5	Y	Y	Y
5	M2, M3	Y	Y	Y
6	M2, M4	Y	Y	Y
7	M2, M5	Y	Y	Y
8	M3, M4	N	N	N
9	M3, M5	N	Y	Y
10	M4, M5	N	N	N

Note: M represents mean of samples. Y-Yes and N-No



Change Management Strategy For Sustainable Development With Specific Reference To Public Sector Airline(s)

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Abstract

The basic objective of this comprehensive research paper is to focus on the significance of the change process imitated at the public sector airlines. The policy makers have taken various proactive decisions for the development of the public sector airline(s) and the necessary directions have been issued to the management of the national and international public sector airline(s) which operate in India. The public sector airline(s) have formulated various strategic decisions like merger and implemented the change process successfully. The study is carried out at Hyderabad and Secunderabad of the State of Telangana. The rules and regulations are formulated at the head office located at New Delhi and implemented on a uniform basis throughout the entire network of the organization. An attempt is made to assess the change process implemented which contributed to the development of the organization. The sample size of the respondents is from the intellectual community, those who have reasonable awareness about the operational activities of the public sector airline(s). The data analysis was carried out and the inferences were drawn based upon the overall consistency. The study has resulted in the implementation of the change process and has significantly contributed to the development of the organization.

Key words: Change, Merger and Development

Introduction: The implementation of the economic reforms by the policy makers has created a significant positive impact on

the Indian economy. All organizations including the public sectors like manufacturing, service, non government organizations, educational / research and development etc., irrespective of size, nature of activity have felt the need to restructure their operational activities in order to sustain for the development in the long run otherwise it is very difficult even to survive. The management experts of the organization systematically formulate the strategies at corporate level to initiate and diffuse the change in their respective organizations. It is not an easy task. It is an ongoing and regular process long term strategy. In the context of the global competitive scenario that exists in the business environment, the organizations are required to strengthen their capabilities at all functions in order to meet the competitive edge. The scope of the change management is very comprehensive that reflects the entire organization. There is a need for change management in order to maintain and balance the state of equilibrium through the interaction of the dynamics of the internal and external environment. The most important variables of the environment could be categorized into external factors like competitive forces, regulatory forces, political forces, economic forces, dynamic interaction of the market forces, legal factors, social and cultural forces which exist at various geographical segmentations across the globe; and the internal factors consists of change occurs in the restructure of the organization, changes in the designations of the staff at various levels, horizontal or vertical movements of staff at various staff, identification of trouble areas / spots, weak

spots, star spots, average spots and also to identify the potentiality in the existing system which is internally available. There is need to examine the entire system of the organization with more focus on modification of technology, redesign of the organizational structure, task related changes where the role of industrial engineering department plays vital role on modification of job analysis to assess the manpower needs to cope up with the change process and also the change related to the employees at various levels have to be thoroughly assessed by the competent internal experts or external experts.

Need and Significance of the Study: In order to boost up the economy, the Government of India has inducted economic reforms in various sectors including the service sectors. The policy makers have modified the industrial licensing policies from time to time which necessitated the organizations to modify their internal policies keeping in view of the global scenario to survive and combat the competition. The liberalization policies have given the scope of various entrepreneurs to enter into any type of business activity after fulfilling the simplified formalities stipulated by the Government. The policy makers at the top level of the organizations consist of various experts with a certain technical, administrative, conceptual and behavioral blend of positive mindset formulate various business development strategies from the long run point of view. They initiate the change process in a very planned and systematic way by the assessment of various alternative courses of action in terms of cost benefit analysis of various decisions. The success of any organization depends upon the effectiveness of the decision making process. The competent persons of the organization should be in a position to identify the need to initiate and launch the

change process. In this process it is necessary to assess where to start, how to start to induct the change. The decisions have to be taken after assessment of various variables whether to relate the change in terms of product / process / department / geographical areas / mechanization or automation / modification of technology / restructure of positions of employees with modified designations / expansion / diversification / changes in the lay out / modification of all internal functional policies / change related to the management of logistics, change related to innovation and creativity in research and development and finally to implement the change after eliciting the opinions of the employees at all levels, approval from all the recognized unions, fulfillment of labour laws i.e., no layout or retrenchment etc.. The superiors have to assess and understand the unfreezing process with the negative behavioral attitude if any among the employees; identify the persons with the positive attitude for change in the right spirit and encourage and motivate the employees at various levels and explain the possible benefits likely to be derived to the organization which results in the improvement of performance of employees and in turn contribute for the overall development of the organizational performance. This finally may contribute for the enhancement of the overall performance of the organization which is the result of the optimum utilization of resources like human and non human. The Human Resources Department with coordination of all functional departments ensures elimination of idle capacity, unutilization and under utilization of manpower and proper utilization of manpower. The superiors provide the opportunities to impart the training for the improvement of performance by bridging the gap between the actual performance and desired performance and also identify the

potentiality to cope up with the global scenario.

Evolution: The Pre-1953 period has evidenced that the large number of airlines emerged in the late 1940s encouraged by the easy availability of transport aircraft from war disposals. The intense competition and lack of proper organization lead to price wars, inadequate income, inability to meet the expenses, lack of proper maintenance of aircraft, lack of operational regularity, compromise on safety were some of the features resulted in to take the decision by the Government for nationalization by enacting the Air Corporation' Act., by amalgamating the eight private airlines to form Indian Airlines and Air India. In the year 1981, the Vayudoot emerged as a feeder airline. The Government introduced the Air Taxi Scheme in 1986 to boost domestic air travel and tourism. The Air Corporations Act repealed in January 1994 and the Indian Airlines and Air India became limited companies under the Companies Act 1956. The concept of Open Sky Policy has been announced and implemented by the competent authorities. The private operators have entered into the airline market and are permitted to concentrate on the profitable trunk routes which have caused loss to the national airline(s). The airline management has adopted various turn around strategies and implemented HRD initiatives to boost the morale and performance, expansion of operational activities on commercial basis, creation of profit centres.

Change Process: The Government has taken the decision to merge the Ex - The Vayudoot Limited with Ex – The Indian Airlines Limited and Ex – Air India Limited and accordingly the merger process was completed. The majority of the staff of Ex – The Vayudoot Limited was absorbed with Ex – Indian Airlines

Limited and Ex – Air India Limited and some other organizations like National Airports Authority of India. It is the first merger to take place in a public sector airline(s). The implementation of the Liberalization policy in the aviation sector has given the opportunities to many entrepreneurs to enter into the airline market like East West Airlines, VIF Airways, Jet Airways, Kingfisher Airways, Air Deccan etc., which has given the very tough competition to the public sector airlines. The then domestic airline i.e., Ex. The Indian Airlines Limited has modified its internal policies to meet the global airline market scenario and is able to achieve success consistently. The up and down situations are common to any organization, no exception to the public sector airlines. The public sector domestic airline has managed well and maintained its leadership position in the domestic airline market. The Government has taken another decision to merge the national public sector airline with the international public sector airline operating in India. The management of the both public sector airlines was directed to implement the merger decision by the duly constituted regulating bodies. The superiors of the both organizations have discussed the merger benefits with the various employees at all levels, unions, departmental heads, and ensured that all the benefits like seniority, pay protection and the other benefits would be protected and also ensured that there will be no lay – off and retrenchment; and the services of all the contractual staff were also protected. As per the merger decision, the two public sector airlines were closed and the new entity was established as National Aviation Company of India Limited and subsequently, it was renamed as Air India Limited. The benefits of the merger were to achieve the competitive distinctiveness, to leverage the combined assets and capital, to build stronger sustainable business, to

create the largest world class airline, to avoid duplication of operational activities, to save fuel economies, to make optimum utilization of resources, both human and other resources, to achieve the route economies, to achieve the cost efficiency in various activities, the enhance and sustain the brand loyalty, to generate the revenue synergies and on the whole to enhance the organizational capabilities. Recently the TATAs' group has taken over the public sector airline which has created a new era in the airline market scenario. '

Rationale behind the study: It is proposed to carry out the study at a public sector airline(s) organization where the change process has been launched by the regulatory authorities i.e., Ministry of Civil Aviation from time to time. The purpose is to assess whether the drastic changes resulting in the performance of the airline (s) organization after the implementation of the economic reforms in the Civil Aviation Sector are really effective. The basic concept of the study is to assess the need felt by the policy makers i.e., the regulatory mechanism for the change process inducted on a periodical basis to analyze the challenges adopted to meet / exceed the performance standards evolved. The strategies adopted by the superiors to implement the change process were successful, especially the resistance of change felt by the employees, unions and others.

The scope of the study is confined to the airline(s) organizations that functioned their operational activities under the umbrella of the public sector unit. The organization(s) selected for the purpose of the study are Ex-The Indian Airlines Limited, Ex-The Vayudoot Limited and Ex The Air India Limited, presently functioning in the name as The Air India limited. An attempt is made to analyze the change process initiated and implemented

by the public sector airlines.

Area of the Study: The organization(s) selected for the purpose of study is the Air India Limited, Hyderabad Base, and State of Telangana. The rules and regulations are formulated at head office and implemented on uniform basis at all offices of Air India; hence it meets the internal validity.

Objectives of the Study:

- (a) To assess the need for change in the airline scenario
- (b) To elicit the opinions of the esteemed employees of the organization.
- (c) To provide suggestions on the basis of observations and findings of the study.

Literature Review: Raghuramaiah, M., around in the year 2000 has stated in company information about the disinvestment process initiated by the policy makers. Prachi Juneja (2022) has rightly advocated by stating that the change management is a complex process which requires serious attention and involvement from the management and staff at all levels to achieve the transformation process in progressive form. Revnio Jaigat (2016) has observed that the organizations faced with the urgency of change but felt that the views are different. The author opined that the factors which cause change may be internal or external. Rune Todnem By (2007), has advocated that the successful management of change is crucial to any organization for survival in the present competitive business environment. Harold L. Sirkin, Perry Keenan, and Alan Jackson, (2005), felt that the managing of change is difficult due to little agreement on what factors most influence transformation initiatives. Joe Raelin, (2021) has discussed in his paper to develop a conceptual framework for understanding how organizations create an accepted purpose for organizational change initiatives related to business

processes. Bob Walde, (2019), has discussed in his paper by stating that the business environment becomes more connected and may be more complex in nature with more features. Anil Verma, (2019), has rightly stated that the mergers & acquisitions have played a significant role in the transformation of the industrial sector of India.

Methodology: The research design adopted for the purpose of the study is explorative, descriptive and diagnostic. The sources of data collection basically consist of primary sources and secondary sources. The primary sources are the original data collected by the administration of the structured questionnaire to the intellectual respondents; those who are familiar with the various operational activities initiated and implemented which is market driven. The respondents are those working presently with the airline(s), retired persons from airline(s) and the other stakeholders. The secondary sources consist of published information like annual reports, profiles of the organization, trade magazines, and internet etc.

Determination of Sample Size: The respondents are selected on the basis of their familiarity with the airline operational activities like staff at various levels, retired persons, professionals from other organizations like air force, defense, middlemen like agents etc. The number of respondents identified is 120 and the fruitful response pattern is 100 only. The analysis is carried out for the fruitful sample only.

Data Analysis: The raw data collected was edited, tabulated and computed. The simple statistical techniques are applied. The inferences have been drawn at appropriate places. The Observations and Findings with suggestions based upon the overall consistency have been stated.

Limitations of the Study:

- The respondents are identified from the cities of Hyderabad and Secunderabad and the attitude or perception may or may not be universally acceptable due to socio cultural and demographic differences
- The sample size is limited, mostly drawn from the respondents who are familiar with the airline's operational activities.
- The researcher has also faced problems like entry into certain security zone to collect the data, time, cost and efforts on various days.

Discussion: The data collected was analyzed and the inferences have been drawn on the basis of the overall pattern of consistency. The majority of the respondents have positively responded to all items stated. The experts also felt that the external customers have benefitted very significantly with an option to utilize the services of the desired airline.

SL NO	STATEMENTS	EXCELL ENT	VERY GOOD	GOOD	AEV RA GE	PO R
01.	Policy makers always take pro active decisions to safe guard the public sector airline	92	06	02	-	-
02.	Government initiates the planned change from time to time to improve the performance of the public sector airline(s)	96	04	-	-	-
03.	The public sector airline has enjoyed the monopoly position for longer period	88	10	02	-	-
04.	The public sector airline has given top priority to the safety of the airline customer	96	04	-	-	-
05.	The induction of open sky policy has opened the doors for private operators	92	08	-	-	-
06.	The open sky policy has benefitted the customer to opt the desired airline	98	02	-	-	-
07.	The private airline operators have created tough competition to the public sector airline(s)	96	04	-	-	-
08.	The performance of public sector airlines has declined after the entry of private operators into the airline market.	72	12	16	-	-
09.	The public sector airlines have adopted various pro active market driven strategies and able to retain its leadership position in the airline market.	88	07	05	-	-
10.	The regulating bodies have directed the public sector airlines to merge the both airlines in the best interest of public sector airlines.	92	08	-	-	-
11.	Management of both public sector airline organizations have implemented the change process very systematically	88	12	-	-	-
12.	The both public sector airlines managed the merging process with the approval of the employees at various levels by protecting all the benefits like seniority, pay etc	97	03	-	-	-
13.	The efforts of HR department with the coordination of all stake holders internally and externally are excellent.	92	06	02	-	-
14.	The Air India Limited has retained its brand loyalty	98	02	-	-	-
15.	The overall satisfaction of the external customer	97	03	-	-	-
16.	The overall operational performance of the public sector airline has improved significantly.	92	08	-	-	-
17.	The satisfaction level of the internal customers is excellent	98	02	-	-	-

Conclusion: Observations / Findings: The change process has been successfully implemented by the management of the public sector airline. Some employees of

the Ex. Indian Airlines have felt that the promotion policy implemented in the merged entity due to obvious reasons. The HR professionals have implemented the change process very systematically. The majority of staff at Ex. Indian Airlines has opined that there was highly qualified staff, and their career was stagnated. Some experts have suggested that the new entity may provide the promotional opportunities as one time exercise to those who have completed certain number of years of service and also have the professional qualifications. The change process has contributed very significantly which has boosts the morale of the employees of the organization. This has finally resulted in the development of the overall organizational performance.

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Observations about OD Intervention by adopting Change Management Process.

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Abstract:

In the modern world, Change is the only constant factor. To manage Change, a systematic approach is essential. To survive and thrive in the ever-challenging Business environment, Leaders are constantly looking for opportunities to improve performance of the Organisation. Human Resources of the Organisation have pivotal role in the process of Change, but who are reluctant to adopt change with fear of losing comfort of secured environment. HR Professionals are entrusted responsibility to ensure that employees will participate and cooperate in the process of Change which is initiated as a Business Strategy. HR Professional are required to learn Tools and Techniques of Change Management and implement it in their area of responsibilities as a Change Agent. OD Interventions are designed to support the Strategic Business Initiatives wherein HR Professionals are required to implement Change Management Process systematically. In this Research Paper, Researcher has described a Case Study, wherein he mentored and guided the process of OD Intervention by systematically adopting Change Management Process.

Keywords:

OD Intervention, Change Management, Shopfloor Supervision, Industrial Relations.

Introduction:

Approach of Research:

This Research Paper is Qualitative/Descriptive Research based on a Case Study about Change Management Process involved in an OD Intervention,

which was led by the Researcher as a Senior HR Consultant.

Topic of Research:

Competition is increasing in all areas of business. Everything around us is changing right before our eyes. Business is no longer the same every day, it is constantly changing, and this puts constant pressure on companies to change, adapt and eventually take the lead. Most leaders come up with CHANGE as a solution. Fortunately, human resources are a force for competitive advantage and dramatic change. It is the people in an organization that bring about fundamental shifts and transformations. However, the paradox is that most people prefer stability/certainty/security and prolong the status quo. These can block and slow down the transformation. Business Leaders expect HR to combat resistance to change through engaging employees, communicating, being a role model, and hence HR Professionals need to develop advanced skills and competencies in advocacy and change management.

Literature Review

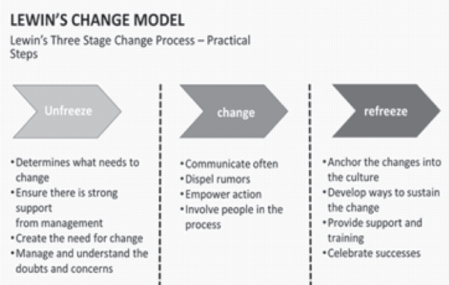
1. Change Management:

Prosci defines 'change management' as the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. A change is initiative or solution being introduced in the organization to improve the way work gets done, solve a problem, or take advantage of an opportunity.

2. Weisbord presents a six-box model for understanding components of organizations namely – Purpose, Structure, Relationship, Rewards,

Leadership and Helpful Mechanism, which play effective role in Change Management.

3. Process of Change Management



4. OD Intervention:

Organization development (OD) Intervention is the study and implementation of practices, systems, and techniques that affect organizational change, the goal of which is to modify an organization's performance and/or culture. Margulies and Raia (1972) articulated the humanistic values of OD including 'providing opportunities for people in organizations to influence the way in which they relate to work, the organization, and the environment.' The Objective of OD is (rather than avoiding/ignoring/tolerating the problem) to address the common problems and to put in place processes that will help to improve the ongoing operation of an organization on a continuous basis. The Interventions are tailored to meet requirements of a particular situation and preparing members to align with changes. It provides managers with a vehicle for introducing change systematically, for greater personal, group, and organizational effectiveness.

5. Types of OD Interventions –

- a. Information Based Interventions
 - I. Intervention that Defines.
 - ii. Intervention that informs.
 - iii. Intervention that documents

b. Consequences Based Interventions

- I. Intervention that Rewards
- ii. Intervention that Measures.
- iii. Intervention that Enforces.

c. Design Based Intervention

- I. Intervention that Organises.
- ii. Intervention that Standardizes.
- iii. Intervention that Redesigns
- iv. Intervention that Reframes
- v. Intervention that Counsels
- vi. Intervention that Develops
- vii. Intervention that Aline.

Methodology: CASE STUDY

Background:

The Organisation - 40-year-old, Mid-Cap, Professionally Managed, leader in its segment of Engineering products, with 6 Manufacturing Facilities, employing approx. 2000 employees.

Objectives:

New MD joined few months back with mandate to improve Productivity, Profitability and Sustenance. He invited the Researcher to help to improve the situation.

Challenges and Agenda for OD Intervention.

Researcher conducted initial diagnostic study and submitted its observations in nutshell, as follows:

1. Low Productivity, High rate of Internal Rejections, Poor Quality Assurance System, and unviable costing. Harsh Work Environment, Poor Safety Adherence, low morale.
2. Out of proportion interference in the day-to-day operations of Shop Floor Supervision by an aggressive and violent Union Leadership, which was pressing for many illegitimate demands.
3. Tendency of 'Upward Delegation' from bottom to middle level Management, causing imbalance in work distribution. Higher rate of Attrition amongst Junior to Middle level Supervisory Staff. Overall

stressed Organisation.

4. Unfortunately, in past the IR matters were treated in adhoc manner, with inconsistent and tentative stand points, which caused confusion amongst Shop Floor Supervisors and Union Leadership took disadvantage of the same. When Union Leaders aggressively undermined Shop Floor Supervisors role/authorities and decisions, it was not protected by the Seniors and slowly became practice/habit to refer each decision to the superiors which weakened role of Shop Floor Supervisors. They assumed role of powerless namesake Supervisors and landed up in doing many roles which were expected to be performed by their subordinates. Use of Contract Labour for permanent nature of work became rampant. Workers were roaming freely, while away during duty time and Leaders use to sleep while on duty, which was not checked in time and became rule of the game. Somehow the production was rolled out but with least efficiency and productivity. The morale of Supervisory Staff was deteriorating, and which lead to mass scale dissatisfaction and escape through attrition. There was urgent need to reverse the situation.

Methodology: OD Intervention – use of Change Management Process:

1. Resolve: This was discussed in length with the Top Management Team, which whole heartedly decided to initiate multi-pronged corrective steps. The Researcher was requested to continue to guide and mentor the process of OD Intervention, with the time span of 3 years.

2. Structure to lead OD Intervention: The Top Management Team formed an Apex Committee to supervise and monitor the process of Corrective Action, under leadership of MD. Top Management declared unanimous support and committed required resources for the process of Correction. The Apex

Committee distributed various responsibilities to its members, and it was decided to take a weekly review of the progress of action plan.

3. Training: To equip the Apex Committee with required Tools and Techniques, a quick refresher workshop on ‘Change Management’ was organised, with help of Faculty of Local Management Institute.

4. Consultation: The Apex Committee felt it necessary to ensure solidarity and single-minded efforts by everyone in Supervisory Cadre to achieve desired goals. Hence it decided on priority to communicate the Resolve to the Supervisory Staff and listening to their actual experiences / suggestions/ concerns etc. The Apex Committee articulated draft Communication about the ‘Resolve of Change’ and initiated several small group discussions of Supervisory Staff at every Manufacturing Facility to cover every member of Supervisory Staff. Each discussion followed by Brain Storming was concluded with documented minutes enlisting issues / concerns / suggestions / recommendations etc. This was first of its kind of open discussion with Shop floor Supervisory Cadre - on the topic which was very dear to their heart, and they were excited, eager and enthusiastic about the same.

5. Mid Review: After the conclusion of first round of small group discussions, the feedback was carefully analysed, and it was decided to take following actions:

a. Decision: Equip every Supervisor with required Tools and Techniques of Change Management.

Action: T&D Department developed Training Module on Change Management for Shop Floor Supervises. The identified Trainers (Internal and External) were briefed about the background and objective of Resolve of Correction. Appropriate clarifications, examples,

exercises were carefully planned in the Training Module which use to end with brain storming session and development of individual action plan for every participant, which was tracked with follow up sessions.

b. Decision: Articulation of Policy document on Industrial Relations which may clarify legitimate Role/Responsibility and Authority of Shop Floor Supervision and legitimate role of Union/Leadership with demarcated boundaries, 3 laired mechanisms of resolution of IR disputes, Does and Don'ts for every Stake Holder in the process of IR. Revitalising Grievance Redressal Mechanism to efficiently address genuine grievance of individual worker.

Action: The Apex Committee collected information about best industrial practices and sought inputs from various subject matter experts on IR Policy. The crisp 2 paged IR Policy was articulated with Management Point of view about the role/responsibility and authority of Shop Floor Supervision and legitimate role of Union Leadership to protect legal rights of Workmen but not to interfere in every interaction between Supervisor and Workman. It also clarified need to adherence to Code of Conduct, Rules of Discipline and Expected Good Behaviour at workplace including flexibility to cooperate in occasional additional/extra work etc. This document was weighted by all members of Apex Committee.

c. Decision: Follow the 'Process of Deployment' of IR Policy, by Communication, Explaining the rational, clarification of doubts and Demonstrating Commitment/Determination of its implementation with all logical consequences.

Action: As a part of 'Deployment of

Policy' following action plan was decided:

i. Communication of the same with every Shop Floor Supervisor in person, clarify their doubts, listen to their concerns/issues, and ensure they are sufficiently supported to implement the same. Modify/amend the IR Policy – if required after the feedback of Shop Floor Supervisors. Apex Committee Members accepted responsibility of this communication with conviction and determination.

ii. Communication of the same to Union Leaders, in its right sprit, with its rational and justifications, clarify their doubts, listen to their concerns/issues, and be prepared to modify the IR Policy, if required. Seek their participation and cooperation in communication of the IR Policy to every worker by Shop Floor Supervisors.

This was a critical and delicate communication, which was led by the Researcher in presence of Team of Senior Leadership. It was a pleasant surprise that the Union Leaders appreciated the initiative and openness of Management to discuss such delicate issue, wholeheartedly participated in the discussions and gave practical suggestions, which were incorporated in the IR Policy. They also willingly offered to educate all workers along with Shop Floor Supervisors.

iii. Equip and Support Shop Floor Supervisors to perform their legitimate role at workplace, Skills of Supervision, motivation and Team Building etc since it is a delicate balance to restore their rightful role on the immediate background of prevailing wrongful practices. Training Department got special training program designed with specific inputs and after sensitizing the Trainers (Internal and External), rolled out the training program for all shopfloor supervisors with follow up sessions and handholding by Senior

Leaders at Apex Level.

iv. The IR Policy was explained to every worker by the respective Shop Floor Supervisor in presence of Union Leader, under supervision of Apex Committee. This initiative was unique and tested conviction of Supervisors. Majority of workers appreciated frank and open discussion and willingly agreed to follow the same. Some workers were confused and tried to argue out of misunderstanding, which was dealt by Supervisors. Though Union Leaders initially agreed in principle, however at the stage of actual communication to workers, were subdued, were not enthusiastic though did not contradict openly.

v. The real test was in its implementation at Shop Floor. Old habits did not vanish easily. However, Shop Floor Supervisors managed the situation diligently and patiently and slowly re-established their rightful role. There were few conflicts and contradictions, which were dealt appropriately. Some hard nuts needed to be dealt with iron fist, which was doled out after giving them repeated warnings/opportunities to improve.

The journey of Change was interesting and exciting for all stakeholders and credit goes to the solidarity and determination of team of Managers who brought this change very skilfully within the span of 1 year. However, the monitoring by Apex Committee continued till 2 years with reduced frequency to stabilise the new process.

Result Section:

The aftereffects of the Change were multi fold:

1. The Shop Floor Supervision which earlier was posing to be 'toothless tigers' became real 'stripped tigers' over a period, who improved productivity, reduced internal rejections/rework, improved quality assurance system, improved safety records and started taking care of

grievances and moral of their team members.

2. This improved moral of Shop Floor Supervisors, and their level of engagement and stability improved, and their rate of attrition slowly reduced.

3. The tendency of 'Upward delegation' slowly reduced and vanished subsequently, over period. Every Level of Management started performing to their appropriate level of role.

4. Since Shop Floor Supervisors started taking care of their teams in respect of their grievances and moral issues, their dependence on support of Union Leaders slowly reduced and after 4 years Workmen took decision to form internal Union and relinquished alliance with Militant Union.

Discussion:

Learnings of Researcher from this Case Study of OD Intervention are as follows:

1. The wrong work practices can be corrected by systematically adopting process of Change Management.

2. Wrong work practices hinder overall performance of organisation. Corrective actions improve overall performance of the Organisation.

3. The Job Satisfaction depends on performing rightful role in an organisation. Job Satisfaction leads to Engagement and Stability of workforce.

4. Tolerating wrong work practices causes imbalance within the organisation which leads to other evils. Hence Organisation should address the wrong work practices and correct it at the earliest.

5. Identification of Purpose and Urgency of Change needs to be communicated to concerned stakeholders. Solidarity and determination of stakeholders to implement the desired change is key to success.

6. Frank Communication of Expected performance/behaviour is appreciated by concerned.

7. Improvements are reciprocal and there should be flexibility in system of correction with WIN-WIN strategy.

Conclusion:

In the today's world, Change is the only constant. Hence to survive in this volatile times it is necessary that every professional learns basics of 'Change Management'. HR Professionals are dealing with Human Side of the Organisation, which is valuable but unpredictable in behaviour. Hence it is more important for HR Professionals to learn tools and techniques of Change Management and apply the same in their Change Agendas.



Changes in Methods of Training and Development.

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Abstract

In the paper the changes in the field of training and development are studied. The primary and secondary data is used in preparing the paper. The study is confined only to changes which have taken place in the training and development methods and latest trends of 2022. The results reveal most the employee are ready to attain the online training and development programs.

Key words: training and development, online training, public companies, private companies' latest trends.

Training and development are the part of all organizations we see that over a period of time the concept has gone through drastic changes in all the fields. When an employee joins the organisation having many type of expertise, knowledge, experience and sometime come from the college directly with less amount of practical exposure it is a mandate that the employee need to be given certain amount of training before the employee is put on the floor. It has become ritual that all the new employee's hired need to go through training process in the organisation.

The experienced employees also need to get certain amount of training on upgrading his or her skill over a period of time without updating the knowledge skills and aptitude employee cannot survive in the organisation for a long time.

When we see the organisation we can find that we have employee from baby boomers to gen Z having different type of capability and skills starting from 20 to 60 years

employee are found in organisation

Donald Kirak Patrick has developed training evaluation model in 1950 which is a milestone in the field of training and development contribution towards the training development has made father of training and development.

Training is of two types. Traditional and modern method of training. We see that lots of changes have taken place in the training methods let us understand the changes which have taken place in the field of training and development.

The latest trends Training and Development

1. Personalized training paths.
2. Mentoring.
3. Experiential learning.
4. Continuous development.
5. Power skills.
6. Mobile learning
7. Up skilling and reskilling for Digital workplace
8. Content repurposing
9. In app experiences
10. Learning in the moment of need
11. Micro learning
12. Knowledge sharing ecosystem
13. Behavioral data
14. Real time employee feedback.
15. Gamification

To understand and analyze changes in training and development. The postal department in Mysore has been taken.

The postal department in India was introduced by Dalhousie in 1837. After that we see lots of development in the postal department.

The postal department is the subsidiary body of Ministry of Communications. For all types of communication Indian people are depended only on post office. After 1990 the LPG gave different types of options for the customer for communication. The telephone and mobile phone change the method of employee training. The technology played a vital role on making in changing the method of working. All the departments started blinding the technology with work. After the LPG and impact of technology has posed many changes on the both public and private sectors companies. The organizations are more focusing on training and development. To keep updated to the market standards.

When we talk about the training and development we see both public and private sector companies employees need the training and development. without the training and development no company can survive in market .It is one of the basic and essential activity every employee want. With the help of training and development the productivity increases, less turnover, efficiency increases, job satisfaction, innovation in the minds of employees increases, creativity, less absenteeism and lots of employee engagement happens.

Fatima Siraja (2015), the author opines that employee engagement must be blended with team building activities. Launching thought building and strengthening relationships, providing training and education to team members to expand and grow their skills and create an environment that fosters creativity and innovation in the daily operation with technology and 5S (Training, Implementing, Revamping, Measuring results). 5S certification will help employee to be engaged.

Sreekanth et al. (2013), studied 67 IT employees in Hyderabad to identify the factors which influence employee

engagement. It was found that impact of training, quality of job, security, duties, organizational direction, hearing opportunity, participative decision making, compensation system of salary, individual validity, top management support, working conditions, feedback, transparency, and leardership effectiveness lead to employee engagement.

Jamie a Grumanet et al. (2011) wrote that employees must be free from role conflict and role ambiguity. Job resources must create job control. If there are opportunities for training and development, task variety, feedback and social support, then performance will automatically increase.

Shashi Tiwari (2011) opines that employee engagement is the key to organizational success. Specifically, the author suggests that career development, training and development, a challenging work environment, clarity about organizational objectives, and feedback.

Research Methodology

Descriptive method was used in the paper.

Source Of Data

Data was collected from both primary and secondary sources. Primary data was collected through structured questionnaire postal department of Mysore. The secondary data was extracted from different Journals and websites.

Sample Design

Non Parametric. That is convenience sampling was used for the study

Sample Size

100 employees from Postal Department of Mysore were taken for the study.

Table No: 1

Do you like to attend online training program					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	84	84.0	84.0	84.0
	No	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

In Table 1, respondents' classification is shown by interest to attend training program. Among 100 employees, 84 of them are interest to attend online training program and remaining 16 of them are not interest to attend online training program.

Table No: 2

Do you feel training is necessary for employee for developing career					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	92	92.0	92.0	92.0
	No	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

In Table 2, respondents' classification is shown by training is necessary for employee for developing career. Among 100 employees, 92 of them agree training is necessary for employee for developing career and remaining 16 of them do not agree training is necessary for employee for developing career.

Table No: 3

Training is organized					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Quarterly	8	8.0	8.0	8.0
	Annually	84	84.0	84.0	92.0
	2 years	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

In Table 3, respondents' classification is shown by interest of employees to attend training program. Among 100 employees, 8 % of employees like to attend training program quarterly, 84% of employees like to attend training program annually and remaining 8% of employees like to attend training program two years once.

Table No: 4

Which technique is most suitable for training					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	on the job	16	16.0	16.0	16.0
	depends on needs	76	76.0	76.0	92.0
	Off the job	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

In Table 4, respondents' classification is shown by which technique is most suitable for training. Among 100 employees, 16 % of employees like to attend on the job training program, 76% of employees like to attend training program on depends on needs and remaining 8% of employees like to attend Off the job training program.

Table No: 5

Does training improve performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	92	92.0	92.0	92.0
	No	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

In Table 5, respondents' classification is shown by does training improve performance. Among 100 employees, 92 % of the employees agree training improve performance and remaining 8% of the employees do not agree training improve performance.

Table No: 6

Training provided for short duration is more effective					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Short	100	100.0	100.0	100.0

In Table 6, respondents' classification is shown by training duration. Among 100 employees all 100% agree that short duration training program are more effective.

Table No:7

Do you get innovative ideas					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	92	92.0	92.0	92.0
	No	8	8.0	8.0	100.0
	Total	100	100.0	100.0	

In Table 7, respondents' classification is shown by does training program help in getting innovative ideas. Among 100 employees, 92 % of the employees agree training program help in getting innovative ideas and remaining 8% of the employees do not agree training program help in getting innovative ideas.

Table No:8

Does training builds up team work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	100	100.0	100.0	100.0
	No				
	Total				

In Table 8, respondents' classification is shown by Does training builds up team work. Among 100 employees all 100% agree that training programs helps in builds up team work.

From the above percentage analysis we can identify that employee like to attend the online training programs, short term training, team building activity training program ,innovative ideas based training program, young generation like to attained the training program on the need base. The training program which is conducted annually is more attractive. The training programs are helping employees to increase performance. We see that online training has become a major trends employee are ready and willing to adopt to the technology based training. This clearly

indicate that from traditional method to online and need base training are becoming more popular in 2022.

Conclusion

The concept of training and development has been gone through lots of changes from last twenty years. We see the adoption of technology has made training to reach large scale employees all over the world. Today we see that most of government and private sector companies are adapting to latest trends of training and development. It clearly indicates the paradigm shift has taken place in training and development.

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An Exploratory Study on Virtual Employee Engagement Strategies and Its Impact on Employee Satisfaction Levels

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Abstract- The paper determined the change management process adopted by numerous industries in respect to employee engagement strategies in the time of Covid-19 lockdown. The study explored the various employee engagement strategies and their impact on employee satisfaction levels. The data was collected using the snowball sampling method from randomly selected IT, Finance, and Automobile Companies. The data was purposely collected from the employees working from home through a virtual network. Data analysis was performed through Microsoft Excel software. A statistical correlation technique was used to assess the interrelation amongst fourteen employee engagement drivers. Similarly, regression analysis was used to determine the impact of employee engagement strategies on employee satisfaction levels. Using regression analysis, the study has analysed that their employee engagement strategies significantly influence employee satisfaction levels. Moreover, through correlation analysis, the study has assessed that there is inter-correlation amongst the employee engagement drivers. Furthermore, the study has ascertained the impact of major employee engagement drivers on employee's satisfaction levels.

Keywords- Employee engagement practices, employee satisfaction level, Virtual Workplace, Covid-19

JEL Classification Codes- M12

I. INTRODUCTION

COVID 19 refers to the black swan event, which has significantly impacted everyone

globally. The event has considerably changed the daily course of human lives from social to professional aspect. Since March 2020, India has been facing a lockdown situation to reduce the transmission of the virus by following the social distancing norms. Thus, the following criteria have introduced the unique concept of 'work from home' mandatory for working professionals.

Every organization attempts to design its work to improve employees' emotional attachment towards the organization. Thus, depending upon the level of commitment, employee's engagement is classified as 'not engaged,' 'actively engaged,' and 'actively disengaged' (Developing and Sustaining Employee Engagement, 2021). However, the remote work environment has created a flexible working arrangement, leading to employees' lack of mental and emotional commitment towards their job or organizations' goals and objectives. The scenario of a virtual workplace has to lead the companies to tailor their employee engagement strategies.

This study will focus on the fourteen dimensions of employee engagement: credibility, commitment, collaboration, control, confidence, career, convey, connect, clarity, culture, contribute, congratulate, communications, and compensation. Thus, the following study aims to ascertain the impact of employee engagement strategies on employee satisfaction levels. In addition, to study the innovative virtual employee engagement strategies adopted by various companies in selected industries.

II. Theoretical Framework And Hypothesis Development

Due to the COVID-19 pandemic, companies are conducting various technology-driven engagement activities to boost employees' morale and make them feel motivated and committed to the organization (Singh & Kulkarni, 2021).

A. Employee Engagement Strategies (X) and Employee's Satisfaction Level (Y)

Employee satisfaction is essential for employee engagement (Abraham, 2012). The employee's active employment in an organization makes them feel part of its vision and provides them professional satisfaction (Lee, n.d.). Thus, organizations should offer higher career opportunities and a window to participate in decision-making (Chandani et al., 2016).

However, Covid-19 has changed the culture of the work environment to remote workplaces. Thus, isolation, fatigue, inefficiency, low level of energy, and unpredictability are some of the adverse outcomes that employees have felt due to the remote work environment. Hence, employee engagement and employee satisfaction have become challenging tasks for every organization. (Shmailan, 2015).

H1: Employee engagement strategies have an impact on employee satisfaction levels.



Fig. 1 Fourteen drivers of employee engagement that impact Employee Satisfaction Levels.

H2: There is significant inter co-relation amongst fourteen drivers of employee engagement.

Fourteen drivers of Employee Engagement.

1) Credibility (X1): Organizational credibility refers to the level of trustworthiness and reliability perceived by employees from their managers. (Jamal & Abu Bakar, 2017). Therefore, a manager should be active, decisive, consistent, trustworthy, coherent communicator, competent, and visionary ("leadership credibility - why it matters & how to develop it * soaring eagles," n.d.).

H3: Credibility influences employees' engagement and satisfaction levels.

2) Commitment (X2): Commitment defines the level of enthusiasm employees show towards their work and workplace. Employees with higher engagement have higher affective dedication and normative commitment (Altarawneh, 2014).

H4: Commitment impacts employee engagement and satisfaction.

3) Collaborate (X3): Collaboration in an organization involves sharing ideas and skills with employees to achieve goals. It builds a sense of association amongst employees and team spirit. Hence, an organization should establish a shared vision, reward collaborative efforts, and understand equity amongst employees.

H5: Collaboration influences employee engagement and employee satisfaction levels.

4) Control (X4): Control means verifying and confirming the execution of the plan as proposed. Thence administration and management of every organization should maintain control during the performance of the tasks to maintain stability and attainment of the desired output.

H6: Control impacts employee engagement and employee satisfaction levels.

5) Confidence (X5): Employees' self-confidence has significant impact on an organization's success. Thus, companies should focus significantly on motivating their employees by executing different strategies such as Maslow's hierarchy of needs, Herzberg two factor theory, McClellan's theory of needs, Vroom's theory of expectancy, and McGregor's X and Y theory. Thus, motivated, and confident employees are higher performers, less stressed, and loyal ("Three Ways Confident Employees Benefit Your Business," 2020).

H7: Confidence impacts employee engagement and employee satisfaction levels.

6) Career (X6): Employees feel more engaged when their career goals align with their objectives and vision. An organization's aim and vision lead employees to enhance their skills and knowledge and move up the career ladder (Developing Employee Career Paths and Ladders, 2021). Job enrichment strategy helps an organization engage an employee and reduce employee turnover.

H8: Career establishes substantial implications on employee engagement and employee satisfaction levels.

7) Convey (X7): Good communication is an essential tool to achieve productivity and to maintain a strong working relationship. However, it is challenging to maintain contact in a remote work environment. Therefore, convey messages properly to maintain transparency.

H9: Proper conveying of the message has significant implications on employee engagement and employee satisfaction levels.

8) Connect (X8): A connected employee is an engaged employee. An employee who is involved, interested, and enthusiastic in the organization's vision and mission is

considered an engaged employee. According to a study, companies having engaged employees are 21% more profitable and have a four times higher revenue growth rate (Cechova, n.d.).

H10: Connected employees have higher employee engagement and employee satisfaction levels.

9) Clarity (X9): Clarity defines degree of understandability an employee has towards their job description, role, and work process. An organization should clearly express the vision and mission of the corporation to the employees that will help them align their career development objectives.

H11: Clarity of job description, role, and work process impact employee engagement and satisfaction.

10) Culture (X10): An organization's culture refers to the values, expectations, and practices that frame the structure and strategies adopted by a company. Culture defines the course of action of an organization. It establishes the employee perceptions, behaviours, and understandings (Understanding and Developing Organizational Culture, 2021).

H12: Culture leads to higher employee engagement and employee satisfaction levels.

11) Contribute (X11): A happy worker is a productive worker. According to an article, motivated and contented employee is efficient and effective at their job. An actively engaged employee always contributes higher and competes to accomplish the targeted goals. Thus, an organization should motivate the employees and boost their morale to increase employees' contribution to the organization (Examples of Positive Contributions in a Job, n.d.).

H13: Employee contribution impacts employee engagement and employee satisfaction levels.

12) Communications (X12): Communication is considered one of the essential aspects of an organization's survival. The truthfulness and reliability of an organization define its strength (Jamal & Abu Bakar, 2017). Communication leads to team building, active employee engagement, higher productivity and growth, innovation, and strong management. Therefore, an organization should focus on improving communication channels within the company (The Importance of Good Communication in the workplace, n.d.).

H14: Communication impact employee engagement and employee satisfaction levels.

13) Compensation (X13): Motivation boost employees' morale to attain goals (Khanam, n.d.). It enhances an employee's satisfaction level drastically. Motivation divides into two categories, i.e. monetary motivation and non-monetary motivation. Moreover, monetary motivation in the different forms of compensation positively influences employees' satisfaction levels (Delic et al., 2014).

H15: Compensation impacts employee engagement and employee satisfaction levels.

14) Congratulate (X14): Companies should create a culture of recognizing employees' achievements and rewarding them. A manager should acknowledge and respect the positive outputs or targets achieved by their employees.

H16: Congratulating an employee on their achievement leads to higher employee engagement and satisfaction.

III. Objectives Of The Study

A. To assess the impact of employee engagement strategies on employees' satisfaction levels on different industries' basis.

B. To analyse the relationship between virtual employee engagement strategies and employees' satisfaction level.

C. To study various companies' innovative virtual employee engagement strategies in selected industries.

D. To ascertain the most effective employee engagement strategies that affect employee satisfaction levels.

IV. Research Gap

During the COVID-19 pandemic, numerous studies have been published concerning employee satisfaction levels. Presumably, no study has been conducted concerning the impact of virtual employee engagement strategies on employees' satisfaction levels working in remote environments.

The study was conducted in June 2021, which was the lockdown period for Pune city. The study will help us gain bigger picture and long-term effect of different virtual employee engagement strategies attempted by companies from March 2020 to June 2021.

V. Research Methodology

A. Type of study

The research is an exploratory study that will provide insights into various companies' virtual employee engagement strategies. The study will investigate the impact of virtual employee engagement strategies on employees' satisfaction levels.

B. Participants and procedure

The respondents are selected using the snowball sampling method. The respondents are employees of various companies situated in Pune city. Data collection was performed using a close-ended online questionnaire via google forms. After removing incomplete responses and extreme outliers, we received 315 responses. Most of the responses were from females, 64 percent with males constituting 36 percent of the sample.

C. Measures

The employee satisfaction level is assessed through the questionnaire's evaluation of employees' opinions concerning employee engagement strategies adopted by their respective companies. The questionnaire consists of questions concerning employee satisfaction in the organization and 14 C's of employee engagement drivers undertaken in the following study. The scaling response used in the study is 5 points Likert scale.

D. Research Variables

In the following study, employee engagement strategies are independent variables, and employee's satisfaction level is the dependent variable. The coding for responses of employees is as follows 1 (Strongly disagree), 2 (disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree). Additionally, all the demographic variables are statistically controlled to avoid confounding relationships.

E. Data Analysis

Microsoft Excel software was used for data analysis. Correlation analysis determines the association between employee engagement strategies and employee satisfaction levels. Furthermore, regression analysis estimates the impact of independent variables on the dependent variables.

VI. RESULTS

A. Descriptive Statistics of Employee Engagement Drivers

TABLE I: Mean and Standard Deviation amongst variables

Employee Engagement Drivers (X)	Mean (\bar{x})	Standard Deviation (σ)
(X1) Credibility	3.33	1.37
(X2) Commitment	3.07	1.26
(X3) Collaborate	3.80	1.03
(X4) Control	3.43	1.19
(X5) Confidence	3.63	1.54
(X6) Career	3.53	1.36
(X7) Convey	3.37	1.33
(X8) Connect	3.50	1.22
(X9) Clarity	3.37	1.16
(X10) Culture	3.07	1.31
(X11) Contribute	3.20	1.47
(X12) Congratulate	3.13	1.46
(X13) Communications	3.33	1.09
(X14) Compensation	3.47	1.57

Source: Research data

Table 1 shows the descriptive statistics of the study variables. As indicated through mean and standard deviation scores, the central location of variables is indifferent, and the variability amongst is not high. Hence, it can be interpreted that information is consistent and reliable.

B. Data analysis using Regression Statistical Tool

TABLE II: Regression Statistics of variables

Regression Statistics	
Multiple R	0.713
R Square	0.508
Adjusted R Square	0.192
Standard Error	1.235
Observations	315
Standard Error	1.235
Observations	315

Source: Research data

Table II signifies the multiple R the correlation coefficient. The 0.713 multiple R represents a strong positive linear correlation amongst the X (Employee Engagement Strategies) and Y (Employee's satisfaction level) variables. R square (r^2), i.e., Coefficient of Determination interpret that approximately 50.8% of the variation of Y (Employee's satisfaction level) variables are explained by X (Employee Engagement Strategies) variables. Standard Error measures the precision of the model, i.e. it reflects the average error of the regression model. Consequently, in the following model, the average error is 1.235 of the total of 315 observations (excluding the outliers and non-responded questionnaires). Hence, the standard error reflected the confidence interval of the regression model.

TABLE III: ANOVA

ANOVA					
	df	SS	MS	F	Significance F
Regression	14.00	1781.03	1781.03	5.04	0.32
Residual	301.00	16404.70	585.88		
Total	315.00	18185.73			

Source: Research data

In Table III, Significance F value is 0.32, and the F value is 5.04. Thus, H1 is failed to reject. Therefore, we can interpret a significant impact of employee engagement strategies on employees' satisfaction levels.

C. Data analysis using Correlation Statistical Tool

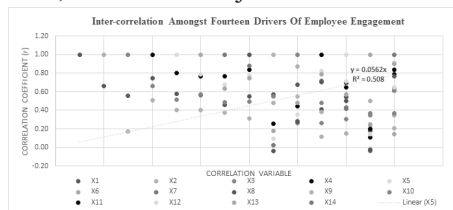
TABLE IV: Inter-correlation amongst fourteen employee engagement drivers

	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12	X13	X14	
X1	1.00														
X2	0.66	1.00													
X3	0.56	0.17	1.00												
X4	0.75	0.51	0.66	1.00											
X5	0.58	0.40	0.52	0.60	1.00										
X6	0.57	0.40	0.57	0.77	0.79	1.00									
X7	0.46	0.38	0.48	0.77	0.68	0.63	1.00								
X8	0.55	0.31	0.49	0.84	0.78	0.75	0.88	1.00							
X9	0.57	0.48	0.55	0.25	0.10	0.18	0.02	-0.08	1.00						
X10	0.68	0.88	0.27	0.44	0.25	0.48	0.29	0.28	0.55	1.00					
X11	0.41	0.38	0.48	0.71	0.62	0.79	0.72	0.71	0.12	0.26	1.00				
X12	0.55	0.43	0.43	0.70	0.71	0.57	0.42	0.50	0.15	0.30	0.65	1.00			
X13	0.18	0.23	0.37	0.20	-0.01	0.25	-0.04	-0.01	0.50	0.34	0.11	0.14	1.00		
X14	0.41	0.35	0.61	0.79	0.91	0.90	0.64	0.77	0.21	0.37	0.84	0.65	0.15	1.00	

Source: Research data

- * $r > 0.5$ – High positive association between variables
- ** $r < 0.5$ – Low positive association between variables

H2 is tested using the statistical correlation method. Consequently, the correlation amongst all the variables is shown in Table IV. Some variables show a strong positive association, whereas others represent a weak positive and negative association. Thus, H2 is failed to reject.



Source: Research data
Fig. 2 Inter-correlation amongst fourteen employee engagement drivers.

D. Data analysis using Regression Statistical Tool.

In Table V, we are testing H3 to H16.

TABLE V: Relationship amongst X and Y variables depending upon the calculated p-values

	Coefficients	Standard Error	t Stat	P-value	Relationship
Intercept	8.32	2.525	3.296	3.004	Significant
X1	0.07	8.428	8.474	1.606	Significant
X2	0.06	1.109	6.439	9.879	Significant
X3	0.05	9.229	7.739	6.261	Significant
X4	0.11	1.219	5.856	4.103	Significant
X5	0.06	9.463	7.548	9.114	Significant
X6	0.10	1.016	7.025	2.676	Significant
X7	0.06	9.169	7.789	5.682	Significant
X8	0.07	1.164	6.135	2.037	Significant
X9	0.05	8.506	8.397	1.841	Significant
X10	0.07	1.041	6.855	3.857	Significant
X11	0.08	8.547	8.356	1.979	Significant
X12	0.04	5.281	1.352	1.446	Significant
X13	0.07	5.766	1.238	5.403	Significant
X14	0.07	1.187	6.017	2.732	Significant

Source: Research data

- * $p\text{-value} < 0.5$ – relationship amongst the variable is not significant.
- ** $p\text{-value} > 0.5$ – relationship amongst the variable is significant.

P-value has shown that the relationship amongst all the variables is supported. There is a positive impact of all the employee engagement drivers on employee satisfaction levels.

VII. FINDINGS AND SUGGESTIONS

TABLE VI: Results of hypotheses testing

Hypotheses	Result
H1: Employee engagement strategies have an impact on employee satisfaction levels.	Supported
H2: There is significant inter co-relation amongst fourteen drivers of employee engagement.	Supported
H3: Credibility influences employee engagement and satisfaction level.	Supported
H4: Commitment impacts employee engagement and satisfaction.	Supported
H5: Collaboration influences employee engagement and employee satisfaction levels.	Supported
H6: Control impacts employee engagement and employee satisfaction levels.	Supported
H7: Confidence impacts employee engagement and employee satisfaction levels.	Supported
H8: Career establishes substantial implications on employee engagement and employee satisfaction levels.	Supported
H9: Connected employees have higher employee engagement and employee satisfaction levels.	Supported
H10: Connected employees have higher employee engagement and employee satisfaction levels.	Supported
H11: Clarity of job description, role, and work process significantly impact employee engagement and satisfaction.	Supported
H12: Culture leads to higher employee engagement and employee satisfaction levels.	Supported
H13: Employee contribution impacts employee engagement and employee satisfaction levels.	Supported
H14: Effective communication impact employee engagement and employee satisfaction levels.	Supported
H15: Compensation impacts employee engagement and employee satisfaction levels.	Supported
H16: Congratulating an employee on their achievement leads to higher employee engagement and employee satisfaction levels.	Supported

Source: Research data

Table VI has presented the result of hypotheses testing for the following study. In Fig. 2, we have bifurcated the employee engagement drivers having substantial influence ($p\text{-value} > 5$) on employee's satisfaction level. Hence, human resource department of organizations should frame strategies depending on the drivers which have substantial influence on employee satisfaction levels.

TABLE VII: Categorization of employee engagement drivers p-value.

Impact of employee engagement drivers on employee satisfaction levels.	
Employee engagement drivers have an influence ($p\text{-value} > 5$) on employee's satisfaction level	Employee engagement drivers have an influence ($p\text{-value} < 5$) on employee's satisfaction level
Commitment	Credibility
Collaborate	Control
Confidence	Career
Convey	Connect
Communications	Clarity
	Culture
	Contribute
	Congratulate
	Compensation

Source: Research data

VIII. DISCUSSION AND THEORETICAL IMPLICATIONS

COVID-19 has led to a radical change in each economic sector's management practices and strategies. Thus, the exclusive event has pushed the companies to implement appropriate strategies depending on distinct situations. Various employee engagement strategies lately adopted by selected industries are online team building activities, online medical counselling sessions, online guidance for exercise and meditation, webinars dealing with anxiety and stress, virtual festival celebrations, e-learning modules, new skills learning sessions, team meet-ups over video conferencing, short online game sessions.

The study has ascertained the impact of varying employee engagement drivers on employee satisfaction levels. Furthermore, the study has helped assess the interrelation amongst the employee engagement drivers. Thus, based on Table VII, the manager of an organization should build the level of enthusiasm amongst employees towards their work. Organizations should create an environment of trust, collaboration, unity and boost their confidence.

IX. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

The study has been conducted by collecting data from random companies in

the Information Technology, Finance, and Automobile industries located in Pune city only. The study has considered fourteen employee engagement strategies and their impact on only employee satisfaction. The findings are limited to the viewpoint of respondents from Pune city only. The questionnaire method was used to collect primary data. Interview method could also be applied for in-depth study. More industries can be analysed to have an extensive study in future research. Furthermore, longitudinal studies can assess employee satisfaction levels before, during, and after the lockdown

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CHANGE MANAGEMENT AND HUMAN RESOURCE

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ABSTRACT

Change management is a systematic approach. Application of knowledge, introduction of various tools and resources to deal with change in organization play important role. It involves defining and adopting various corporate strategies, structures, procedures and technologies to handle the change.

Change is a continuous process leading to organizational development. Creatively combined with knowledge and understanding the need for change is very important in this process. Organization also needs to develop many change agents to propagate for change. Creating positivity in environment, extending effective support to overcome obstacles and drive the change in missionary way are few steps to bring in expected change.

KEYWORDS

Human Resource management, Changes, Government Machinery, senior management, work environment, performance management, wellbeing of employees

INTRODUCTION

Working environment post Corona Virus has drastically reshaped the economy and the approach of business towards Human Resource. Since its rapid spread around the globe everyone connected with business has experienced titanic shift in approach towards work, workforce and processes surrounding it. On the top of it paradigm shift from manual towards technology has converted new approach towards management of Human Resource.

Such massive change is escalating the importance of role of Human Resource within organization. Employees are turning to their managers and their HR Leaders, in particular for guidance on how to navigate their new normal. It is believed that this shift of approach has given new lead to organization in reshaping their approach towards Human Resource, which has attained great importance in entire business game plan.

This does not mean that old approaches are completely outdated with the invention of new technologies. Managerial grid of business i.e. concern for business and concern for people are being seriously balanced now to ensure that each individual working in industry is focused towards expected delivery related to his role and responsibility which in turn will support in strengthening the top and bottom line of business.

We have also experienced behavioural changes in stakeholders post pandemic. This includes customers, Government Officials, employees, etc. Cultural shift in working of organization is one of the major concerns we have experienced recently. Workplace has now not restricted to defined factory or office place but it has crossed the boundaries. Organizations have started realizing the importance of gender equality and at most places female employees are preferred to be heading businesses. In the process flexi working has become new normal and preference is given to remote working at many places, particularly it is evident in IT and ITES segments. This has also impacted redesigning on new organization

structures in view of future business developmental needs. Organizations' have become more resilient to face newer challenges.

In this journey organizations have revamped their age old thinking process related to management of Human Resource. A great deal of importance is placed on each individual with a view to enhance his /her competence level to face the challenges of future. This paves the way for new HR role focused on wellbeing as a business strategy, increasing the employee retention. Each level of leadership is now considered as an important pillar of Human Resource, may it be Finance, Operations, Business development, etc.

In this journey, Human Resource Professionals are also bestowed on important responsibilities of ensuring upkeep of physical and mental health of employee. Remote working has become a buzz word, however more importance is also given to ensure proper equilibrium of individual emotions towards business. This will support ensuring to make each workplace as "Great place to work".

LITERATURE REVIEW

After R. Kahn and D. Katz voluminous work has been done by various researches in the field of organizational behavior. A large volume of work is carried out in the west to examine the effect of organizational culture on attitudes of managers as well as managerial skill requirements. Majority of these researches have established the close relationship of organizational culture with managerial attitude.

A perusal of research literature indicates that there is a great deal of similarity in approaches taken by different investigators. Taking into account the

relevant theoretical literature and findings and keeping the immediate need in view, the present work has been planned. Considering the underlying intentions this review literature review is restricted to the study of change management and its impact on Human Resource.

Over a wide international area, a free and enhanced movement of international capital, the move and rapid widespread international diffusion of technology and the greater coverage and depth of information Globalization and increased international competitiveness have led to the restructuring of economics of various countries in the recent past. In-process technology has come to be widely regarded as a major factor contributing to the growth and development of countries. In this process most crucial factor is the successful transfer and upgradation of technology and development of skill of the human resources to assimilate and develop new ways of working (Veermani 1997).

However, industries should put positive efforts to ensure that they are important players of business. Global competition is here to stay and if Indian companies are successful in facing the transitional companies in Indian market, they will be equally successful in global market (Danve 1994). However, more and more efforts are needed. Today's business environment is mixture of globalization and competition and survival of fittest (Rebellow 1934). In present free environment any industry can think of competing with world market provided they have capabilities of satisfying the customers. What is important is to develop thinking of our manager to that effect. As mentioned (James A.F. Stonev, R. Edward Freeman and Danial R. Gilbert J. 1997) globalization is consisting three interrelated factors = proximity, location and attitude. These three facets of

globalization emphasize the unprecedented line up and complexity of relationship that confront a global manager. To face the global competition managers should be ever ready to face change in working style, should be prepared to relocate as per business needs. Managers now operate in much closer proximity than ever before the greater number of range of customers, suppliers and government regulations.

This proximity a function of the “shrinking globe” is partly matter of time as today’s telecommunication technology allows people around the world to share voice, video and facsimile information in a minute. The managers find themselves competing – or even collaborating – with a new cast of global player. Location and integration of an organization’s operations across several international boundaries is part of globalization. Globalization also refers to new open attitude about practicing management internationally. This attitude combines a curiosity about the world outside. Once again this point can be made clear in a simple statement “nothing is overseas anymore” (James AF Stolen R. Edward Freeman, Danial Gilbert J. 1997). In new perception, nothing is local. What we see today happening in other countries, will come to us tomorrow. With the emphasis on what is tribal in a world increasingly global. The new age Mantra “Think Globally, Act Locally” is turned on its head. It is now “Think Locally, Act Globally” (John Naisbitt, 1995). These are all new challenges to organizational managers. There is no fixe3d formula available to face this task. At the same time, we ought to understand over social limitation. There is no universal model we can apply to our social organization as our market structures are different. We have to rely on policy that keeps us moving (Jalan Bimal 1998). Organizations and managers are expected

to ensure that old ways of approach towards work and methodology are amended suitably. Companies have to dismantle bureaucracies to fight global competition and to develop economics of scope, finding the right size for synergy, market flexibility and speed (Bhatia 1998). In globalized environment “Service” has become very important factor.

“Selling” of goods has now different manning altogether. The advent of economic liberalization has meant focus, not just on the consumer as traditionally defined – it has created “consumers” and “services” where none were thought of (Bhaskar Archana 1998). To face all these factors, present managers are required to understand the new concept of working where they are required to be important player of competition. As said (Tripathy Siddharth S. 1998) as important money quality, productivity, innovation and time are crucial source of competition. Organization must deliver goods on a given time. Only when time is on your side, you are truly prepared to compete in today’s global business environment. To face global competition, organizational managers must understand that, we live in a time of great change, a time of new beginnings. We live in a time where many things are coming to an end (John Naisbitt 1995). This meaning of competitiveness is part of new attitude of globalization and it is a direct consequence of the unprecedented proximity among nations in a global market place (James A.G. Stoner, R. Edward Freeman, Danial R. Gilbert 1997). To face global competition alongwith organizational managers, support of government agencies are also required. Managers are now “global” and not “local”. Global managers are required to operate in a climate marked by more aggressive government efforts to influence how they run their organizations.

Political changes, shift in government policies and new agreement among nations are all having an impact on global market place. There are many significant implications of a global trend for organization. The first of-course is an increase in competition. Global market not only makes more products and branch available to the customers but also diverse forms of alternatives technologies brings competition from non-traditional sources. Secondly, for operating and facing competition at global scale has a larger implication for the very nature of business. To meet the local requirements organization would need more consumers oriented market strategies (Shukla Madhukar 1998). Our managers are therefore required to get themselves tuned with demand from customers and organizations must organize orientation programme for managers to fulfil these needs. Manager must learn to live in this competitive environment. Competitiveness has become one of the major pre-requisites for commercial success. Hence a clear understanding of competitiveness is vital for ensuring greater marketability of product mix (Ahuja Shobha 1998).

RESEARCH OBJECTIVES

The present study has following objectives:-

- a) Examine present practices Change Management and its impact on Human Resource
- b) Collect relevant data from various manufacturing organizations, analyse and study the same.
- c) Suggest a way forward on the subject.

Authors have done adequate review of literature. Information is collected from research papers, books and internet.

RESEARCH METHODOLOGY

The study is based on qualitative and quantitative research.

Qualitative analysis is done based on literature review. That submits certain limitations to the issue, hence quantitative analysis is also performed for this study.

The study is exploratory in nature. Competitive analysis is done using the descriptive data analysis method. The questionnaire was made to seek the perception of respondents. The data was collected through the questionnaire and 44 participating managers dealing with the subject have responded to our questionnaire. The respondents were informed about the objective of the study. No reference of individual / company is done for the purpose of study.

The data was analysed using excel and charts various figures prepared for better understanding of responses.

RESEARCH HYPOTHESIS

Hypothesis is the formal statement of an unproven proposition i.e. empirically testable. The important variables identified are continuous change management, involvement of senior management, formation of effective teams, myth about work place and boundaries of HR Function and HR strategies to lead workforce transformation, impact on HR due to changes post pandemic, impact on talent acquisition and culture, impact on approach of government as well as dealing with union.

To establish logically variables in the form of testable statements following hypothesis, null and alternative have been formed.

HO1 : There is a relationship of comfort level of employees due to changes taking place in the organization.

HA1 : There is no relationship of comfort level of employees due to changes taking place in the organization.

HO2 : Change is an integral part of Human Resource management

HA2 : Change is not an integral part of Human Resource management

HO3 : While introducing changes there are more internal obstacles than external and there is a positivity in approach of Government machinery while introducing change

HA3 : While introducing changes there are no internal obstacles than external and there is no positivity in approach of Government machinery while introducing change.

HO4 : It is very easy to introduce changes through middle management, senior management and union.

HA4 : It is not easy to introduce changes through middle management, senior management and union.

HO5 : Changes always impact work environment / wellbeing of employees / performance of individual.

HA5 : Changes never impact work environment / wellbeing of employees / performance of individual.

SAMPLE DESIGN

A sample is simply a subset of population. By studying the sample the researcher draws conclusions i.e. generalizable to the entire population of subject. This article uses sampling method because the desired

information is confined to the professionals those who are involved in industries and academia, related to change management and human resource.

DATA ANALYSIS

A total of 44 HR / Business / Professionals from Academia from all over basis took part in this survey. Based on the data collected through the questionnaire, following are the key findings.

a) Respondents considered for this article are from automobile, automotive, technology, IT, robotic, consultancy and academia

b) All Respondents are having minimum 25 years leadership experience in above segments, dealing with Change Management and Human Resource. Discussion and analysis of responses are covered from point “c” to “g” as follows.

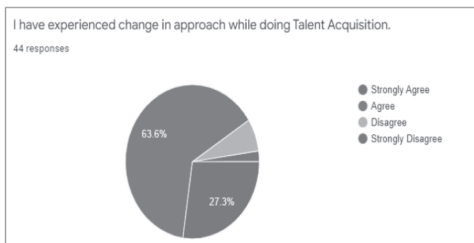
c) Change – internal part of Human Resource Management and its relationship with HR.

For any organization change is constant and integral part. Change can be related to strategy, marketing, finance, technology, etc. Experience of authors states that employees with high level of learnability will be comfortable to face change. However, such employees where learnability is less their comfort level to face change will be less. While collecting the data it was evident that about 86.4% respondents are in strong agreement with a view that change is an integral part of organization and their comfort level will be very high. The following pie chart will substantiate the statement:-



d) Impact of change on Human Resource and Talent Acquisition

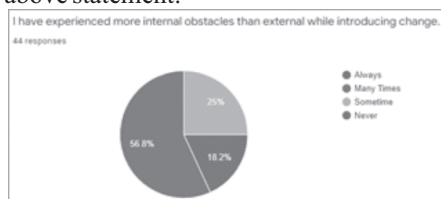
Recently we have experienced lot of changes taking place particularly post Corona environment. It has drastically reshaped the economy, impacting approach of business toward Human resource. With this we have experienced shift in approach towards work, workforce, processes surrounding it, future place of work, present and future competencies, etc. Human Resource has also experienced great deal of change in manpower planning, talent acquisition and management. Researchers have analyzed the responses received from respondents and it is evident that most of the professionals are experiencing great deal of impact on human resource due to changes taking place particularly post pandemic. Respondents have also experienced changes in approaches towards talent acquisition. About 63.6% respondents have experienced changes in approach while exercising talent acquisition, which is evident from following chart.



e) Impact of change on organization culture including internal and external obstacles.

Change is an age old phenomena. Policies of Government, internal and external relationship of particular nation, war situation, change in organization structure, shift in education pattern, approach of organization towards R & D, are few of the factors which positively or negatively impact the culture. The change leader

responsible for introducing change will always experience internal and external obstacles. Though relatively it is easy to overcome external obstacles, in this study, 56.8% respondents have opined that they experience more internal obstacles than external, while 18.2% respondents expressed their view that they always face internal obstacles. Researchers have also attempted to find out from respondents if they have experienced positivity in approach of Government machineries for introducing change. About 44% of the respondents opined that either always or many times they have experienced positivity in approach in Government machinery while introducing change. Following pie chart will substantiate the above statement:

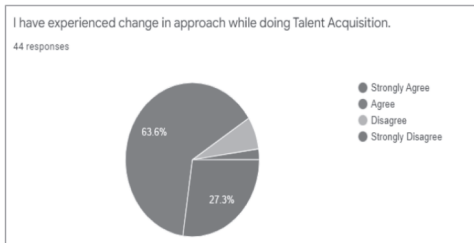


f) Role of middle management, senior management and union in Change Management.

Though external factors are also responsible for introducing change, one needs to bear one thing in mind that change process will be driven with the help of internal factors like involvement of senior management, middle management and even Union wherever it is functioning. Researchers attempted to go in depth for collecting the responses on this question. 86.3% of the respondents have opined that senior management is always open for introducing change. Respondents have however, opined that it is very difficult to introduce change in the organization while dealing with Union. About 41% of the respondents are of the opinion that middle management cannot drive change in absence of strong support from senior management. The following pie chart will

d) Impact of change on Human Resource and Talent Acquisition

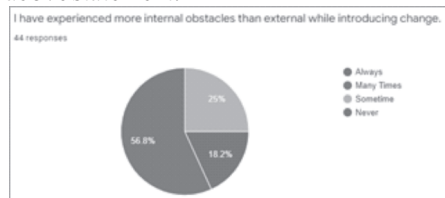
Recently we have experienced lot of changes taking place particularly post Corona environment. It has drastically reshaped the economy, impacting approach of business toward Human resource. With this we have experienced shift in approach towards work, workforce, processes surrounding it, future place of work, present and future competencies, etc. Human Resource has also experienced great deal of change in manpower planning, talent acquisition and management. Researchers have analyzed the responses received from respondents and it is evident that most of the professionals are experiencing great deal of impact on human resource due to changes taking place particularly post pandemic. Respondents have also experienced changes in approaches towards talent acquisition. About 63.6% respondents have experienced changes in approach while exercising talent acquisition, which is evident from following chart.



e) Impact of change on organization culture including internal and external obstacles.

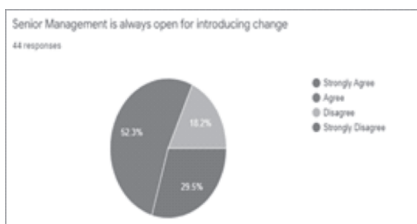
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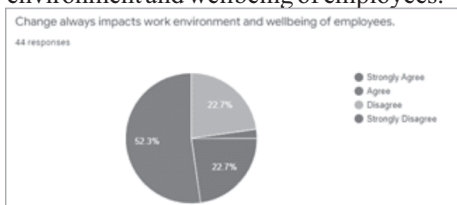


g) Interfacing impact of change with work environment / wellbeing of employees / performance of individual.

Change is always introduced with a view to ensure achieving greater mileage with sustained organizational efforts. A great deal of importance is placed on each individual with a view to enhance his /her competence level to face the challenges of future. This paves the way for new HR role focused on wellbeing as a business strategy, increasing the employee retention. Each level of leadership is now considered as an important pillar of Human Resource, may it be Finance, Operations, Business development, etc.

In this journey, Human Resource Professionals are also bestowed on important responsibilities of ensuring upkeep of physical and mental health of employee. Remote working has become a buzz word, however more importance is also given to ensure proper equilibrium of individual emotions towards business. This will support ensuring to make each workplace as “Great place to work”.

Researchers have collected responses on this subject. 75% of the respondents have opined that changes always impact work environment and wellbeing of employees.



While exploring the question related to impact on change on performance of individual, 68.2% of the respondents have opined that change in HR practices always impact performance of individual. Following graphs will substantiate the above statements.



CONCLUSION

On the basis of about discussions, literature survey, impression gathered while discussing with various stakeholders and the data / responses collected in course of this research study, and after analysis, we have reached to the following conclusion:-

1. There is a definite relationship of comfort level of employees with any change getting introduced in organization.
2. Change Management and Human Resource will go hand in hand. Whether it is introduction of strategy or technology, involvement of Human Being is must. Study confirms that change in an integral part of Human Resource Management.
3. In the journey of Change Management, organizations will encounter different types of obstacles, internal as well as external. It was debated largely that there is a positivity in approach of Government Machinery in entire process of change management. Study substantiates the same. Senior management, middle management and union (wherever functioning) play an important role in change management. Responses substantiates as follows :-

- a) Middle Management plays a less active role in introduction of change.
- b) Senior Managements role is of great importance.
- c) Respondents found it difficult to introduce change wherever union is functioning.

4. Study proves beyond doubt that change always impacts work environment and wellbeing of individuals. Most of the respondents were of the firm opinion that working environment post Corona has drastically reshaped the economy and approach of business towards human resource.

5. On the basis of collection of data, discussions, literature review, analysis and research methodology deployed during the study, Hypothesis Ho1, Ho2, Ho3, Ho5 are substantially proved. Hypothesis Ho4 is partly proved related to easiness of introducing change through Senior Management. However, respondents expressed their reservations about easiness in introduction of change through middle management and union. Thereby Hypothesis Ho4 is only partly proved.

WAYFORWORD

1. Stakeholders in management are required to be alert all the time and take proactive action to align probable changes and mind set of human resource.
2. Health factor is considered as very important aspect impacting work environment and performance of individual. In view of this regular counselling sessions, continuous rapport building with stakeholders, striking proper balance in work-life, needs to be viewed very seriously.
3. Continuous communication from senior management to everyone in the organization, covering finer aspects of business, threats in competition, requirement of competency development,

is advisable and required to be considered as important agenda on senior management KRA.

4. Change is a continuous process. In view of this stakeholders need to put serious emphasis on building up high level of futuristic competencies of human resource available in respective organization.

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CHANGING ROLE OF HRM IN THE POST COVID-19 ERA

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ABSTRACT

Managing the physical and emotional wellbeing of employees is important for companies post Covid-19. The pandemic has had a significant impact on the way representatives are committed to fulfilling their obligations under a representative commitment command. The leadership of human resources is playing a very important role in this journey. Human Resource Managers need to be able to change and adapt quickly in order to keep up with the latest trends. The Covid-19 emergency has hastened a few workplace changes that can be associated with work and labor force, such as a distant work culture, virtual work environments, and the increasing utilization of innovation. The Covid-19 crisis additionally causes shifts in ability the executives. In a post-covid climate, how might far off work be changed for all time? Some HR managers believe that some manual operations may have been automated, providing some opportunities to implement telework in a time when it was not always considered. HR professionals and leaders will revamp job descriptions to incorporate more automated technologies, while providing employees with more remote work opportunities while continuing to provide customer service without negatively impacting the organization's performance or mission. Human resources managers or professions have more opportunities to secure their workforce to expand their profitability and benefits to increase the associations in the post-Covid-19 period. Covid-19 has rattled at humankind, upsetting practically varying backgrounds. In organisations, HR groups have been at the cutting edge, rapidly giving workers

the organisation's reaction to the pandemic disaster. They have been rotating out new rules for working and giving social and infrastructural help while trying to keep the representative spirits and success levels high during the COVID lockdown.

Keywords: HR Manager, Post Covid-19, HR Professionals, HR leaders, Work place changes, challenges, Virtual work environment, covid lockdown, and remote working.

Introduction

The recent pandemic has forced organizations to speed up their transition to digital operations. The human resources management has had to adapt to the new situation, which has prompted them to take care of their employees. Human resource management can play an important role in helping employees use digital platforms to access their jobs and support organisations in their efforts to continue business processes.

Human resources management to play a bigger role in the post Covid-19.

The pandemic has thrown our reality out of balance. The specialists agree that Covid-19 may have a significant impact on the Indian IT sector worth \$180 billion. The silver coating is a reliable test for the IT industry. Despite the fact that IT spending will initially go down in 2020, IT organizations will eventually see an increase in market opportunities, particularly in the ITES sector. The requirement for virtual working would spur the development of curiosity tools and tools for coordinating effort, and this would lead to an increase in the use of computers. Keeping employees inspired

and enthusiastic about the future is essential for success. The human resources department is responsible for ensuring that groups are happy and committed to their work, while also preparing for difficult decisions.

They will have to look ahead and make adjustments to their strategies, structures, and methods in order to align with the better way to work. The changes needed to be implemented successfully call for teamwork and cooperation with all of the stakeholders in the organisation. There are some studies that need a response before they can be used to forecast, and the new way of working is causing some problems.

Challenges emerging from the 'new' normal

HR teams have a lot of challenges to deal with, with most of the staff working remotely. For example, a model in which participants are encouraged to be active and engaged in the program. If necessary, HR managers will need to set new procedures and change rules in order to keep up with changes. A new set of expectations should be developed to accommodate the different working definitions for part-time, full-time, and remote employees. A new policy will be required to test the performance of virtual representatives. The performance management outline may need to be completely revised in order to meet new targets, expectations, and rewards. The revised policies and rules should be incorporated into the cycle of asset readiness and use so that the workforce has the option to work virtually. HR managers also need to have innovative ideas, in order to keep the company's culture is highly determined – both for current employees as well as for newly hired employees. As HR teams plan for the future, they will be aware that many practices will change, which will necessitate a redesign of their jobs.

Remote working is becoming new normal

A Gartner analysis predicts that a majority of workers will work virtually at least part of the time after COVID-19. A growing number of industry leaders believe that the far-off working culture is having a deep impact, and this figure is higher for organisations that are taking a look at decreasing interests in land to counterbalance the consequences of the lockdown. This would require digitizing and higher selection of technology, as well as re-designing physical work environments into technology-empowered virtual ones. This model is one of the great advantages is that, in receiving from all over the country more employment request, the Directors present may choose to find the most reasonable competitors-because hiring will become a region of rationalism person.

Resurgence of the gig economy

Employers who use unexpected workers have a more adaptable workforce, which can be advantageous in times of change. A study by Gartner finds that some organizations are substituting full-time representatives with contractors in order to save costs. HR managers will have to manage difficulties concerning the relevance of working situation laws to the workforce.

Emphasis on employee social safety

Organisations will continue to focus on worker safety and employee well-being post COVID-19. HR teams will be more involved in the realities of workforces and this will improve people's connections.

Shift in focus from being efficiency to resilient

Organisations traditionally place a high importance on employee productivity, but in the post-COVID-19 world, flexibility will be the key to success. Specialists in

staffing will consider an applicant's computerized skills and ability to work cooperatively in a team when hiring.

Employees need to be trained on how to do their jobs properly

Learn about cutting-edge tools for training employees-managers, mentors, and coaches-that specifically revolve around the idea of working remotely. Programs to help manage stress, build a positive attitude, and stay productive under a distant working model are likely to be helpful.

Use of Artificial intelligence (AI)

Artificial intelligence (AI) can be used to help with a variety of tasks. It can be used to help with things like identifying patterns or trends, or even making decisions on its own. The future will see an increased use of artificial intelligence (AI) in human resources (HR) management. AI will help recruiters find promising candidates from terabytes of job applications and help organizations not only achieve their diversity goals in the hiring process, but also retain top talent and engage with employees through smart applications.

Issues in HRM

The three main problems with organizational and HR management in global companies are that they are inaccurate, inflexible, and slow. Resilience in human resources management (accuracy) - This will include increasing resilience in employees, the cost of employing workers, and beyond those topics, the quality of workers. We will discuss the issue of preparing nearby employees and flexibly using the workforce to best meet current needs.

HRM function will be the key to success in the post-covid era.

The role of human resources (HR) is changing rapidly and is likely to continue

to evolve in the future. HR managers play an important role in this process. HR managers should make sure the Organization is prepared for the future, and create the necessary capacities to do so. They will have to re-evaluate their organizational structure and human resource processes to better match an organization that is high on automation. The rate at which technology is advancing is unprecedented. HR managers must take the lead to effectively manage this change at the enterprise level. They need to develop creative but useful and acceptable method to ensure that they manage, lead, organize, motivate, and attract, including the "Z Generation", including employees, or face being abandoned risks. They should be the key resource for overcoming any barriers between what employees need and what the organisation offers in terms of facilities, pay, adaptability, learning and career advancement opportunities. They should create learning experiences that will help leaders be successful in the post Covid-19 world. HR managers should shift from being strictly focused on expenses to taking on a more strategic consultancy role, which includes attention to talent management, transportation assistance, and a comprehensive plan for the working environment. HR managers should be the key players in driving change in their organisations.

Role of HRM in the post-covid situation

Most organizations are focusing on planning for scenarios that could happen after Covid-19, in order to ensure business continuity. Organizations need to focus on rebuilding communication, trust, and transparency with the covid pandemic in order to regain profitability and convey an accurate representative experience.

Organizations have had to make a lot of alterations to their occupational plans and the way they work since the pandemic came to an end. They need to connect more

with workforce members in order to get through this difficult period. The workforce may feel uncertain, isolated, and not in the know. Since the role of HR experts is so important in this situation, their involvement is pivotal. With social distancing in place, it's difficult to follow standard methods for approaching a new challenge in HR management.

Considering all the challenges we're facing, human resources are going to be the key to any organization's survival and they need to be extremely careful and efficient in handling this post-covid situation. The most pressing HR problems tend to revolve around people, and HR managers will see a major transformation in their role after the pandemic is over. Therefore, the new role of HR cannot incorporate many of the accompanying exercises, but can be diversified by considering the impact of a pandemic.

To ensure communication efforts truly help engagement, HR managers need to have a two-way conversation with the workers they're trying to engage. Offering advice-giving meetings to help workers deal with anxiety, stress, and isolation.

- Sense workers' requirement for help
- Strengthening Organizational qualities
- Recognizing employee efforts
- Driving commitment through advancement
- Educating and preparing the workforce
- Focus in on Employee Welfares
- Employee skill development
- Framing New Age Strategies

Focusing future

While these activities may be common in HR management, each organization may find different ones to be more effective. No matter what the future holds for HR management, all managers should continue to work in a more human-centered way. The HR managers are working cooperatively to implement several initiatives that can improve

employees' trust in the organization and improve their impressions based on how HR managers respond or react in the face of emergency and uncertainty.

Covid-19 has helped to improve the working environment substantially. In these times of change, organisations are regaining their sense of direction and moving quickly towards their networks.

How will HR practices adapt and evolve?

With plans to stunt the physical presence of employees in workplaces, fewer people in one place may mean fewer human resource problems and also mean the need for creative ways to engage with basic camaraderie within groups just as with informal organisations. There seems to be a negative impact on recruiting practices during the hiring process. The use of global positioning frameworks (GPS) through online applications has been found to be some successful changes in the hiring process, which have been received by organizations.

Nine future of work trends Post-Covid-19

Nine trends that will affect human resources in the future those arise as the enduring after effect of workforce and working atmosphere alterations coming about because of Covid pandemic disruption, as indicated by HR practitioners.

1. Increasing remote working:

A recent research survey found that most of the employees will likely work remotely at some point in the future, rather than in person, due to the Covid pandemic. As companies move to more far off works and tasks, investigate the basic competencies, management representatives should collaborate carefully, and be set up to change Methods for measuring employee experience include surveys, interviews,

and observations. Can we consider adjusting our performance targets and employee assessments for a far-off context?

2. Extended Information Gathering:

Recent research indicates that some employers are using technology more often now and again to monitor their employees through modern techniques, for example, virtual checking in and out, following work personal computer utilization, and observing employees mail. Internal communications are important for any company. Some companies track the amount of output produced by their employees, while others track the level of commitment and welfare of their workers in order to better realize their experience.

Companies have been using nontraditional workers for a while, but this trend will be accelerated by new monitoring of far-off workforces and the welfare and safety information collected from them. Try to follow best practices to promise talented employees the use of information and analytics.

3. Contingent employee development:

The pandemic has made many specialists lose their jobs and uncovered others who are doing work that is not usual for them. Many organizations reduced their contractor for hire spending plans after the pandemic hit, but now they're beginning to shift their spending to other areas.

Research suggests that the company will continue to expand for temporary employees to the covid-19 era and after maintain workforce management better flexibility and will consider showing their in the covid pandemic seen during other operating modes, for example, the talent distribution and high maximum workload rewards.

4. Expanded employer role as a social safety network

The employer's expanded role as a social safety network can help to improve the safety of employees and prevent

workplace accidents. The pandemic has increased the trend of employers taking an increasingly active role in their employees' monetary, physical and psychological well-being. They support the integration of enhanced sick leave into their company culture, monetary help, altered long hours of operational activity and child care engagements. Some organizations have supported the local community, for example by shifting the focus to accumulating food or assistance to help deal with the pandemic, and by offering a local community relief fund and free community services such as. Something like free vaccines.

The current economic crisis has pushed the limits of what companies see as an acceptable employee experience. People's personal features are more important to companies and workforces than their external features. Encouraging physical health and improving emotional wellbeing through workplace measures can be an effective way to help employees stay healthy and happy.

5. Separating of critical skills and roles

Separating the critical skills and roles of an organization is important to ensure that the work is done effectively and efficiently. Prior to Covid-19, critical roles were seen as jobs with basic capacities, or the abilities an organisation believed would help it meet its tactical objectives. Employers are now realizing that there is another classification of critical roles - roles that are critical to enabling critical work procedures. Help workers in important roles develop the skills they need to grow their careers.

HR managers need to focus less on roles and more on the skills and work processes that will help the organisation stay ahead of the competition. Encourage your employees to focus on developing critical skills that can help them grow in their careers, instead of focusing on knowing what their next job will be.

employees who play critical roles in the company but lack specific skills to improve their careers.

6. Humanization of employees

One important way to humanize employees is to make them feel like people, not just pieces of machinery. This can be accomplished by treating them as individuals with feelings and needs, and by providing them with opportunities to develop and grow. While a few organizations have recognized the compassionate emergency of the pandemic and focused on thriving actors as individuals rather than employees as workers, others have pushed employees to work in high - risk conditions with little support-treating them as workers first and people second.

Be mindful of how you approach HR management and be aware of the long-term consequences of worker experience. If there are disparities in the way that far-off and on-site workers have been treated, address them. Encourage team spirit and create an inclusive culture by involving task workers in it.

7. The emergence of new top-tier employers

The emergence of new top-tier employers is contributing to population growth in certain areas. Earlier Covid-19, organizations were resisting employees' requests for more transparency. Employees and people considering joining a company during the pandemic will judge it by how well it treated its employees during the outbreak. Stability of choices made today can help to reduce rapid uncertainties during the pandemic and have a longer-term impact on the employment brand.

Advise CEOs and executive leaders on decisions regarding executive pay cuts, and make sure that monetary impacts are absorbed by executives, rather than the broader employee base. Progressive organizations regularly let their employees

know how they're using cost-cutting measures, so that employees know what sacrifices are being made and what support is available. Where possible, try to work together with other organizations to relocate employees who were displaced from their jobs because of the Covid-19 pandemic.

8. Advancement from planning for proficiency to planning for flexibility

A recent study found that most organizational redesign efforts were focused on making the work process more efficient. This methodology was effective in finding efficiency, but it also created instability, as frameworks have no flexibility to respond to changes.

To create an organisation that is more responsive, design roles and structures around results to increase agility, adaptability and formalize how cycles can flex. Provide employees with varied, versatile, and flexible jobs so they can learn about different aspects of work and develop cross-functional skills. Managers who are well-versed in diversifying their workforce should be involved in the design of flexible work frameworks so that employees' needs are taken into account when new workflows are created.

9. Rising difficulty in organizing

After the global economic crisis, there was an increase in global merger and acquisition activity. This was done to avoid many companies from failing. As the pandemic subsides, there will be an increase in Merger and Acquisition and nationalization of organizations. Organizations will focus on extending their reach and attention to adjacent markets during times of disruption, to manage risks. This increase in the multidimensional nature of size and organizational management will create challenges for managers as working models develop.

Allow business units to modify their performance management systems, since

the same system might not work in all locations. Providing career development support for individuals who are faced with increasing organizational complexity can be difficult. This can be due to a lack of training or experience for certain positions, or because people are moving around frequently. By developing human resources and building out platforms to provide visibility into internal positions, companies can improve their ability to recruit and promote the best employees.

Conclusion

The paper focused on the impact of Covid-19 crisis on HRM practices and its role contributions and commitment towards the work-life balance issues in global companies. For this practical study, the qualitative expert interview approach was introduced one way to help to alleviate the global pandemic crisis is to brainstorm ways to solve the various problems it has caused. The purpose of the study was to learn more about the role of human resources management during the Covid-19 crisis. The decisions of the HR experts were based on their understanding and personal expertise. Comparisons were made during the model development of the study, accompanied by explanations of evidence of the practical model, discussions of conceptual model, and conclusions.

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Exponential Growth & Human Resources

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Abstract - To become a USD 5 trillion economy, India requires an annual investment of around USD 100 billion. SMEs must increase their investment and productivity. Atmanirbhar India likely to attract more investments. The country has immense prospective with great ideas. India march towards total decarbonization is bound to bring lot of changes. Climate Change and technological advancement need to be understood by everyone. One must embrace change. We are living in an era, where technology is easy and accessible. The technology needs humans to enhance and complement its strength. We should make use of it to our advantage and see to that, it is not affecting our social life. The changing work culture creates anxiety in the minds of workers. Pandemic situation taught us to revisit many practices for its relevance and meaning.

Key words: Change Management, Human Resources

TO SET THE TONE

When the country is poised towards exponential growth, there is a need to change our speed, scale and skill. Change Management involves system, systems, and systemic approach to tackle the change. Change in any form will always be repelled, until its benefits are understood. The external factors viz., cultural, social, education, economy etc., pave the way for change. Hence it is internal factors viz., Management, Organization policy, Technology etc., need to be changed for adapting external factors. When Prime Minister of India announced the Swachh Bharat Mission in 2014, takers

were few. When awareness was created to avoid open toilet and toilets were constructed at different places of the country, people came forward and constructed toilets at their house; nevertheless, government facilitated this. During Pandemic scenario, everyone was acknowledging the importance of 'Swachh Bharat' and adhered to it. Many who were not accustomed to e-Office, started thinking that WFH can translate into reducing the Office Space and avoiding the Conveyance

expenditure. In the same way, many who were enjoying the luxuries of pherephernelia of staff strength deployed under them, started working alone in their laptop at their home.

The rise of different organization sharing common workspace, Startups, Youpreneurs, migrant workmen, Corporate Nomad is changing face of business. Hence change is the only thing which is permanent.

INDUSTRY 5.0

With 'Atmanirbhar' initiative of Government and Production Linked incentive (PLI) Scheme announcement manufacturing is expected to boost India's FDI. In addition to that our growing young population, skill development with modern technology & Labour code expects a promising situation. Hence there is a need to adopt international model for in manufacturing standards This means preparing India for Industry 5.0

Industry 4.0 was focusing on AI, Big Data and Internet of Things (IoT).

While Industry 5.0 keep the wellbeing of Workers in the plant in mind add human intelligence to improve efficiency and productivity. It is about robots facilitating Human Resources to work better and faster in the industry. Though AI can radically improve the productivity of Organization, it cannot replace the human capabilities. They need human to enhance and complement its strengths. With the changes happening all over world, Industry 5.0 is inevitable.

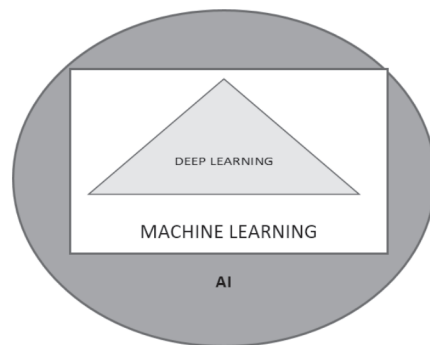
People with different expectation arrive at workplace with different background and locations. They need to know, what is expected from them, and their output is measurable against their performance evaluation. When people understand that they will not be reprimanded for their mistakes; they will accept more responsibilities to take their organization to achieve its goal. This elbow room will allow them to correct themselves. There is need to combine the emotional needs of human resources with expected greater performance. This way the performance evaluation will be subjected radical changes.

Workplace is an important factor of life as we spend more time in work than at home. A negative work environment will lead to physical and mental issues to human resources. The proportion of the global population with anxiety disorders in 2015 is estimated to be 3.6%. As with depression, anxiety disorders are more common among females than males (4.6% compared to 2.6% at the global level). Common mental disorders lead to considerable losses in health and functioning. These losses can be quantified at the population level by multiplying the prevalence of these disorders by the average level of disability associated with them, to give estimates of Years Lived with Disability (YLD). World Health

Organization (WHO) led research conducted recently envisages for USD 1 trillion loss in productivity due to depression and anxiety disorders. Hence the focus needs to be on emotional psychological and social wellbeing of human resources, particularly after pandemic. People should be encouraged to talk about their problems, for which necessary awareness and sensitization Programme can be conducted at workplace.

ARTIFICIAL INTELLIGENCE

AI is the hot topic echoing at every corner of planet. AI comprises Deep Learning and Machine Learning. AI figure out the right person for right job by analyzing the response & body language tone. This helps in final hiring decision. Though AI can radically improve the productivity of Organization, it cannot replace the human capabilities. AI need humans to enhance and complement its strengths. Even for sustainability of administering AI humans are required. For increasing the scale and speed of AI, skill of human is required. Human Resource need Fusion skills for machine interface.



MODEL OF ARTIFICIAL INTELLIGENCE

The above model indicates Artificial Intelligence comprising Machine learning and deep learning.

For a sustainable human machine interface and to develop fusion skills in human resources, an inclusive up-skilling programmes need to be imparted with human centered approach. Once trust is developed in the mind of human resources, inclusiveness will happen automatically.

Neuro Linguistic Programming

Richard Bandler and John Grinder in 1970 found a connection between neurological process, language and behavioral patterns. They also found anyone can acquire exceptional skills through their programming. Group of psychotherapists and students further analyzed Bandler and Grinder's initial works. The result was growth and spread of NLP as a theory and practice. NLP models teach you how to see problems from new perspectives to find better solutions. NLP models allow you to retrain the way you approach problem states to move towards more resourceful states.

Chris Bailey talks about heightened awareness. As per his study on attention reveals that our brain has two powerful modes that can be locked when we use our attention well.; a focused mode, which is the foundation for being highly productive, and a creative mode, which enables us to connect ideas in novel ways. This hyper focus will facilitate to achieve life's big goals and everyday tasks.

The NLP models and hyper focus can be used proactively when the working culture changes likely to create anxiety among the workers

Clean Energy To Back The Growth

For growth, power demand of business houses/Industry need to be addressed. Here we are looking for exponential growth. Further, with the objective of total decarbonization, alternative sources of energy should be solicited.

India's power demand continues to rise, due to an expanding economy and growing population. Next to China and United States India has become the world's third-largest power consumer, behind China and the United States. Hon'ble Prime Minister of India, at CoP 26 announced that the Government is committed for achieving 500 GW of installed electricity capacity from non-fossil fuel sources by the year 2030 and achieving net zero emission by 2070. To achieve clean energy goals, largescale private investment in Green and Renewable Energy and emerging innovative technologies in clean energy, and reallocation of investment away from carbon-intensive assets would be required. Infrastructure, new or old, will also need to be made resilient to climate impacts. There is a need to increase Focus on Wind Solar Hybrids, Round the clock Power, Bundling Coal with Renewables, Hydrogen, solarization of agricultural activities and Offshore Wind.

The global investment in new renewable energy capacity stood at \$366 billion in 2021, up 6.5% from 2020, despite COVID-19. According to recent research by Bloomberg NEF (BNEF) investments in the Clean Energy transition in India was ~USD 14 billion. Hence the exponential growth is bound to happen with clean energy.

UNFOUNDED FEAR

The changing work culture creates anxiety in the minds of workers. It needs to be understood that the technology requires human capability to complement its strength. Hence with the rapid growth of technology, the unemployment will increase, is a myth. The recent happenings mentioned herein below makes the belief on unemployment is directly proportional to technological advancement as unfounded fear.

Mergers and Acquisitions of selected banks despite of challenges projected satisfactory results. Overall results indicate led to higher level of cost efficiencies for the merging banks. It protected the interest of depositors of weak banks. (Ishwarya, J, 2019)

European Union (EU) new General Data Protection Regulation (GDPR) gives consumers the right to receive an explanation for any algorithm-based decision, such as the rate offer on a credit card or mortgage. To administer this, creation of 75000 new jobs was estimated. (James H Wilson & Paul R Daugherty 2020)

To be fit to compete with global banks and also to increase Current and Savings Account (CASA) ratio and High lending capacity, mega merger of 10 Public Sector Banks into four happened in 1st April 2020. Bank of Baroda had become the second largest public sector bank after Vijaya Bank and Dena bank merged with it. Hence it operated with consolidated mix of Rs 15 lakh crore in balance sheet. The Market size and customer base has increased to 52.15% after merger. It has increased operational efficiency and to reduce duplication. However, the NPA increased in post-merger effect. Though it was challenging job, overall experience was positive. (Khulbalker Rupesh & Karmore Rajvilas 2020)

Indian bank and Allahabad bank merged efficiently and addressed all challenges from human capital, cultural differences and geographic locations. The objective of Project Sangam viz., Product/Process, Employee-Customer communication and IT Integration reflected in cost efficiencies, economies of scale through vendor rationalization, finer pricing on AMC's and improved operational efficiencies (HBR 2021)

WAY FORWARD

India march towards total decarbonization is bound to bring lot of changes. One must embrace change. Though AI can radically improve the productivity of Organization, it cannot replace the human capabilities. They need human to enhance and complement its strengths. For increasing the scale and speed of AI, skill of human resources is required. For a sustainable human machine interface and to develop fusion skills in human resources, an inclusive up-skilling programmes need to be imparted with human centered approach. Hence it is important to combine emotional needs of human resources with expected greater performance.

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HR Analytics and Challenges for Change

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Abstract

Keywords

HR Analytics, People Analytics, challenges

Introduction

What is HR Analytics?

HR Analytics can be seen as Analytics as applied to HR. As one can realize, it includes collection, analysis and reporting of data with an aim to help make best possible decisions related to HR function in particular. HR Analytics is therefore expected to aid in improving organizational and individual performance as well. It is data analytics for HR but different names have been given by different authors like HR Analytics, People Analytics, Workforce Analytics and Talent Analytics.

Tomar, S., & Gaur, M. (2020) defines HR Analytics as follows:

“HR analytics is a methodology that uses statistical tools and techniques to unify and evaluate employees quantitative and qualitative data that helps in bringing out meaningful insights to develop better future decision making.”

By Gartner.com

HR analytics (also known as people analytics) is the collection and application of talent data to improve critical talent and business outcomes. HR analytics leaders enable HR leaders to develop data-driven insights to inform talent decisions, improve workforce processes and promote positive employee experience.

The mathematical and statistical techniques that form the core of HR

Analytics have been available for a long time. Majority of the organizations have embraced first some sort of information systems and then Enterprise Systems during the last 20 to 25 years. This has created a very suitable platform for organizations to adopt analytics in general and HR Analytics in particular. Existence of a mature implementation of Enterprise Resource Planning System means that organizational data is being regularly and accurately captured and stored in the centralized data bases. Still, there is no uniformity in the nature of systems implemented, data capture and storage. Recognition for HR Analytics, availability of software and comfort in using these applications could vary from one organization to the other organization.

Types of Human Resource Analytics

By Garner Model there is four types of HR Analytics

- 1. Descriptive:** gives analytics on existing data.
- 2. Diagnostic:** this tells us why something is the way it is. Means it will go for revealing causal relationships
- 3. Predictive:** This helps in predicting important variables into future based on past data like in forecasting.
- 4. Perspective:** Helps in evaluating various decision options. Recommendations for optimal decisions on the basis of data are made available.

Roles

Tomar, S., & Gaur, M. (2020) have studied and presented role, opportunities and challenges of HR Analytics. Some key roles of HR Analytics they identified are in

the areas of

Employee Management- This mainly involves collection and management of all kinds of employee data which then helps in hiring processes and evaluation of attrition rates.

Performance Management-HR Analytics can help decide in norms of performance as well as evaluation.

Developing insightful models

Data Privacy

Opportunities

Tomar, S., & Gaur, M. (2020) also identify that HR Analytics provides certain opportunities like better organizational performance,. Competitive advantage, possibility of HR as true strategic leader, ability to find the reason for attrition and prioritization of HR investments and actions.

Challenges:

Afza Maria (2019) mentions Analytics in Indian IT sector has a vast potential but inadequacies in HR Systems, teams and people skills.

Vargas, R. (2015) finds that having the appropriate HRA tools available for adoption has a significant impact on the HR professionals' decision to use HRA. Individuals with the necessary skill sets are an important factor that may be one of the important reasons behind the success of adopting and use of HR Analytics. HR professionals' perception of how easy it is to use HRA positively impacts their decision to adopt its use.

HR professionals who perceive using HRA will enhance their job performance, which may lead to promotions, are more likely to adopt HRA. If HR professionals believe they are not capable of performing at their best using HRA, they will not be agreeable to its use. An individual's comfort level with his or her quantitative skills positively impacted his or her

decision to use HRA. The availability of data has a very strong impact on HR professionals' decision to use HRA in the organization. However, a finding of this research shows that even when data is available, HR professionals are less likely to use HRA. Without support and resources from the organization, the individual would be less likely to use HRA.

Tomar, S., & Gaur, M. (2020). mention Data quality issue, Data governance, top management support and skill gap to be the challenges in implementing HR Analytics.

Hamilton, R. H., & Sodeman, W. A. (2020). Mention some challenges for HR Analytics. Availability of appropriate, accurate and relevant data is the primary requirement. Even if organizations collect employee data, data from other functions and external partners also needs to be integrated to be able to use HR Analytics to its fullest.

They also mention that the kind of IT capability that is required for performing advanced analytics and modelling may not be available with the current HRIS systems and updation may be needed. In addition, HR Professionals may not be equipped with specific skills to prepare the data, conduct statistical analysis and effective reporting.

van der Togt, J., & Rasmussen, T. H. (2017) say that they kept focus on business priorities and on pursuing a better HR function. For HR Analytics to be practically acceptable they asked 2 questions- One was "Would our senior line management find the insights provided by HR Analytics valuable?" and the other was "What would it take to let go of long time beliefs in the light of new data?"

Objectives:

1. To understand role and extent of applicability of HR Analytics in various areas of HR function
2. To understand challenges faced in implementation of HR Analytics in general.
3. To explore about usage of HR Analytics, skills and tools available.
4. To understand challenges faced in HR Analytics in India and western Maharashtra in particular.

Research Methodology:

The research article has used both primary and secondary data. A Google form based questionnaire was sent to more than 50 HR professionals. Most of these are concentrated in western Maharashtra, which is Mumbai, Nashik and Pune region. Out of these 30 complete responses were received.

Secondary data was collected from the internet, books, research articles and similar material.

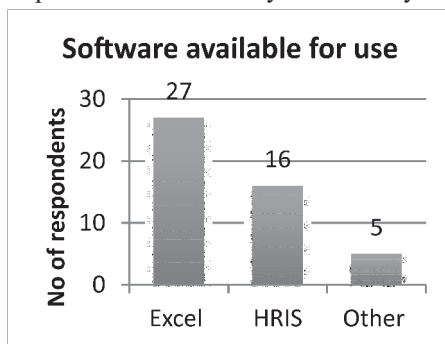
Data Analysis was done using basic statistical tools like tables, graphs, percentages and some measures using MS Excel.

Data Analysis and discussion:

Some basic univariate analysis reveals that the respondents belong to varied levels from accountant to senior managers, general managers to CHRO and vice president positions. About 40% belong to the age group of below 40 and the rest belong to the age groups of above 40. Interestingly only 20% are female. The respondents are highly educated. That is 90% have education of master’s degree and PhD level. Two thirds of the respondents have knowledge of science and technology. Average experience of the group is 17.73 years. A maximum 46.7% percent come from engineering based sectors and some come from finance/insurance, healthcare, automobile,

IT and other sectors. They also differ in the size of the organization depending on number of employees. About 27.6% employ less than 500, more than 20 percent have employees between 500 to 1000. About 34% employ between 1000 to 5000. About 17% belong to the group where there are more than 10000 employees.

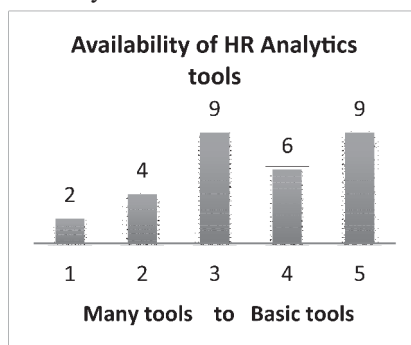
Only 63.3% organizations and 66.7% respondents use HR Analytics currently.



Graph 1: Software available for use.

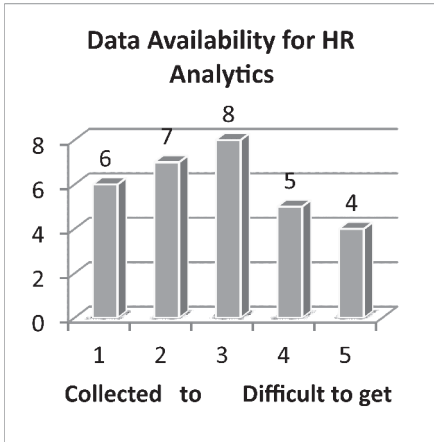
Most of the organizations have basic software available but as we go to HRIS and other specialized software the number goes down.

Most of the respondents find HR Analytics easy or convenient to use. At least 33% of the respondents find using statistical and mathematical measures of HR Analytics as challenging or not comfortable. More than 96% respondents find that their organization supports and promotes use of HR Analytics.



Graph 2: Availability of HR Analytics tools

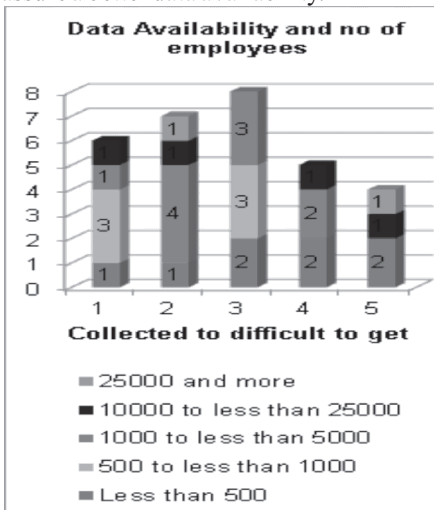
There are 50% or more organizations where more of basic tools are available.



Graph 3: Data Availability for HR Analytics

Thirty percent of the respondents say that it is difficult to get data for analysis.

Cross tabulation of the 'data availability' against the 'number of employees' helps produce Graph 4. There is reason to believe that size of organization in terms of number of employees does not necessarily assure a better data availability.



Graph4: Data Availability and no of employees

Table 1: HR Analysis applicability

Where HR Analytics is important	Responses
Compensation	26
Performance management	24
Recruitment and Selection	21
Payroll, time and attendance	21
Training and development	19
Compliance	18
Where HR Analytics is important	Responses
Employee Engagement	16
Benefits	16
Workforce planning	16
Employee experience	16
Rewards and recognition	16
Succession planning	15
HR Technologies	15
Organizational development	14
Health/Medical Insurance	13
Wellness and Safety	13
Retention	11
Diversity Equity and Inclusion	11

As can be seen, Compensation, performance management, Recruitment and selection turn out to be most important areas for HR Analytics. At the same time it must be noted that HR professionals want HR Analytics to be applied to all the areas mentioned above.

As can be seen the comfort level is not that much different in both groups.

In the graph below, it can be seen that there are more percentage of people that are more comfortable in the HR Analytics users group. More percentage find it challenging and uncomfortable in the non-user's group. There is a clear scope to investigate a stronger relationship with larger data.

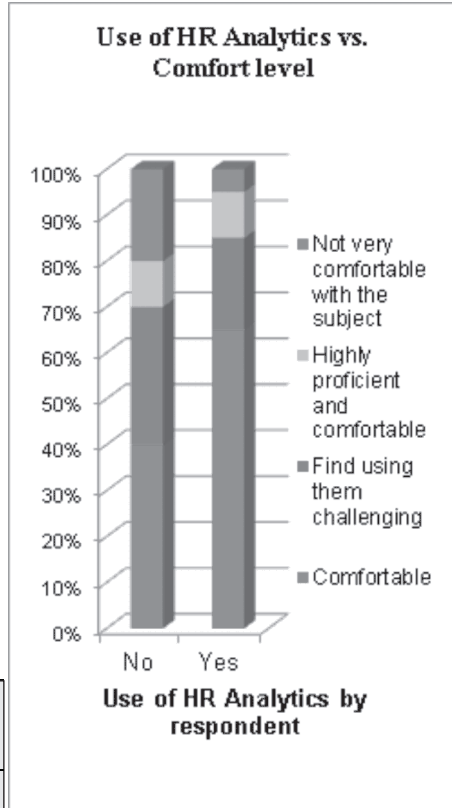
Table 2: Challenges for HR Analytics

Challenges in HR Analytics	Responses
Data Collection	14
Data Integration	13
Adequate Knowledge and Skill	14
Availability of tools	13
Training	10
Support from top management	12

From the table above it can be seen that data collection and integration is the biggest challenge for HR Analytics.

Table 3: Respondent's Knowledge of Science and Technology and comfort level in using mathematical and statistical measures

Respondent's Comfort Level in use of HR Analytics	Knowledge of Science & Technology		
	No	Yes	Total
Highly proficient and comfortable	1	2	3
Comfortable	5	12	17
Find using them challenging	3	4	7
Not very comfortable with the subject	1	2	3
Grand Total	10	20	30



Graph 5: Use of HR Analytics vs. Comfort level.

Table 4: HR Analytics tools availability vs. Data Availability

Data Availability for Analysis	Availability of HR Analytics tools					Grand Total
	1	2	3	4	5	
1	2		2		2	6
2		4	2	1		7
3			5	1	2	8
4				3	2	5
5				1	3	4
Grand Total	2	4	9	6	9	30

The table above shows all observations except 2 on the diagonal. This indicates a positive association between the two. Converting this data into a two way table, a coefficient of association was obtained $Q=0.6981$. This confirms the observation on the basis of tabulated data.

Conclusions:

Responses by HR professionals clearly indicate that Analytics is applicable in most areas of the function.

Data collection and integration is the biggest challenge for HR Analytics. Adequate knowledge and skill, availability of tools, support from top management and training are also other challenges recognized by HR Professionals those were respondents for this study.

Some other results are as follows:

Size of the organization (in number of employees) does not mean there will be better data availability.

Prior knowledge of science and technology does not seem to make much difference where comfort level related to the usage of statistical and mathematical measures is concerned.

Larger proportions of respondents that are already using HR Analytics are comfortable with its use. Also less

proportions in this group find it challenging.

There is a high positive association between availability of HR Analytics tools and Data availability for analysis.

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Agile Change Management - The Perceptual Analysis

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Abstract

The French Quote “Plus ça change, plus c’est la même chose” means ‘the more it changes, the more it’s the same thing’. Change is a natural phenomenon, existential, and in a continuum. Agile is central, agile is enduring, agile is distinctive and unique in nature. Agile Change Management is the discipline with a specific set of tools and techniques that guides the Human Capital Management (HCM) to adopt and adapt ‘Change’ in order to drive organisations to survive, scale-up, and sustain at times of exigencies and pandemics. Agility in Change Management refers to the external adoption and adaptation of technology that internally integrates and supports people and processes i.e., the Toyota Way.

In the wake of COVID’19, the organisations have been restructuring, reinventing, and rebuilding with digital transformations at a full pace. The AIM, SMART, MVC, OTIC Models usher the ‘New Change’ and demand an urge for ‘Change’. The socially distanced are virtually connected with the ‘Agile Management System’ to reach the ‘Garden of Roses’ by crossing the ‘Valley of Despair’.

The study is based on primary as well as secondary sources intended to know the pulse and perceptions of 240 who are working in STP, Hyderabad. The Pearson Chi-Square and Likelihood Ratio and Linear-By-Linear Association infer that there is a significant difference in pulse and perceptions amidst and after COVID’19. To sum up, Agile Change Management is a retroactive perspective in the present age of Hybrid AI. The principles and practices of Agile Change Management unfreeze the

traditional mindset, transit towards the agile mindset, and refreeze immersive opportunities in the space of Human Capital Management.

In the era of ‘Hybrid Intelligence’, undoubtedly, there is a progress of consciousness for the prosperity of the human race on the planet of earth.

Key Words: AIM, CATS, COOCS, MVC, OTIC, SMART

Agile Change Management - A Premiere

The French Quote ‘Plus ça change, plus c’est la même chose’ means ‘the more it changes, the more it’s the same thing’ [1]. The term ‘Change’ is defined as just a new state of things, different from the old state of things [2]. Change is a natural phenomenon, existential, and in a continuum. Change Agents initiate and drive innovation processes escalating and accumulating commitment and providing the necessary means to allow for collaborative and co-creational processes [3], [4], [5]. Managing Change refers to making changes in a planned and phased, managed, or systematic manner [6], [7], [8], [9]. The expressions such as ‘Agile Change Management, Responsive Leadership, Crisis and Disaster Management, Resilience and Recovery Management’ are now common lexicons in the ‘Change Management. Agile is central, agile is enduring, agile is distinctive and unique in nature [10].

Agile Change Management is the discipline with a specific set of tools and techniques that guides the Human Capital Management (HCM) to adopt ‘Change’ in order to drive organisational survival, success and sustenance at times of

exigencies and pandemics. It is an ability, attitude and a set of specific behaviours aimed at seizing opportunities. The Agile Change Management restructures, reorganises and reshapes the organisational strategy and culture towards organisational performance and productivity by way of adopting new technologies in a planned and phased manner.

Agile Change Management is the fledgling sub-field of 'Change Management' influencing 'Change Management Theory and Practice' and encourages innovations and interventions in the space of HCM [11], [12], [13], [14].

Agile Change Management - The Empirical Tones

In the wake of COVID'19, the organisations have been restructuring, reinventing, and rebuilding with digital-transformations at a full pace. Sarah Jensen Clayton opined that 'Change and Agile Practices' have become existential in these darkest days [15]. When facing crisis-driven change, the creation of a sense of urgency, adoption of 'Agile Principles', embracing a 'Test-and-Learn' approach, a shift from long-term to short-term accountability, connecting to 'Virtual Boards' etc., accelerate and streamline the process of 'Agility of Change'. Peter Taylor walks through the traditional process of 'Change Management' and identified the critical processes and complex systems in a volatile business environment [16].

Innovation, adaptation, and change play an important role in transforming a traditional organisation into an agile and provided a 'Tried-Tested Transformation Roadmap'. The benefits are outlined, suggesting the transformational pathway of 'Agile Change Management' and a 'Decentralised Management Style' for the successful transformation.

Scott R. Coplan opined that 'Change Management' as an Accelerating Implementation Methodology (AIM) and proposed an 'Integrator Framework' that diagnoses the root causes of the problem, predicts 'Agile Mindset' among IT Professionals, and prescribes the 'SMART' (Specific, Measurable, Achievable, Realistic and Time-Bound) objectives with pre-live, go-live and post-live optimizations for the success of IT Projects [17]. Agile, an alternative viable approach, to 'Change', allows the 'Change Managers' to work in a more lean, collaborative, flexible and iterative way to achieve 'Sustainable Change'. By introducing '5-Agile Change Principles' viz., Moments that Matter, Transparency to build Trust, Integration of Change with Agile, Defining Minimum Viable Change (MVC) and Embracing Agile Mind-Set would make the organization more effective, customer-focused and bring faster and better outcomes. The implementation of these Principles of Agile Management can be challenging for cultures where 'Waterfall Delivery' is deeply engrained [18].

Rune Todnem By et al., delve into the role of 'Teams in Organizational Change' by introducing the OTIC Model (Organization-Team-Individual-Change) of Organisational Change [19]. They critically evaluated the Theory of E and STS (Socio-Technical-Systems) Approaches and found that the nature of autonomy in change processes becomes more apparent at Team Level. Hence, the OTIC Model of Organisational Change focuses and explores on the role and importance of 'Team' in order to understand 'Organisational Change'. The structural and design issues at the Operational Level are termed as 'Team Paradigm' that usher in the 'New Change' and demand an urge for 'Change'.

The COVID'19, a global humanitarian crisis, has triggered public health emergency, and impacted the people, processes, businesses, stock markets, and other pillars of the global economy. In this gloomy and grim scenario, the impactful operational insights assist the organizations to minimize the impact of COVID'19 on people, operations, and businesses. The 'Resilient Leadership in Action, Central Response Office Activation, Partnering with Stakeholders, Communication on the Go, Blended Learning and Digital Ways of Working' are imperatives to cross over the stages of 'COVID'19 Change Curve'. The socially distanced are virtually connected with the 'Agile Management System' to reach the 'Garden of Roses' crossing the 'Valley of Despair'[20].

Database and Methodology

In the world of VUCA (Volatility, Uncertainty, Ambiguity, and Complexity), the relevance of 'Agile Mindset' in corporate assumes a place of significance. A Structured Questionnaire was canvassed among 253 Software Professionals and found that 'Organisational Agility and Performance' are based on the 'Agile Mindset' comprising learning spirit, collaborative exchange, empowered self-guiding, and iterative value creation. Further, the 'Agile Mindset' affects the 'Organisational Performance and Culture'. For 'Agile Transformation', the organizations have tended to transform and generate high growth and profits as well as creates value [21]. The study is based on primary as well as secondary sources of data including practices from Evidence-Based Management (EBM), Peer-Reviewed Sources, Meta-Analysis, and Systematic Reviews followed by the Questionnaire and Focused Group Discussions (FGD).

Sample Design

The study is intended to know how the 'Agile Change Management Policies and Practices' of Software Companies, Hyderabad, influence the organization in general and the human capital in specific at times COVID'19. The Questionnaire, Pulse Survey, Perception Analysis, and Focused Group Discussions (FGD) form the basis for the study. Out of 253 responses collected, only 240 (95% of the population) are considered as a good fit for the study.

Hypotheses of the Study

Agile Change Management is an ontology of 'Change Management' with a set of concepts and categories. It encompasses algorithms, automation, and augmentations that are customized for the effective and efficient application of human capital over a period of time. The study is hypothesized that:

Ho: There is a significant difference in pulse and perceptions of Software Professionals on the adoption of Policies and Practices of Agile Change Management amidst and after COVID'19;

Ha: There is no significant difference in pulse and perceptions of Software Professionals on the adoption of Policies and Practices of Agile Change Management amidst and after COVID'19.

Objectives of the Study

The business world has witnessed more disruption in the last nine months than in the last nine years, bringing new and urgent demand for 'Change'. The main objective of the study is to identify the innate perceptions and stimuli of Software Professionals on Agile Change Management adopted amidst and after COVID'19.

The other objectives inter alia include:
 - to evaluate how the adopted ‘Agile Change Management Policies and Practices’ impact the world of work, work culture, and workspace (proactive, reactive, and resilience);
 - to elucidate the scale of ‘Agile Change’ on decision-making and innovativeness, organizational culture, and performance;
 - to gauge the level of ‘Change’ in Lives and Livelihoods, Wellness and Wellbeing of Software Professionals in Hyderabad;
 - to offer suggestions to the Software Companies in general and Professionals in specific on ‘Policies and Practices of Agile Change Management’.

Limitations of the Study

Though the study is designed schematically, yet, does with certain limitations. The study focuses on ‘Policies and Practices of Agile Change Management’ at times of COVID’19 and is confined to the 240 responses only. The opinions, beliefs, views, and suggestions offered by the ‘Software Professionals in Hyderabad’ are of prime concern and consideration. In collecting the primary data, respondents’ bias does exist. The percentages and averages are rounded off to the nearest decimal point thus lacking exactness. Time, money, and the collection of material are some of the constraints for the study.

Agile Change Management - Data Analytics and Dynamics

Table-1: Demographic Profile of Select Software Professionals -

Gender	Male	152 (63.33)
	Female	88 (36.67)
	Total	240 (100)
Age (in years)	20-30	64 (26.70)
	Below 30-40	160 (66.70)
	40-50	42 (17.50)
	50-60+	38 (15.80)
	Total	240 (100)
Education	Up to Graduation	206 (85.90)
	Post-Graduation	34 (14.10)
	Total	240 (100)
Level of Income (Rs.)	Middle Class	101 (42.10)
	Upper - Middle	85 (35.40)
	Upper Class	54 (22.50)
	Total	240 (100)
Marital Status	Married	166 (69.20)
	Un-Married	74 (30.80)
	Total	240 (100)
Type of Family	Nuclear	139 (57.90)
	Joint	101 (42.10)
	Total	240 (100)

Source: Questionnaire

Note: Numbers in Parentheses indicate Percentage To Total

Table-2: Demographic Variables - The Descriptive Statistics

Statistical Measures	Age	Marital Status	Type of Family	Income	Literacy
Mean	3.50	1.69	1.42	3.57	2.94
Median	4.00	2.00	1.00	4.00	3.00
Mode	3.00	2.00	1.00	5.00	3.00
Std. Deviation	1.32	0.463	0.495	1.38	1.24
Range	5.00	1.00	1.00	6.00	4.00

An Overview

Table-3: Agile Change Management - The Perceptual Analysis

Perceptions of Software Professionals on Change Management	Excellent (1)	Good (2)	Average (3)	Poor (4)	Very Poor (5)	Total
Organizational Culture	56 (23.33)	74 (30.33)	70 (29.17)	25 (10.42)	15 (6.25)	240 (100)
Innovative Decision-making Model	63 (26.25)	82 (34.17)	55 (22.92)	29 (12.08)	11 (4.58)	240 (100)
Proactive, Adaptive & Resilience	72 (30)	78 (32.5)	65 (27.08)	20 (8.33)	5 (2.08)	240 (100)
Learning and Development	51 (21.25)	91 (37.75)	80 (33.25)	14 (5.83)	14 (5.83)	240 (100)
Lives and Livelihood	69 (28.75)	81 (33.75)	67 (27.92)	19 (7.92)	24 (10)	240 (100)
Wellness and Well-being	49 (20.42)	81 (33.75)	80 (33.33)	18 (7.5)	12 (5)	240 (100)
Driver for Sustainable Growth	41 (17.08)	59 (24.58)	71 (29.58)	39 (16.25)	12 (5.0)	240 (100)
Organisational Performance	61 (25.42)	69 (28.75)	66 (27.50)	26 (10.83)	18 (7.50)	240 (100)

Source: Questionnaire
Note: Numbers in Parentheses indicate Percentage To Total

Table-4: Chi-Square Test (Prime Variable - Agile Change Management)

Agile Change Management Policies & Practices	Pearson Chi-Square / Asymp. Sig. (2-sided)	Likelihood Ratio Asymp. Sig. (2-sided)	Linear-By-Linear Association Asymp. Sig. (2-sided)	No. of Valid Cases
Organisational Culture	4.130 ^a / .389	4.094 / .393	1.412 / .235	240
<i>a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.39.</i>				
Innovative Decision-making Model	17.857 ^a / .001	19.786 / .001	.622 / .430	240
<i>a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.54.</i>				
Proactive, Adaptive & Resilience	10.133 ^a / 0.38	10.131 / 0.38	.189 / .663	240
<i>a. 1 cells (0.0%) have expected count less than 5. The minimum expected count is 4.32.</i>				
Learning and Development	7.971 ^a / .063	8.524 / .074	.053 / .818	240
<i>a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.17.</i>				
Lives and Livelihoods	22.026 ^a / .000	22.718 / .000	.471 / .490	240
<i>a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.63.</i>				
Wellness and Well-being	14.281 ^a / .006	15.451 / .004	3.010 / .025	240
<i>a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.25.</i>				
Organisational Performance	10.072 ^a / .019	9.898 / .042	.530 / .467	240
<i>a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.55.</i>				

The Pearson Chi-Square and Likelihood Ratio at 4 Degrees of Freedom (df) and Linear-By-Linear Association at 1 Degree

Note: Pearson Chi-Square and Likelihood Ratio at 4 Degrees of Freedom (df) Whereas Linear-By-Linear Association at 1 Degree of Freedom (df)

Results and Discussion

Table-1 presents the 'Demographic Profile' of Software Professionals who are working in Hyderabad Software Technology Park (HSTP). The Software Professionals are working in Amazon, Cognizant, Deloitte, Flipkart, HCL, IBM, Infosys, Intel, Swift, TCS, and Wipro. Out of 240 respondents select for the study, 63.33 per cent (152) constitutes 'Male' in the Age Group of 20-30 (26.70 per cent) followed by 25 per cent of (60) respondents in the Age Group 30-40. Further, 85.90 per cent have Graduation Certification. Moreover, 166 respondents (69.20 per cent) are 'Married', running 'Nuclear Family' (139) under the Upper-Middle

Income Level (35.40 per cent).

The perceptions of Software Professionals are ranked and the majority of them opined that the 'Policies and Practices of Agile Change Management' viz., proactive, adaptive and resilient provided a sense of direction and purpose (30 per cent) to the organisation amidst COVID'19.

The Lives and Livelihoods (28.75 per cent) are of paramount importance amidst COVID'19 and innovative strategies of 'Agile Change Management (26.25 per cent) drive the organisation towards performance orientation (25.42 per cent). The afore cited policies and practices greatly influence the Organisational Culture as per the opinion of 23.33 per cent respondents and 'Learning and Development' as being the key processes for achieving organisational change (21.25 per cent) followed by the Organisational Culture (23.33 per cent), and Wellness and Well-being (20.42 per cent). The adoption of 'Agile Policies and Practices' would facilitate ESG Dimensions of Sustainability (17.08 per cent) (Table-3).

The Pearson Chi-Square and Likelihood Ratio at 4 Degrees of Freedom (df) and Linear-By-Linear Association at 1 Degree of Freedom (df) infer that there is a significant difference in pulse and perceptions of Software Professionals on the adoption of Policies and Practices of Agile Change Management amidst and after COVID'19 (Table-4). Hence, the Null Hypothesis (H0) is accepted, and Alternate Hypothesis (Ha) is rejected.

Future Frontiers of Agile Change Management

Agile Change Management is a retroactive perspective developed on noble foundations of 'Change Management' that peels back the layers and re-visiting Kurt Lewin's CATS (Changing As Three Steps), COOCS, OTIC, SMART Models per se [22], [23]. Amidst COVID'19 and in the present age of AI and Analytics, the principles and practices of Agile Change Management unfreeze the traditional mindset, transit towards the agile mindset, and refreeze immersive opportunities in the space of Human Capital Management. In the era of 'Hybrid Intelligence', undoubtedly, there is a progress of consciousness for the prosperity of the human race on the planet of earth.

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Impact of Change Management on Job Satisfaction of Indian IT Sector Employees

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Abstract

IT industries in recent past have experienced several changes to survive in the competitive environment. Changes are essence but if made in an unplanned manner, it can create havoc in the organization and ultimate sufferer is the employees who are always ready to resist from change. But previous studies have found if there is good relationship between employee and management and if employees have trust on management, then the resistance to change from employees get reduced and it may lead to job satisfaction too. The paper examines the extent of employee involvement among IT sector employees in the change management process. The paper also intends to know the job satisfaction of IT employees after the change process in their respective organizations. Responses from 61 IT sector employees have been taken using structured questionnaire.

Keywords: Change management, human resource, IT industry, job satisfaction, employee involvement, employees attitude

Introduction

Among several other internal and external challenges, the recent global economic downturn has given an opportunity for organizations to tactically position themselves in order to survive the more competitive atmosphere within which they work. Consequently, businesses across the world have been constantly updating their tactics and re-strategizing in order to keep up with the bitter rivalry which exists in the business world today. Rapid technological change, fast evolving customer needs and expectations, etc. have created an

uncertain market scenario (Thompson, Strickland & Gamble, 2010). Especially after the pandemic, organizations across the nations are forced to change in regard to their policies, technology, workforce, structure, etc. Changes in the organization can either be strategic or operational. Strategic change relates to change in vision, mission, etc while operational change can be like change in procedures, systems or technology in the organization (Armstrong, 2003).

IT industries in recent past have experienced huge transformations to survive in the competitive environment. Change is an essence of nature and all the organizations including IT industries have to adapt it according to market requirements. But if these changes are not properly handled, it may have negative impact on employees and may lead to job dissatisfaction among employees. Previous studies have revealed that employees do not accept change in the organization positively as it may induce work load and stress (Self & Schraeder, 2009; Jones, et al, 2008). Furthermore, employees are always concerned about magnitude of change and its effects on their job (Bartunek, et al, 2006). Henceforth, organizations should always plan before making any change. Griffin, et al, (2004) opined that planning by management increases change efforts of employees. A good relationship of employees with management builds trusts and it reduces resistance to change (Oreg, 2006; Noble Osei Bonsu, 2014). It is the duty of management to communicate with the employees about change as it is found that high level of communication with

employees may induce their job satisfaction (Goris, 2007). Also, involvement of employees in the decision making builds trusts (Erturk, 2008) which may positively affect their attitude towards their job.

Objectives

1. To find out the extent of employee involvement among IT sector employees in the change management process.
2. To know their job satisfaction level after the change process in their respective organizations.
3. To know the attitude of IT sector employees after the change process.

Methodology

It is a descriptive study where responses have been taken by preparing structured questionnaire. The questionnaire has four segments comprised of demographic profile of respondents, extent of employee involvement among IT sector employees in the change management process job satisfaction level of IT employees after the change process in their respective organizations attitude of IT sector employees after the change process. Responses from 61 IT sector employees have been taken using purposive sampling technique. There are 14 statements in the questionnaire. Each statement in the questionnaire is measured using 5 point likert scale starting from 1= strongly disagree to 5= strongly agree. Based on the study of Noble Osei Bonsu (2014) variables in this paper have been identified and statements have been incorporated in the questionnaire. For instance, statements on job satisfaction statements include: "I am still satisfied with my job even after the change" and "I feel comfortable and secured with my job". Statements on employee involvement in the change management process include: "Employees were adequately represented on the change management committees" and "The

organization provided employees with adequate information and education on the change processes". For attitude of employees towards the recent change, statements such as: "The change has created positive employee attitudes" and "There is a high level of trust in the organization". The data have been recorded and analyzed using statistical software i.e., SPSS 20. The Cronbach Alpha coefficient has been calculated below:

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
0.912	14

(Source: Survey data)

"Reliability concerns with the measurement of a phenomenon that provides consistent result" (Carmines and Zeller, 1979). "Cronbach Alpha coefficient is afrequently used internal consistency measure of reliability when Likert scales have been used" (Whitley, 2002, Robinson, 2009). "The reliability coefficient of 0.70 is adequate for research instruments" (Whitley, 20002, Robinson, 2009).

The demographic profile of participants is listed below:

Table 2: Demographic Profile of IT sector employees

Demographic variables	Category	Frequency
Age	Below 25 years	2
	Between 25 years and 35	22
	Between 35 years and 45 years	22
	45 years and above	15
Gender	Male	36
	Female	25
Income	Below Rs. 30000 pm	11
	Between Rs. 30,000 and Rs. 60,000 pm	21
	Between Rs. 60,000 and Rs 90,000 pm	20
	Rs. 90,000 pm and above	19

(Source: Survey data)

Limitations of the study

The study is restricted to employees of IT sector companies in India. And more so, the responses have been taken from only 61 IT employees using purposive sampling. So result of this study cannot be generalized.

Result

Keeping in mind the objectives of the study, the following findings have been revealed:

Table3: Extent of employee involvement among IT employees in the change management process.

Extent of Employee Involvement in Change Management	Mean	Standard deviation
My organization has educated employees about the change process and action plan.	4.15	0.86
Over time, several new management initiatives were published.	4.10	0.91
Employees had the ability to influence managerial actions	4.05	0.97
Employees were adequately represented on change management committees	2.95	1.22

(Source: Survey data)

The table depicts that there is greater level of agreement by respondents regarding provision of adequate information on the change process, publicity of latest managerial initiatives & ability to influence managerial actions (mean = 4.15, 4.10, 4.05 SD = 0.86, 0.91, 0.97) respectively. There is however disagreement with the statement that they are adequately represented on change management committees (mean = 2.95; SD = 1.22). The result shows that though employees are fairly communicated about change in the organization, but the level of participation in the entire process is not adequate.

Table 4: Job satisfaction level of IT employees after the change management process

Job satisfaction level of IT employees after the change management process	Mean	Standard deviation
I feel proud to be part of this organization post change management	4.18	0.83
I am still satisfied with my job even after the change	4.14	0.76
I feel comfortable and secured on my job even after the change	4.12	0.68
I strongly align with the work policies of this organization resulting from the change management	4.05	0.62
There is adequate opportunity for career advancement and self-development	4.02	0.99
After the change, my job role is commensurate with my skill and knowledge	3.22	0.52

(Source: Survey data)

The table highlights that IT employees are feeling proud of their organization after change (mean 4.18, SD= 0.83) and are satisfied with their job after the change in the organization has taken place (mean 4.14, SD= 0.76). They are also feeling comfortable after change and are happy with work policies and career

advancement opportunities in the organization (mean= 4.12, 4.05, 4.02; SD= 0.68, 0.62, 0.99). Contrary to that there is a bit of uncertainty regarding job role among IT sector employees mean =3.22 SD= 0.52).

Table 5: Attitude of employees towards the recent change

Attitude of employees towards the recent change	Mean	Standard deviation
The organizational change has resulted in reduced absenteeism	4.36	0.95
The change has reduced labor turnover	4.17	0.83
The change has created positive employee work attitude	4.07	0.75
There is a high level of trust in the organization	2.32	0.38

(Source: Survey data)

The table highlights that organizational change has lead to reduced absenteeism in the organization (mean= 4.36, SD= 0.95). The change has also minimized labor turnover and has created positive attitude among employees (mean = 4.17, 4.07; SD= 0.83, 0.75). However, employees do not have enough trust on management regarding change (mean=2.32, SD=0.38). Theoretical Implications

The study revealed that IT employees are properly communicated regarding change in work policies and action plan; but due to limited participation in decision making on the part of employees they lack trust in the change management process of the organization. However, despite lack of trust, change in the IT organizations has resulted into minimization of absenteeism and labor turnover. As a result, there is positive attitude of employees in the organization. The study conducted by Noble Osei-Bonsu (2014) on baking sector employees also revealed the similar findings where employees had trust issues regarding change as they had little participation in decision making process but they were satisfied with their job despite change in the organization. The findings of the study of Rhoades, et al (2001) also highlighted the same.

Practical Implications

Though communication about change is an important aspect to build trust among employees but the study highlighted that unless and until employees are not given the option to participate in the decision making process, trust can never be built on change. But good communication can certainly reduce the resistance from employees about change in the organization. So, a mechanism needs to be built firstly to communicate the employees about change and assign them the responsibilities in different committees in order to give them assurance that change will not hamper their job.

Conclusion

Though change is an essence of any organization but if it is not done with utmost care and proper planning, it may hamper the organization. Resistance to change is a common phenomenon; so dealing with employees before, during and post change management process is a tricky affair. So, firstly communication about change needs to be done; secondly, assigning responsibilities and participation of employees in decision making needs to be assured; thirdly, making sure that employees facilities and benefits are not getting compromised post change in the organization. By doing so, attrition rate in the organization will be minimized and employees will be satisfied with their job and more so the job environment which will induce productivity among them.

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Trade Union as an Agent of Labour Welfare in Changing Paradigm of HRM: A Case Study of NLC India Limited

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Trade union is a stake holder of any organization to protect the Social, Economical and Political interest of the workers within and outside organization. Trade Union plays an important role to uplift the overall condition of the workers. Before evolution of trade union there was too much exploitation of the labour but as trade union movement started the exploitation and violation of the rights of the workers reduced suddenly. In India we have legal status of trade unions under Trade Union Act, 1926, and fundamental right in Indian Constitution under Art. 19(1)©. After evolution of trade union several problems of the worker solved like workers' participation in management, working condition, condition of work, payment on the time, bonus, sitting facility, health, Safety, etc. Trade Union movement brought constructive changes in favor of Indian Labour. In this changing scenario of HRM, where workers consider as asset of organization the role of trade union is not just agitating front of management while trade unions are functioning as catalyst to boost the workers morale. There is a very positive relationship between role of trade union and organization's productivity and profitability. Trade Union leads Labour welfare, Labour welfare leads labour satisfaction, satisfaction leads motivation and finally high motivation leads high productivity as well as profitability.

Key-words: Trade Union, Labour Welfare, HRM

Trade Unions;

Trade unions is an organization run by the workers democratically. Trade Unions always strengthen the workers in front of

management while putting their demands and bargaining on their member behalf. They provide proper assistant to their member at work place. They represent workers in different meetings. Trade Union also consider as bargaining or negotiating agent on the behalf of workers. Trade Union work to improve welfare facilities of workers, statutory and non-statutory both and intra-mural and extramural. Trade Unions help workers to improve their living standard, in obtaining education and training facility, safety and health of workers as per the labour legislation (Sinha&Sinha, 2004).

The advantages of joining a recognized labour organization;

Employers all across the world recognize that collaborating with a recognized trade union can provide numerous benefits to their business. Trade unions, in particular, can assist companies in having peaceful and harmonious relationship with workers (Singh 2016);

1. Create a culture of trust at workplace;

Trade Unions provide a platform to workers and their representatives to communicate their issues to the management. Trade Unions establish an environment of trust and dedication among workers to work hard with higher productivity and also takes care that issues or grievance are solved on time or not. Establishment can observe an enormous boost in the productivity of organization as a result of this cultural change. Recognised union system implies that workers have a single and central point of contact. Employee productivity will increase as their problems are resolved. When there is a proactive approach to solving problems

rather than waiting for them to worsen. This is addressed under the new HRM paradigm, which believes in a win-win approach to collective bargaining (Sinha&Sinha, 2004).

2. Maintain a safe working environment;

Union leaders help to decrease workplace accidents by maintaining a safe working environment and reducing stress-related ill health conditions, such as working long hours, being bullied, or working in low-quality environments. Evidence suggests that unionised workplaces are safer, which has the added benefit of minimising employer expenditures associated with illness and accidents. We must maintain their working environment because, as previously stated, workers are an organization's asset (Murthy, 2006).

3. Inspect for non-compliance with labour laws;

Unions are a valuable source of information on workplace practises, and they are well-positioned to engage with employers to identify and correct poor working conditions and non-compliance with labour standards. Unions have the potential to play a significant role in enforcing labour rules. They can conduct workplace surveys and collaborate on projects to evaluate the effectiveness of new policies and practises. Infractions of labour regulations are more likely to be reported because trade unions provide a platform for workers to report noncompliance without fear of punishment. By allowing workers to monitor and improve their own working conditions in a sustainable and empowering way, trade unions can help reduce dependency on social audit (Kapoor, 2007).

4. Increase employee retention;

On behalf of their members, trade unions

negotiate with employers to find solutions that satisfy corporate objectives while also ensuring that employees are treated fairly. Employee retention and absenteeism are aided by unions, which give employees a voice and support them when they are unhappy at work. Employees are enticed to stay in their jobs longer and perform more productively by improved working conditions and favourable monitoring in unionised businesses (Misra, 1974).

5. Encourage equality;

Trade unions are actively involved in the fight against discrimination and the promotion of equal opportunities at workplace. Union representatives are in a good position to spot discrimination and engage with employers to ensure that anti-discrimination policies are followed correctly. This helps to make workplaces more appealing to employees, enhancing staff retention, absenteeism, and productivity while also lowering management time spent on grievance resolution (Mukherjee, 1981).

6. Ensure that people have access to education and training;

Trade Unions play a vital role in access of training and education facility to the workers. Highly and properly trained workers always work with higher productivity. Higher productivity of workers increases profitability of organization. According to one of the studies, trade unions have their on module of training for workers development and they are providing certification also (Bose, 1958).

Methodology;

Research methodology is very essential part of any research, in this particular study researcher used case study method in which researcher described the situation. From 2008 to 2020 whatever improvements initiated by Trade Unions in

favour of contract workers has been described. Non-Probability Sampling has been used for selection of case (NLC India Limited).

Case Study of NLC India Limited About NLC India Limited;

NLC India Limited was founded on November 14, 1956. NLCIL is a Navratna Government of India Enterprise that operates under the Ministry of Coal. Today, the company operates in Tamil Nadu, Rajasthan, Uttar Pradesh, Odisha, Jharkhand, and the Andaman and Nicobar Islands on a pan-India basis.

NLCIL is a pioneer among public sector undertakings in the energy sector, operating three opencast lignite mines with a total installed capacity of 28.50 MTPA at Neyveli, one opencast lignite mine with an installed capacity of 2.10 MTPA at Barsingsar in Rajasthan, and an open cast coal mine with an installed capacity of 20 MTPA at Talabira in Odisha.

At Neyveli, the company operates four Lignite-based pit-head Thermal Power Stations with a combined capacity of 3390 Mega Watts (MW) and one 250 MW Lignite-based Thermal Power Station (BTPS) at Barsingsar, Rajasthan. Through its subsidiary firm, NLC Tamilnadu Power Limited (NTPL), a joint venture between NLCIL and TANGEDCO, a 1000 MW coal-based thermal power station is also in operation at Thoothukudi, Tamil Nadu (equity participation in the ratio of 89:11).

NLCIL has also ventured into the field of renewable energy. The company now operates 1370 MW of solar power plants in Tamilnadu and the Andaman and Nicobar Islands, as well as a 51 MW wind power plant in Tamilnadu's Tirunelveli region. NLCIL is the first CPSE to reach a capacity of 1 GW Solar Power Generation. The International Solar Alliance has now accepted the company as a member (ISA). NLCIL aims to reach a total renewable energy capacity of 4531 megawatts (MW). By 2030, NLCIL aspires to be a

corporation with a capacity of 13500 megawatts or more. NLCIL is already expanding in order to realise this objective. NLCIL is partnering with Uttar Pradesh RajyaVidyut Utpadan Nigam Limited (UPRVUNL) to build a 3x660 MW coal-fired thermal power plant in Ghatampur, Uttar Pradesh.

On April 26, 2020, NLCIL began coal production in Talabira-II & III Coal Mine (20 MTPA) in Odisha, marking the company's first foray into the coal mining industry. From November 2020, the mine will sell G14 quality coal to Mahanadi Coal Fields Limited. In addition, work on the Pachwara South Coal Mine (9 MTPA) in Jharkhand is well underway, with commissioning expected in 2022-23. It is also planned to build a 4000 MW coal-based pit-head TPS at Talabira through the installation of new facilities.

In addition, on November 10, 2020, a joint venture company called 'Coal Lignite UrjaVikas Private Limited' (CLUVPL) was formed with Coal India Limited (equity participation in the ratio of 50:50). The JV Company intends to build 3000 MW of solar power projects across the country. NLCIL has contributed considerably to the socio-economic development of the country for more over six decades, not simply in mining and power generation.

NLC India Limited has long history to provide several benefits to regular and contract workers through trade union support;

Case Study (Welfare amenities to Contract Workman)

NLC India Limited has long history to provide better welfare amenities to the contract workers, in benefitting the workers Recognized trade union also play an important role.

(NLC India Limited, 2022)

Discussion;

We can see the role of trade union in NLCIL from 2008 for betterment of contract labour. In 2008 settlement wages increased to 750/month, regularization of contract workman to Indcoserve happened maximum of 5000 and free health facilities in NLCI General Hospital.

In 2010 settlement Wages revised to-Rs.1560/-PM, quality safety gadgets provided to contract workman, in case of Industrial accidents workers shall be referred to PIMS, Pondicherry. One time ex-gratia introduced Rs.1000/-Wages for National & Festival Holidays given, Washing Allowance introduced - Rs.25/-PM.

In 2012 one time ex-gratia increased to 2500/, Housing Assistance - Rs.50/- PM.

In 2014 daily wages enhanced by NLCIL Administration, Gratuity introduced for contract workman as per the Payment of Gratuity Act, 1972, Leave with Wages introduced for contract workman as per Factories/Mines Act, Statutory Minimum Bonus also introduced for contract workers @ 8.33%, One time ex-gratia enhanced Rs.3000/-, Washing Allowance increased to (WA)- Rs.50/ PM & Housing Assistance increased to (HA) - Rs.100/-PM.

In 2019 and 2020 drastic changes occurred and a lot of welfare facilities provided to the contract workers which results Rs. 120 crore financial burden on NLCIL.

Welfare measures to contract workmen

- Free education for the wards of contract workmen at NLC Schools upto 12th standard.

- Free Breakfast, Noon meal & Uniforms to children studying in NLCIL schools.

- Contract workmen Children Merit Scholarship Scheme

- Reimbursement of Fees paid by wards of Contract workmen to College

- Free medical treatment at NLC GH for self, spouse and children (out-

- patient/in-patient)

- Subsidised canteen ,Stitched Uniform(Two sets /Annum)

- Subsidised Electricity

- 1000 Quarters and 3000 plots to Contract workmen(free water nominal rent.)

- Death Relief Compensation upto Rs 30 lakhs and injured Rs 5 lakhs

Voluntary contribution and handholding of the dependents Contract workmen death relief fund.

Contribution:

- 1) Monthly Contribution deducted from Contract workmen Rs. 25/- per month
- 2) Equal monthly contribution by the principal employer (NLCIL).
- 3) Contribution from Contractor Employers - 0.2% of the total contract bill amount.

Solatum to the dependents of the deceased:

Contract workmen who die in industrial accident, the dependent of the deceased contract workmen will be paid a solatium of Rs.30 Lakhs apart from other statutory benefits and employment. Contract workmen who die in natural cause/ailment during the course of employment, the dependent of the deceased contract workmen will be paid a solatium of Rs.15 lakhs.

Conclusion;

This study can be concluded as, NLC India Limited has very positive approach for contract workers' wellbeing. We can see the how management has taken decision in favour of contract workers. Management showed positive and proactive concern for contract workers. In this study case study method has been used in which situation has been described from 2008 to 2020.

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Sl. No.	Year	Demand
1	MoU dt.17/06/2008	Wages- Rs.750/-PM (i.e.Rs.28.84/- Per Day)
		Enrollment into <u>INDCOSERVE</u> as per common seniority subject to maximum of 5000.
		Agrees to consider regularization as per settlement dt.18.05.1995
2	Memorandum of Settlement Dt. 30/10/2010	In patient medical treatment to self and dependents free of cost at NLC Hospital.
		Wages- Rs.1560/-PM (i.e.Rs.60/- Per Day)
		Expedite the process of enrollment into <u>INDCOSERVE</u> as per MoU. 16.06.2008
		Quality safety gadgets
		Industrial accidents shall be referred to PIMS, Puducherry.
		One time ex-gratia Rs.1000/-
		Wages for National & Festival Holidays
3	Memorandum of Settlement Dt. 03/06/2012	Washing Allowance - Rs.25/- PM
		Onetime payment Rs.300/- towards purchase of Rain Coat.
		Regularization taking into account of the number of unskilled post arising out of natural wastage (death, VRS, superannuation) w.e.f 16.06.2008
		To admit Members in <u>INDCOSERVE</u> in addition to existing as per common Seniority subject to Maximum of 5000
4	Memorandum of Settlement Dt. 25/11/2014	Agreed to extend power supply in Block Nos. 21, 30 and <u>M.K.Colony</u> .
		One time payment - Rs.2500/-
		Washing Allowance - Rs.25/- PM
		Wages
		USK - Rs.110/-Per Day
		SSK - Rs.121/- Per Day
		SK - Rs.127/- Per Day
		HSK - Rs.134/- Per Day
		Gratuity as per the Payment of Gratuity Act, 1972 , w.e.f 01-01-2015
		Leave with Wages as per Factories/Mines Act, w.e.f 01.01.2015
5	Scenario During 2019	Statutory Minimum Bonus @ 8.33%
		One time ex-gratia Rs.3000/-
		One time payment of Rs.3500/-
		Washing Allowance (WA)- Rs.50/- PM
		Housing Assistance (HA) - Rs.100/- PM
		Contract workmen Unions started raising issues demanding revision of wages and benefits during August 2019
		During September 2019 took out a procession participated by State level leaders to issue 'notice of Strike'. After persuasion, they modified it into a Demand notice containing 27 demands.
		Joint Bi - partite Committee (JBC) was constituted to facilitate Bi partite discussions and to maintain cordial Industrial Relations climate
		JBC is a new initiative in the History of NLC
		JBC comprised representatives from Contract workmen Trade Unions, Recognised Unions(Regular employees), Contractor employers and Management(as facilitator)
6	Highlights of contract workmen wage settlement (01/01/2020)	JBC Conducted many rounds of Discussions from Sept 2019 to Feb 2020
		Settlement between Contract workmen Trade Unions and Contractor employers through JBCC(Joint Bipartite Committee) and 12(3) settlement without resorting to concerted action by Contract Workmen – First time in the History of NLCIL.
		Wages – 40% beyond Minimum wages effective from 01/01/2020.
		Dearness Allowance as per raise in All India Consumer Price Index.
		Washing Allowance Rs. 200 p.m., Housing Assistance Rs.500 p.m.
		Canteen Allowance @ Rs. 35 per day, Conveyance allowance @ Rs. 20 per day introduced.
		Service Weightage lump sum amount from Rs. 55 per day to Rs. 60 per day introduced.
		Allotment of Additional 500 NLCIL Quarters with subsidised amenities.
		Agreed on Regularisation of 750 contract workmen
		Two sets of stitched Uniform to free of cost.
		Total Financial Implication to NLCIL per annum –Rs. 120 crores.

Transformational Change Management Of Hr - People Experiences In Selected Textile Industries In Western Maharashtra

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Abstract:

Indian textile industry is one of the largest as well as fastest growing industries. Indian textile and clothing industry plays a vital role in Indian economy & in providing employment opportunities. Western Maharashtra that covers Kolhapur, Pune, Satara and Sangli has also emerged as an important large-scale manufacturing textile hub. Textile industry is spread in 3 segments. i.e. Textile Mills, Textile product mills & apparel manufacturing. Competition in this industry is tough due to new technology, innovative practices, changing tastes of people in terms of style&clothes and, changing consumption pattern of apparel. Given these challenges in the industry, the organizations have to adopt different business approaches&also deal with different HR challenges that are emerging in the new market environment. The growth of Indian textile industry has facilitated the growth of the other subsidiary textile industries. But now Textile industry is facing a turbulent period in the Indian as well in global market due to changes in technologies, fierce competitive environment, competitive cost and ever-growing stakeholder's expectations. In this context, the Human Resource management function is forced to adopt new methods & innovative practices. Hence study of Change Management in textile industry becomes of prime importance & it is covered in this Article "transformationalchange Management Of Hr - People Experiences In Selected Textile Industries In Western Maharashtra"

Keyword: Transformation, Change Management, textile industry, HR

Introduction

In 1818 the 1st textile mill was established in Calcutta. That led to the start of the textile industry. Since then, it has grown significantly. Today, the Indian economy is largely dependent on the textile manufacturing and trade in addition to other major industries. The textile industry accounts for as large as 21% of the total employment generated in the economy. It is the single largest industry in India (and amongst the biggest in the world), accounting for about 20% of the total industrial production. Textile and clothing exports account for one-third of the total value of exports from the country. Now Textile industry is the second largest employment provider. The textile industry is engaged in different manufacturing types of fabrics. Apart from the basic processes of manufacturing of fabric, spinning, weaving, bleaching, dyeing, printing & finishing, the industry has witnessed unprecedented growth in the scope for fashion deigning & garment manufacturing.

Today due to increasing competition, change management is the top priority of the organizations in this industry. It requires a constant balance between the human aspirations and financial needs of the business. It is an efficient and productive advanced tool towards organizational development. In change management people related issues like-leadership, compensation & benefits, hiring, retention, absenteeism, productivity, organization development,

employee motivation, safety, communication, performance management & training are dealt with.

There is a dire need of tackling the problem of change management in the textile industry. Certainly, the need exists to develop a concurrent strategic method, which can be utilized to make change management successful in the textile industry.

A business is built & strengthened only through prudent, competent people. Change is inevitable. But at the same time, People engagement & People satisfaction is a core requisite in the process of change management & organizational development

For this the organization should have transparent, open & visible people policies & processes in place. In absence of that, people in the industry are likely to be dissatisfied & unstable. It is essential to enhance the HR function and productivity. Good people policies & processes will assist the employees to align with industrial standards for attaining excellence through motivation & training. Competent people make the organization more competitive.

In today's changing business scenario, it is essential to look beyond our traditional and conventional ideas. Many companies do not have people policies to guide people in the changing scenario. We need to realign ourselves positively to face the challenges and grab the new business opportunities with people orientation. Hence this study focuses on the importance of "Transformational Change Management in Selected Textile Industry in Western Maharashtra in the context of HR- People Experiences." The geographical area for this study is western region of Maharashtra. Western region of Maharashtra covers Kolhapur, Pune, Satara & Sangli . This Research study enumerates the transformational change management in the context of HR- People

Experiences in Western Maharashtra –The Textile Manchester of Maharashtra.

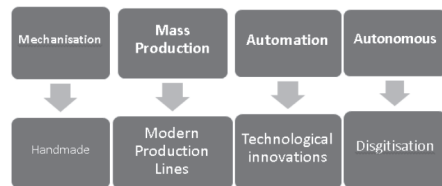
Transformational Change Management In Textile Industry

The textile industry has undergone through different stages

FROM	TO
Handmade- Handlooms	Air jet-Water jet Looms
Cottage industry	Factory system
Manual spinning Mills	100% Export Oriented Units
Fiber product	Finished product
Knitting & Weaving	Dyeing & finishing
Family Business	Global Business
Local Quality	Global quality
Local customer	Global customer

The First Industrial Revolution marked a shift from a handicraft economy to one dominated by machinery and significantly impacted on textile industries.

THE FOUR REVOLUTIONS IN TEXTILE INDUSTRY



OBJECTIVE: The broad objective of this research is to identify the need of change management in textile industry.

- To study and predict 21st Century Change management business trends
- To study existing HR practices in terms of change management business environment and come up with concrete recommendations, which will eventually be valuable to the organizations to retain as satisfied employees for a long term association

HYPOTHESIS:

- Hypothesis H1: Shortfall of competent people decreases the performance of Textile Industry in Change Management.
- Hypothesis H2: Absence of structured policies & processes affects on the career growth of people in Textile industry in

change Management

- Hypothesis H3: Low Salary increases the attrition rate of Management staff in Textile Industry in Change Management
- Hypothesis H4: Communication Gap between workers & Management staff decreases the performance of Textile Industry in Change Management

RESEARCH METHODOLOGY: The Primary data is collected through Personal interview, Group Discussions and Public Forum.

- Data collection is also done from open hearted interaction with HR professionals regarding their views and opinions on the subject matter of research
- The Secondary data is collected from published materials, seminar reports, Web site, books and journals pertaining to the topic of research

DISCUSSION:

What is Transformation?

It's the total change in process to bring improvement. In HR, transformation is about placing human resources as a business partner in the industry in such a way that people-related initiatives align with business goal.

Transformational change is a process planned to create important changes in the culture and work processes and bring major improvement. Transformation focuses to interconnect initiatives that aim to reinvent the organization as a whole.

What is Change Management?

- Change management is the methodology that integrates change in the industry.
- Change Management is an organized, systematic application of the knowledge and resources that provides industry a key process to achieve their business strategy



CHANGE MANAGEMENT

Types of Change Management:

Internal: Planned movement in a structured way within the organization

External: Outside environmental changes affect the industry. Managements process to deal unexpected & abnormal situations.

FORCES OF CHANGE



Change Management requires:

- **Different leadership capabilities & Competencies: Drive for results,**
- **Ability to handle complex situations: VUCAWorld**
- **Adequate management initiatives to achieve change objectives: Sustainability**
- **Committed Team, Good followers & Optimum Resources**
- **Reason for change, importance & possibility to support business in the short/long term**

PROCESS OF CHANGE MANAGEMENT:



CHANGE MANAGEMENT PROCESS

APPROACHES TO CHANGE

- Leader-driven Approach
- Team-driven Approach
- Process-driven Approach
- Change Management Approach

NEED

A study of Change Management of Textile Industry in Western Maharashtra.

- The Textile Industry in western Maharashtra needs to manage its Change Management, strategic priorities and realignment with changing business requirements.
- Research problem is to study the Change Management process & benefits to Textile Industry in Western Maharashtra.
- To help the management as well as employees to understand what & how HR initiatives brings positive results of Change Management for business survival

RESEARCH QUESTIONS:

- How the HR practices are related to bring good change management?
- Why employees leave organizations in the process of change management?
- What strategies need to be adopted to retain people during change management?
- What are the HR challenges in textile companies?

- Does this challenge call for modification of people policies/processes?

SCOPE: This study covered textile companies from western region of Maharashtra. Geographically the western region of Maharashtra covers only Satara, Sangali and Kolhapur. The study is confined to the data collected from the industries having turnover of Rs 500 cr& more in Western Maharashtra. Therefore, the scope of the study is limited to the geographical location of the sample size and also to the selected dimensions of personal characteristics.

HR's Role in Change Management:

- In Textile industry, for change management & its team - CEO, CHRO and CFO work together to coordinate their activities. They reviewed operations jointly every month or every quarter to assess industry performance and people together. Team also responded positively to understand the numbers falling short or exceeding expectations. They explained people and organizational issues affecting the performance. They discussed together what external change they see, where new opportunities are, where to take some risk and what human capability is needed. Management realized the right talent at the right place is a major role of HR for succeeding & for winning in change management period.
- It is experienced that in large textile industries majority HR people focus on transactions out of the main stream of HR role & other HR people are focusing on leadership and organizational issues. They do capability building in such circumstances.
- HR people play a role another business function, like business development, sales & finance. In progressive textile company they are moving people with business background into HR and moving HR people into other parts of the business for

several years. The best HR people have a mix of business understanding and expertise in HR, and that combination will be a requirement to be CHRO in some cases.

- An HR person needs to think as an integral part of the management team, someone who can contribute to the business more broadly. HR shoulders responsibility for finding talent, developing talent, deploying talent for the specific needs of the business, which means you need a full picture of the business goals and challenges. A great HR person will be able to collaborate with the CFO and have the skills to make talent work, organizational work, compensation work as a competitive advantage.

LIMITATIONS

- The study will cover only from the textile industries exceeding total 500 employees in Western Maharashtra.
- The study will be based on available information from secondary and primary sources
- Accuracy of the study will depend on provided information

RESULTS:

1) IDENTIFY PROBLEMS: Understand employee Issues: Earlier employees were thinking Management doesn't listen to their issues. Management has now created communication forums the implementation of which has resulted in creating a change from negative thinking & attitude to positive thinking, attitude & approach. This has resulted into peaceful 3 wage settlements.

2) WORK METHOD: Change of working style has moved from individual working to team working. Fair workload sharing approach ensures that nobody is overloaded nor underloaded & people work in an environment without pressure environment. People started to work in Teams & that has brought improvement in

work process.

3) DISCIPLINARY ACTIONS: Chronic absenteeism was an issue. Management's disciplinary actions brought the absenteeism from 20% to 9% in few years. Heavy absentee cases were separated by legal procedure. Family involvement & their commitment to make workers available for work, helps to reduce absenteeism & increase productive time. Human aspect played a vital role in change management.

4) SUPPORT FROM TRAINER: Earlier employees were looking at management with suspicion saying that company will declare lockout, company will close, etc. Management engaged external expert trainers to change thinking of employees. Out of 570 employees 75% underwent this training. They brought positive thinking & gave willful commitment to do better for the company. Company also initiated actions like modernization which increased the confidence level of employees. Change in mindset & behavior was observed.

5) PRODUCTIVITY INCREASE: Due to the ban on cotton by China & few other countries, cotton prices increased from 50,000 to 95,000 per candy cotton. In recent years the cotton prices almost doubled. Need to increase the productivity was felt. Management adopted new techniques, employees accepted wholeheartedly & the productivity increased from 95% to 105%.

CHALLENGES:

Indian textile industry is facing problems like up gradation of technology, power shortage, competition in foreign market etc.

The major challenge being faced by the industry is sustainability. Therefore, it is extremely important that change management is not only for individuals but also for the industry as a whole.

- Shortage in supply of raw material
- Increase in cost of raw material
- Pressure to meet stringent social and environmental norms
- Infrastructure bottlenecks
- Lack of efficiency due to manual work
- Unorganized weaving sector

SUGGESTIONS FOR IMPROVEMENT:

1. Organizations must conduct “stay” and “exit” interviews to understand as to why employees choose to leave the organization during the change management process. Based on this organizations must strengthen their employee-retention strategies.
2. Employers must try and encourage their managers to involve in the communication process. Managers should spend considerable time in training employees, motivate good performers to move in the hierarchical ladder and motivate poor performers to work better for organizational sustainability.
3. Organizations should conduct contests to keep employees motivated to accept change.
4. Employers must keep in mind that things like diligence, attitude, integrity, academic qualification, skills and experience play a vital role in change management.
5. Organizations must pay employees at par with industry compensation standards so that they accept the change voluntarily & don't feel the need to leave the organization.
6. Apart from rewards sometimes a simple thank you or a well-done note can also do wonders. Such personalized ways of praise and recognition are of great use to keep employees motivated in the change journey.
7. Due to apprehension of change, high work targets and increasing competition employees are under a lot of stress and tend to leave the organization. Therefore,

employers must take various initiatives in reducing the stress of employees.

8. When employees are given attention, they feel valued and develop a sense of belonging towards the organization. So, employers must develop a rapport with their employees to keep them committed.

9. Employers must try and recognize the need for employee's personal time off. Giving employee the time to keep his/her personal life in place is also very important during the change period.

CONCLUSION:

This is the time for HR to rise. HR is needed in a very big way, more than ever, because talent is scarce and precious. HR should join the team, work with integrity and become an invaluable partner to management. For any organization to survive in today's ever increasing competition, it is very important to retain their best employees and keep them committed towards the organization.

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Role of Human Resource in Change Management

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Abstract: According to Forbes, 62% of people don't like leaving their comfort zone. Hence, change isn't easy, because it forces people outside their comfort zone by changing their behaviour and habits. In this connection to manage change in any organisation role of HR is crucial. Present research paper is conceptual research paper focuses the change management in general and in corona pandemic and the role of HR in change management. The discussion in the paper on the topic 'Role of HR in change Management' includes the introduction of certain concepts like human resource management, change management, some models of change management and role of HR in change management. In general hire and fire activity is associated with HR. But as macro-economic environment is changing and the COVID-19 pandemic has shaken the world of work, leading to a number of challenges for human resources (Hrs), it is necessary to take review of changes in the functions of HR on the background of the major change occurred. To manage the change through change management models became task of HR. HR from doing the online work management to introduce the systems for maximum efficiency, introduce and manage new technology, support new health and safety requirements at workplace, implement the leave policies prescribed by government and manage resistance at organisation level, work hard to manage the tasks and changes. Hence, role of HR in change management in general and in special situation proved to be very dynamic and significant. The review of role of HR in change management is the central idea of this research paper.

Keywords: Human Resource, Change Management, Covid pandemic, online work, change resistance management

1.1 Introduction: The role of HR in any organization is crucial for making work environment satisfactory, happy and peaceful through linking HR employees and management. The implementation of policies of work condition, pays, safety net, recruitment, performance management, training and development are responsibilities of HR. Also, he covers all essential elements of business culture. His role in general is important but the central role that HR has played in driving operational and strategic success during the COVID-19 pandemic is very critical. In this connection present paper focused change management and role of HR in change management in general and in particular in pandemic of Covid 19. Thus, for the purpose of present study the objectives set are:

1.2 Objectives Of The Research:

- 1) To study concept and models of Change management.
- 2) To study role of HR in general and in covid 19 pandemic in change management.

1.3 Hypothesis Of The Research:

- 1) There is difference in the role of HR in change management in general compare to COVID 19 pandemic
- 2) There drastic change in the role of HR in change management in COVID-19 period.

1.4 Research Methodology: Present research paper is based on secondary data sources i.e. books, research papers,

research articles related to change management and role of HR in the management of change in an organization.

1.5 REVIEW OF LITERATURE:

1) Gregorio Calderón Hernández and Héctor Mauricio Serna-Gómez (2021), explored on the response of human resource management to COVID-19 crisis. The study based on secondary data and review of literature observed that the changes in the HR management system, policies and practices regarding human resource are adopted to respond the crisis of Covid - 19 pandemic. Under the Abilities-Motivation-Opportunity (AMO) HRM model, ability-competence, motivation and opportunity to contribute are variables on which performance of employee depends is concluded by the authors. Also, the effective implementations of the model suggest useful structure to improve HRM practices according to authors.

2) Tracy, John Bruce (2014) has presented the study based on the review of human resource management research in the past 10 years in hospitality-based journals in his study. The paper is of the form of a critical review of the literature in the general HR management and hospitality HR management fields. The after several hospitality studies that he reviewed have identified and observed a number of variables that is particularly relevant for labour intensive, service focused settings. He recommended to consider context-specific factors efforts to develop thoughtfulness regarding the ways in which hospitality HR systems may influence a wide range of individual and administrative outcomes.

3) Mathew, Sneha (2020), opined that the role HR Managers is very important in development of an organization and its resources through appropriate process of

planning, implementation and evaluation. In the pandemic of Covid 19 to follow and apply standard methods of HR policies is a new challenge regarding overall health of employees that shows need of transformational shift. The study explored the role of HR in the Covid 19 adverse environment and various pandemic HR challenges. The findings are that to cope with pandemic situation HR has played essential role through, remote online management, mental support and training, motivation. Communication, managing health and safety and by providing adequate information to the employees. Thus, great challenges can be face by the HR through change.

4) Butterick, Mark and Charlwood Andy (2021), secondary data based study on HRM and Covid 19 pandemic, exposed deep labour market inequalities in COVID 19 pandemic. Some workers jobs have been suffered disproportionately during this period., wholly HR is not responsible for this problem. Some HR policies and theories and ideas developed caused these inequalities. In this situation how can we stop making a bad situation worse is the concern of author. Author found that the theories like 'flexible firm model' and 'HR architecture model' have played role in creating and legitimising these inequalities. In this context implication of professional ethical codes is the solution to stop making bad situation worse.

5) Wang, Ban, Joung and Kim (2022), studied the navigations for hospitality Human Resource Management Research. To analysis overall achievement and movement of hospitality HRM in the pandemic he used PRISMA technique and NVivo software and studied 102 articles. He found seven themes environmental factors, industrial factors, HRM practice, organization, employee, external outcomes and methodology in the study

and demonstrated pandemic driven HRM transformation is essential. They added the need to shift navigation of HR within hospitality under the condition COVID 19.

1.6 CONCEPT OF HUMAN RESOURCE MANAGEMENT: The term 'human resource' is coined by John R. Commons, in 1893 in his book 'The Distribution of Wealth'. The concept of human resource is used in terms of workforce, labour or personnel used for the economic activity which adds value to output. Managing human resource according to necessity of business organisation is called as Human Resource Management. The concept of HRM is explained with the help of definitions given below:

1) According to the In Vancevich and Glueck, 'HRM is concerned with the most effective use of people to achieve organizational and individual goals. It is the way of managing people at work, so that they give their best to the organization'.

2) According to Dessler (2008), 'the policies and practices involved in carrying out the "people" or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising comprises of HRM'.

It is clear from above definitions that in general Human resources management is a function of management related to hiring, motivating and maintaining people in an organization. It focuses on people in organizations considered as human resource and ensure that human talent is used efficiently and effectively to achieve organizational goals.

The activities of HRM are related to Human resources department of an organisation or business that is charged with finding, screening, recruiting, and

training job applicants and also administering employee-benefit programs successfully in day to day working. It also plays an important role in assisting companies deal with a fast-changing business environment at macro level and micro level in the 21st century and at the time of crisis or epidemics situation like corona.

1.7 Concept Of Change Management:

Definition: Change management is related to 'the methods and manners in which a company describes and implements change within both its internal and external processes'. The successful change management includes preparation and support to employees. It establishes necessary steps for change, and monitors pre- and post-change activities.

Prof. Dr. Russell E. Johnson, of Michigan State University, defines organizational change management as 'the planned organizational-wide effort to increase individual and organizational effectiveness via behavioral science knowledge.'

Organizational change management aims to reduce potential negative outcomes of any general or structural changes in a business and organization. For that it focuses on both the changes at micro and the macro levels and the strategy to be implemented. Hence, going through the stages mention above enquire about to make changes in policies for workers to learn new skills, reallocate responsibilities and priorities, do invest capital in new tools or software. A top-down approach to managing change is a requirement of organizational change management process.

The organizational change occurs on account of acquisitions, mergers, downsizing, bankruptcy etc. in an organization. obviously changes in the business brings about changes in HR and

its policies. Though change is big or it is small it influences HR. Hence the changes that benefit an organization can change the way of working of HR department and the manager. This may be added in work of HR or changes the methods or manners to do the work. Today constant change in the economic environment of business defines the need for change management and making the positive psychology towards change management in an organization by everyone connected to it. In this context it is essential to study how HR manages deals with change that occurs normally in day-to-day business life and what are the general stages.

The general stages to implement change management are given below in the diagram.

STAGES TO IMPLEMENT CHANGE MANAGEMENT	1.1) Define the change.
	2) Select the change management team.
	3) Develop implementation plan
	4) Convey the change to employee
	5) Implement the change—in stages
	6) Collect and analyze data.
	7) Quantify gaps and understand resistance
	8) Modify the plan as needed and loop back to the implementation step

Source: based on the content available on <https://asq.org/quality-resources/change-management>

1.8 The Role Of Hr In Change Management:

The role of HR is very important in change management. Though, HR and change management are two different areas of an organization, the line can be hazy if an organization doesn't have any change management team. Hence, for the positive outcome of implementation of change management strategy role of HR in change management is unavoidable. In the organisation where change management sits within HR, the HR may focus exclusively on the people involved with a change. Here, Dave Ulrich lists the function of HR as:

- Aligning HR strategy with business strategy

- Re-engineering organization processes

- Listening and responding to employees

- Managing transformation and change

Hence, above mentioned first three important functions are the function that in general HR does in any organisation. But managing transformation and change is a skilful task which HR has to be performed by adopting a leadership skill. Thus, following paragraph mentions the role of HR change manager in general and in the situation like Covid 19 pandemic.

1.8.1 Role Of Hr In Change Management In General:

1) Communicating change to employees: To decrease the moral distress of the employee communication the is primary role of HR. Because change in work culture or project will impact the way employees do things and there may be some confusion about what's expected during and after the change. Employees may also be fearful that if they can't adapt the change their job will be in danger. The confusion and fear both factors that can cause employee resistance to change. Here, the HR role in change management can help to alleviate concerns by answering questions and communicating important information about the change.

According to Report of Society for Human Resource Management survey (2007), HR tends to play a larger role prior to the implementation of change and a much smaller role during and after implementation of change.

2) Change management training: HR professionals are always busy in taking care of the organization and personnel. They forget to take care of themselves and their skill to manage the change. In order to manage change well it is essential to make sure that HR teams receive change management training. There are many

advantages of advanced change management training, like a certification or certificate program. HR should consider difference and need of classic change management models and contemporary models to provide insights on executing change efforts effectively.

3) Adoption of model that everyone can use: There are many models of change management, that HR can use to manage change at organizational level. He can improve the role in the process of change at individual and organizational level efficiently by adopting these models. The organization must adopt one model that employees of their organization can apply in their professional and personal lives. Some models of change are mentioned below:

Model	Phase	Focus of the model	Utility to HR
Leadership Model: Kotter leading change model	The model assumes that proposed change has been already designed by the organization hence is use in enacting phase of the change.	In guide leaders through the implementation phase.	For HR it is helpful as guides for leadership development.
A Systems Model: Change Drivers	They are useful during the phase of designing change	Models under the category focus on situational analysis and data collection	This helps an HR manager to design readiness for change assessments and guide conversations
A Stakeholder and Skills Model: ADKAR Model (ADKAR stands for)	This is most relevant during the phase of endorsing a change and has little to contribute during the phase of design.	Model support employees to more easily go through the process of change	This model can help HR managers to design appropriate skills development initiatives to support a change.
Stage Change Management Model	Use of model is in the enacting phase of change	This model defines how individuals react to the to change and also addresses	It is helpful to HR to minimize barriers and resistance by the employees in the organization to the implementation of a change initiative that is essential.
Lewin's Change Management Model	Model is more suitable in both d esigning and enacting phase	Helps to build good leadership and effective employee communications.	Helps to understand organizational and structured change. better

Source: based on the content available on 1) <https://www.hibob.com/guides/covid-19-changed-hr/> 2) Society for Human Resource Management Report 2007

These are leading models used for change management but the organizations can use

any of the models given above or the other models for the purpose of successful change management

3) Adopt modern technology: Sometimes the organizational change management initiative needs to involve modern technology for implementing a new system in the organization. The organization by creating a culture that allows employees to experiment and try new technologies is the best way to cope up with change and also helpful in managing the change. In this context HR may guide to adopt technology and try it in the organization.

4) Allow employees to fail or to make mistakes: Making mistakes is the proof that employees honestly trying to adopt the technology and also having a company culture that supports it. Here HR can play a role in educating managers in handling the mistakes of employee, creating a performance management system and supporting the culture of organization. Under the culture organization must not allow mistakes to upset an employee's pay or promotional opportunities.

5) Reward the efforts of employees to manage change: Organization through HR encourage employees to set up real goals, support and recognize their efforts and, then reward them for accomplishments on their goal in changing environment. HR can also make this strategy successful by training managers and heads of various department on various issues related to their department and also trained in arranging effective feedback techniques, and by designing rewards in the form of cash or kinds and facilities that encourage these behaviors.

6) Create a safe space for HR to discuss change and the problem with change: Employees are often allowed to take

training about changes. HR doesn't always get this opportunity. They must be given opportunity to get trained to manage change. Also, HR must get an opportunity to talk about their frustrations in managing change in an organisation. The safe environment for discussing frustration is essential for efficient working of HR.

1.8.2 CHANGE IN THE ROLE OF HR IN COVID 19 PANDEMIC:

The corona pandemic is a worldwide phenomenon that affected all the economies of the world mainly in those countries, where spread of corona was out of control. The fear of life led frequent lock downs which unexpectedly changed the conditions of business and disturbed supply change, production and service deliveries at large extent. It has also changed the work culture and conditions. Here the COVID-19 pandemic has forced HR and their teams to think about the role of the organization's human resources department. In the pandemic HR managers is at the centre of these pandemic-generated changes from the beginning. They had to direct new health and safety requirements, give support to managers in the new situation also keep up with required administrative processes. Hence, the role of HR is transformed in the pandemic that added extra function into his profile as explained below:

1) Online work management: During the pandemic, operations in the business shifted quickly and, in some areas, drastically. In early 2020, business organisations, companies etc. quickly change to isolated work model. In-person or offline teamwork shifted to online mode. The reality of working from home was new for most of employees. This has added to the responsibility of the HR managers to manage the mind, the work hours and the productivity of employees in the organisation.

Accordingly, to manage productivity in

limited manpower was the most difficult task. Hence, introducing flexible work arrangements based on the capacity of laborers to participate in business assignments was the task for this period. Under the flexible work arrangements, the arrangements are of flexitime, telecommuting, compressed workweek, and part-time work based on the workers decision of when, where, and for how many hours they should manage to undertake business assignment.

According to a technology advisor who spoke to the Society for Human Resources, "Right now, HR and information technology (IT) are the two departments got topmost importance to a company's existence. Executives want to ensure remote workers have the right technology and support at home to do the job, that their sensitive HR data is kept safe in-home working environments, and that they're keeping remote workers engaged and productive." The situation is faced by the HR in pandemic period but still continue in some of the areas of the world.

2) Support new health and safety requirements for workplace: HR are is tasked with staying up-to-date of evolving health and safety guidelines provided by the state. By understanding the rapidly changing environment he was responsible to make changes in the policies and procedures to meet requirements. Employees relies more on their HR department for the up-to-date and accurate information about the pandemic and policy changes at workplace. When COVID-19 vaccines continue to roll-out, HR lead to communicate with medical professionals, local officials mainly to make workplace safe. The task to provide factual information about the vaccines to employees and share documentation from medical experts and organizations has become additional task of the HR.

3) Implementation of Leave policies during pandemic:

Complying leave guidelines issued by the government has become top priority for HR during the pandemic. The revision of attendance policies, existing time, manpower adjustments highlighted more flexible policies during the period. The responsibility of HR to make changes, communicate it to workforce and implement it effectively was the need of hour that HR has fulfilled.

4) Introduce the systems for maximum efficiency:

The need to invest in new technology is recognised by the organisations during the pandemic. Because of changed work culture online mode of conferencing, meeting, discussion, work and self-service etc. introduced and changed the role of HR. To ensure that ongoing system integrations are secure and efficient enough to match the requirements of organisation HR is responsible. HR continuously working with IT department, implemented successful policies, introduced successfully new platforms and workflows through new technology. Hence, due to HR relationship with IT many employees have worked in ways they hadn't previously and adopted change successfully.

5) HR in change management policy implementation:

In an organisation the change resistance management is required because if resistance is anticipated it can resolve before it takes form of serious problem for the organisation. In this context the team HR helps anticipate resistance, identify and watch resistance, provide resistance justification, suggest opportunities for engagement of employees in a change process and keep the focus on the people who contribute effective change management. The HR change management role in this respect

was and is to connect people to adopt change and process of change successful.

1.9 FINDINGS: In general role of HR in any organization is to implement the policy regarding recruitment of employees and policies regarding personnel in an organization for successful business. In general, this strategy is part of his function of HR but managing transformation and change has also become an integral part of his functions nowadays. In this connection it can be said pandemic of COVID-19 has brought drastic change in HR policies and role of HR in every industry. His role in online work management, providing supportive new health requirements for workplace, implementation of leave policies, change management policies and to introduce the system for maximum efficiency are meaningful. Hence, finding of the study is that along with traditional function of hire and fire, role of HR in managing change in general has changed in the organizations and it has changed drastically in COVID-19 pandemic.

CONCLUSION: Covid 19 pandemic has confirmed that the role of HR in general is very important to implement the policies of an organisation and to achieve the economic and non-economic objectives of the firm. If we go through the role of HR in the period of covid 19 it clearly shows the success of HR in managing change very well despite high stress of work and pandemic throughout for at least 2 years. It is also confirmed that the hybrid work mode for the future is a need and the role HR should be transformed by keeping the need in focus. During the pandemic, the stress on the HR and its team was very high. Those who managed it well can manage the change of any kind.

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Managing Change Through H.R.D.

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Research Scholar

Abstract Of The Article Introduction:

As any living organism needs to keep harmony with the ever-changing environs for its survival, so does an organization need to respond to changes in the market, governments, communities, even the weather. Survival of the fittest is the unwritten but the radical rule of this game.

Certain Changes:

A short list of some changes which affected almost all organizations is given below

1. Technological innovations have multiplied: products and know-how are fast becoming obsolete.

2. Basic resources have progressively become more expensive.

3. Competition has sharply increased.

4. Communication and computers have reduced the time needed to make decisions.

5. Environmental and consumer interest have become highly influential.

6. The drive for social equity has gained momentum.

The economic inter-dependence among countries has become more apparent.

CHANGE MANAGEMENT THROUGH CONFLICT MANAGEMENT

WHAT IS CONFLICT

It is borne out of disagreement, differences but not Synonymous with Quarrel/fight, one try to get amicable settlement. In

Quarrel/ Fight – may not be in clash.

Root cause - clash of ideas, attitudes - interest

1. Conflict management –

We can be conclude in following ways by sorting out the reasons of conflict as

(a). 40% of our mental capacity is spoiled because of conflict

(b). what is conflict—

©. between positive and negative. (d).

Between positive and positive. (e).

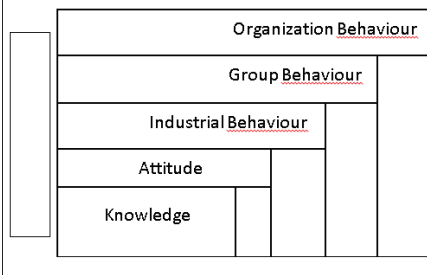
Between negative and negative. (f). Moral values-Religious values, National Interests.

(g). Desires, expectations, wants. (h). Time, Money, fame.

CHANGE AND H.R.M.:

Guest believes that the driving force behind HRM is the pursuit of competitive advantage in the market place through provision of high quality goods and services, through competitive pricing linked to high productivity and through the capacity swiftly to innovate and manage change in response to changes in the market place or to break through in research and development.

Ref – The publications of Central Board for Workers Education (Ministry of Labour & Employment, Govt. of India) presently DTNBWE.

Long**short**

Easy-----Difficult

Time to taken change

Evolutionary Change And Revolutionary Change

When we compare an organization with any other open system organism, we can describe it in terms of its birth, growth, maturity, senility, decline, entropy or death. Any organization, like any other organism, passes through these stages and in the process changes itself from one form to another form.

In order to meet the critical concerns of each stage, organizations go through some rapid variable, shake-ups of their structure, policies, procedures, techniques, personnel etc.

REACTIVE AND PROACTIVE CHANGES:

Forces for change arise out of an organization's interaction with elements in its external or internal environment. The action of competitors, suppliers, government units, or public groups may have substantial impacts on change. Social and cultural factors such as life styles, values or beliefs also lead to important changes.

Reactive changes occur when these forces make it necessary for a change to be

implemented and is passive compliance to the demands. Proactive change takes place when some forces to change lead an organization to conclude that a particular change is desirable and goes about on initiating the change in a penetration, change is gradual. Change is more extensive when growth occurs from mergers, acquisitions exceptionally rapid success of organizational activities. Changes due to merger and acquisition lead to substantial impacts on people. There is high potential for generating feelings of anxiety, fear of insecurity among all organizational members rank-and-file workers.

3) New Personnel:

Some change is inevitable because of internal factors such as death, promotion, discharge or resignation and constantly changing elements in environment. One of the most frequent reasons for company structure is a change of executives at the top.

4) Change agents:

Change agent is the technical term for an organizational member whose strategies and procedures are applied for bringing about change.

Antecedents Of Organizational Change:

There are certain antecedent conditions which serve as stimuli for changes to be undertaken in an organization.

1. Changing forces in Internal and External Environment;

An organization changes its structure and practices as a result of the forces from internal as well as from external pressures arising in the environment.

planned manner

5. Barometers of Declining Effectiveness:

Organizations have a number of ways of "taking their pulse" by looking their own information systems. A business firm monitors data on turnover, scrap rates, manufacturing costs and numerous financial ratios of firms they also conduct regular opinion surveys of their work force. Other methods of obtaining feedback from customers.

6. Change in Corporate strategy:

Based on conditions that organization officials believe to be changed in the long run trend may prompt decisions to enter new markets, to pursue a to become less dependent on government, to switch from a centralized structure, or to adopt new technologies. All these strategic decisions have impact in changing the behaviour of people in their organization.

7. Crises:

For Example, in case of sudden death of CEO, there are members of a top management team also. A strike by a critically important group of workers, loss of major client or suppliers on whom the company has made drastic cutback in budget, even spontaneous civil disturbances has an effect on direct organization, force, and a reorientation of the corporate posture and initiates to policy, practice and behaviour.

8. Personal Goals:

Leaders, interest groups and coalitions have their own goals to see the company become more aggressive, to shape the organization around some distinctive theme, to cast a particular corporate image

9. The Domino Effect:

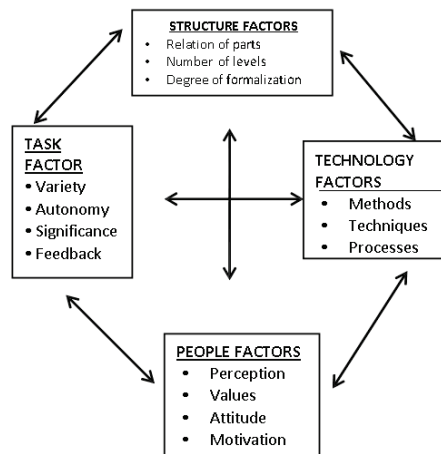
The last main source of change is change itself. There is often a domino effect in

which one change touches off a sequence of related and supporting changes, e.g. creating a new department may cause the creation of a new managerial or non-managerial positions or change in assignments within other departments, budgeting reallocations and office space. Other departments may need to realign their missions, structure, tasks and staffing.

Actually, in an organizational change, four factors are involved: task, people, technology and structure. These factors are interrelated and interdependent, a change in one produces alterations in one or more of the other work environment factors.

This is shown in the figure given under.

Work Environment Factors in Organization change.



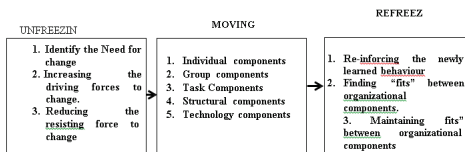
The Process Of Organizational Change:

People change their knowledge, attitude and behaviour when they become dissatisfied status quo or when there is a more desirable substitute. A successful change involves

- i) recognizing the need for it
- ii) learning a new behaviour or substitute.
- iii) Feeling comfortable with the new situation".

This change process was best described by Kart Lewin, when he stated the free stage change-Unfreezing, Moving and Re-freezing as shown in the figure under.

CHANGE PROCESS



At any given point of time, any pattern of behaviour is a result of equilibrium between 1 sets of forces - driving and resisting The present position is achieved because strength of driving forces and resisting forces is equal. To change the present position have to shift the equilibrium by any of the following means: increasing the driving for reducing the resisting forces or by converting a resisting force into a driving force.

STRATEGIES OF IMPLEMENTING CHANGE:

Organizational changes can be implemented either by tops-down strategy" or by bottoms-up strategy".

THE TOPS-DOWN STRATEGY:

It is management's responsibility to design the change it deems appropriate and to implem these thoroughly but quickly by directives from the top.

THE BOTTOMS-UP STRATEGY:

The advocates of this approach profess what to them is a more enlightened view of human They argue that people welcome change and the opportunity to contribute to

their productivity, especially if the change gives them more variety in their work.

In fact the correct strategy of change depends on the circumstances" which is popularly known as contingency school or approach.

Contingency Approach:

According to the contingency school, the choice of an appropriate strategy and the implementation diagnosis consists of assessing the following eight independent variables or factors in organisation.

DIAGNOSTIC (INDEPENDENT VARIABLES):

1. Time available (short/long)
2. Clarity of crisis or need for change (clear to all/clear to few)
3. Size of organization (small/large)
4. Effects of existing controls and incentives
(Encourage initiative/Encourage focus)
5. Organizational concentration of relevant knowledge (concentrated at Top/concentrated at Bottom)
6. Expectations of people regarding involvement in implementation (None/Extensive).
7. Potential resistance (small/great).
8. Total power base of change agent (great/small)

Based on the diagnosis which evolves, the basic implementation strategy will consist of selecting values along the continuum for the following three dependent variables.

IMPLEMENTATION STRATEGY (DEPENDENT VARIABLES):

- | | |
|----------------------------------|------------|
| 1. Pace | -Fast/Slow |
| 2. Use of powers down/Bottoms-up | -Tops- |

3. Management style - recovery, PPE etc.
 Directive/Participative Once the values of these variables have been located, and if the answers to the diagnostic (Independent) variables fall towards left of the continuum then the implementation strategy would also be left wards. On the other hand, if the values of variables tend towards the right side of continuum, then the implementation strategy would also be right wards.

- 3) Divergence in methods/ e.g; mode of open attendance etc.
- 4) Clash of interest - Distribution of 1400 (700+ 700).
- 5) Role on functional Conflict - Medical facility. Conflict of Values - Festival Adv. / L.T.A etc.
- 6) Personal incompatibility — Introduction in wasteful practices.
- 7) External circumstances.
- 8) Political, Eco, Social, LPG etc.

CHANGE MANAGEMENT THROUGH CONFLICT MANAGEMENT WHAT IS CONFLICT

It is borne out of disagreement, differences but not Synonymous with Quarrel/fight, one try to get amicable settlement. In Quarrel/ Fight – may not be in clash. Root cause - clash of ideas, attitudes - interest

DIFFERENT FORMS OF CONFLICT

- Individual & individual e.g; Divorced couple.
- Individual & Group
- One group to group

Forms of Conflict

- 1) Intra Management Conflict
- 2) Policy Difference
- 3) Process / role conflict
- 4) Personality Traits/ incapability.
- 5) Intra Employee –
- 6) No individual cases except when it affects organization.
- 7) Clean policy. Generate attitude / fairness and firmness.

Factors in Conflict

- 1) Difference in Policy Matters – e.g.; Canteen Tariff 3, 10, 30, 50, 1000.
- 2) Difference in interpretation - IR

MEANS OF CONFLICT

- TENSION
- COLLISION
- DISAGREEMENT.

THE CONFLICT BEGINS WHEN ONE PARTY HAS NEGATIVELY AFFECTED OR IS ABOUT TO NEGATIVELY AFFECT SOMETHING THAT THE FIRST PARTY CARES ABOUT.

SOURCES OF CONFLICT

• STRUCTURAL FACTORS

1. SPECIALISATION
2. INTERDEPENDANCE
3. GOAL DIFFERENCES
4. AUTHORITY RELATIONSHIP

PERSONAL FACTORS

1. Skills and abilities
2. Values and ethics
3. Emotions
4. Barriers in communication
5. Cultural differences

- 1. INTRA PERSONAL
 - 2. INTER PERSONAL
 - 3. INTER GROUP
 - 4. INTER
- }
- CONFLICT**

FUNCTIONAL CONFLICT
 CONFLICTS THAT SUPPORT THE GOALS OF THE GROUP AND IMPROVE ITS PERFORMANCE.

- 1. CONFLICT BRING COHESIVENESS
- 2. BREEDS CREATIVITY GROUP
- 3. LEADS TO INNOVATION
- 4. PROMOTES CHANGE

Moderate as optimum level of conflicts contributes to high organizational PERFORMANCE

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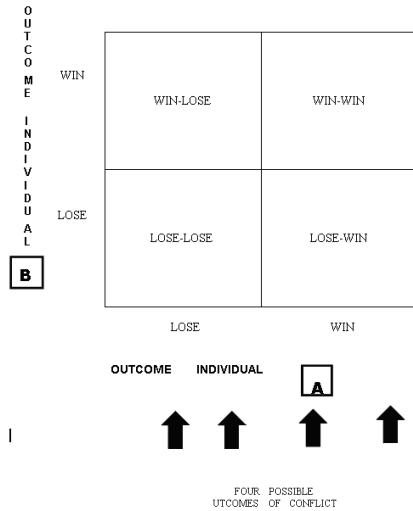
Moderate as optimum level of conflicts contributes to high organizational PERFORMANCE

DYSFUNCTIONAL CONFLICT
 DESTRUCTIVE FORMS OF THE CONFLICTS THAT HINDER GROUP PERFORMANCE.

they hinder and destroy the achievement of organizational or group goals.

CONFLICT PROCESS

- 1. Latent conflict
- 2. Perceived conflict
- 3. Felt conflict
- 4. Manifest conflict
- 5. Conflict aftermath

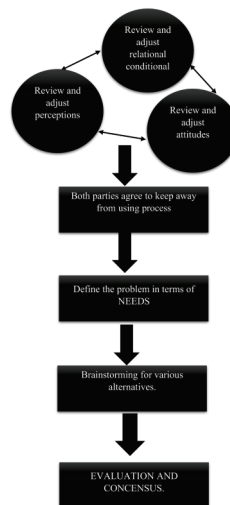


RESOLUTION STRATEGY	PASSIVE MANIPULATIVE AGGRESSIVE	PROBABLE OUTCOME
1. AVOIDANCE		LOSE-LOSE
2. SMOOTHING		LOSE-LOSE
3. FORCING		WIN-LOSE
4. CONFRONTING	ASSERTIVE	WIN-WIN

STYLES OF CONFLICT MANAGEMENT

- 1) AVOIDANCE
- 2) ACCOMMODATION
- 3) DOMINATION AGGRESSION
- 4) COMPROMISING
- 5) CONFORMATION

INTEGRATIVE DECISION METHOD



MANAGING CONFLICT

TYPES OF CONFLICT

1. Following types of can be Classified.

- Personal: Inter personal
- Group: Inter Group
- Goal : Self Family, Office, National
- Needs: Educational, financial, and Social.

CAUSES OF CONFLICT

2. Conflict can be following reason.

- Lack of wisdom, Knowledge
- Lack of Precision, Exposure.
- Lack of Positivity
- Beliefs, Superstitions,
- Rituals-- Negative Imagination.

3. After effect of conflict can be following

Negative	Positive
-Agony, Anxiety, Frustration Happiness	-
-Guilt, Repent Satisfaction	-
-Hate, pity, helplessness	- Peace
-Worry, Withdrawn Harmony	-
-Stress, Unseen, Danger. Enjoyment	-
- Goodwill	-

4. Conflict handling- Conflict can be handled in following ways.

- i) Logical thinking
- ii) Collecting More Information
- iii) Commitment
- iv) Maturity
- v) Breaking deadlock.
- vi) Self attitude
- vii) Openness
- viii) No Ego clash.

5. Conflict Resolution- Conflict can be Resolution following means.

- a) Sense of insecurity of removal.
- b) Assurance of fair & impartial treatment creating Confidence and trust. Task to tackle situation with imagination.
- c) Aware of possibility of Conflict. Take initiative in following ways –

- 1) Understand Conflict situation.
- 2) Cut all relevant facts.
- 3) Analyse collected data.
- 4) Try to be empathetic.
- 5) Try to arrive amicable settlement.
- 7) Guidelines to be communicated and

Explained (e.g.; L.T.A festival Advance Etc.)

d) MEANS OF CONFLICT RESOLUTION

- 1. Smile;
- 2. Remember that a man's name is to him the sweetest and most important sound in any language.
- 3. Be a good listener, encourage others to talk about themselves.
- 4. Talk in terms of the of the other man's interests.
- 5. Make the other person feel important and do it sincerely.

6. How to make people thinking your way.

- i) Show respect for the other person's opinion. Never tell a man he is wrong.
- ii) He only way to get the best of an argument is to avoid it.
- iii) If you are wrong admit it quickly and emphatically.
- iv) Begin in a friendly way.
- v) Get the other person saying 'yes, yes' immediately.
- vi) Let the other person do .

7. Factors about good human relations

- (a). Action and attitudes speak louder than words.
- (b). Good communication helps HR.
- ©. Patience & understanding are essential prerequisites.
- (d). No sympathy alone but empathy is needed.
- (e). Good human relation creates sense of belongingness.
- (f). Good human relation helps discipline.

8. Conflict management –

We can conclude in following ways by sorting out the reasons of conflict as

- (a). 40% of our mental capacity is spoiled because of conflict
- (b). what is conflict—
- ©. between positive and negative.
- (d). Between positive and positive.
- (e). Between negative and negative.
- (f). Moral values-Religious values, National Interests.
- (g). Desires, expectations, wants.
- (h). Time, Money, fame.

9. Motivation & Morale.

- (i) Motivated –vs- Demotivated group.
- (ii) High motivation is related to high moral.
- (iii) Motivation equals Devotion and Commitment
- (iv) Moral - shows quality contended group.
- (v) High morale - do wonders.

- (vi) Calibre - Competence not uniform. Achievement in people is the resultant effect of morale of whole group.
- (vii) Morale - Success and failure. Motivated group inspired irrespective of success and failure.
- (viii) Morale is Temporary but motivation is Stable.
- (ix) Conflict - Diversity of personal traits.

It is a study of organizational behaviour.

Absence of conflict is not necessarily indicative of Good health of Organization.

CHANGE AND H.R.M.:

David Guest developed four policy goals which he believes can be used as testable propositions. They are

1.Strategic Integration:

It is the ability of the organization to integrate HRM issues into its strategic plans, ensure that the various aspects of HRM cohere, and provide for line managers to incorporate an HRM perspective into their decision-making.

2. High Commitment:

There should behavioural commitment to pursue agreed goals, and attitudinal commitment reflected in a strong identification with the enterprise.

3. High Quality:

This refers to all aspects of managerial behaviour that bear directly on the quality of goods and services provided including the management of employees and investment in high quality employees.

Flexibility:

This advocates functional flexibility and the existence of an adaptable organization structure in the capacity to manage innovation.

CONCLUSION

Guest believes that the driving force behind HRM is the pursuit of competitive advantage in the market place through provision of high quality goods and services, through competitive pricing linked to high productivity and through the capacity swiftly to innovate and manage change in response to changes in the market place or to break through in research and development.

Ref – The publications of Central Board for Workers Education (Ministry of Labour & Employment, Govt. of India) presently DTNBWE.



WORDS OF WISDOM

“If people are not laughing at your goals your goals are too small.”

-Azim Premaji

“If you cannot do great things, do small things in a great way.”

-Napolean Hill

“Be who you are and say what you feel, because those who mind don't matter, and those who matter don't mind.”

-Bernard M. Baruch

• *“Great minds have purposes, others have wishes.”*

-Washington Irving



About NIPM

National Institute of Personnel Management (NIPM), is the only all India body of professional managers engaged in the profession of Human Resource Management, Industrial Relations, Labour Welfare, and Training & Development in the country. It came in to existence on 15th March 1980 as a result of merger of two professional institutions, namely the Indian Institute of Personnel Management (IIPM) established in 1948 in Kolkata and the National Institute of Labour Management (NILM) established in 1950 in Bombay, now Mumbai.

With its National Office at Kolkata, NIPM has a total membership of about 10,000 spread over 53 Chapters all over the country.

NIPM is a nonprofit making body devoted to building professional excellence in the field of Human Resource Management through regular activities ranging from Evening Lectures to People Process Quality Certifications. Post Graduate Diploma in Personnel Management (PGDPM), the 2 years flagship academic programme of NIPM is widely recognized by industries in India for a career in HRM. NIPM has set up dedicated wings for Corporate Training & Consulting and Research & Development to leverage its vast experience and expertise. NIPM 4000-2016, the Global Standards for Quality of People Process, is aimed at defining global benchmarks for HR processes in organizations. NIPM 4000-2016 certification is the mark of Excellence of people processes in organizations.

The annual National Conference (NATCON) of NIPM is the greatest learning event in the country attended by eminent business and HR leaders from India and other Asian countries. The HR Excellence Award of the Institute, to be the most valued Award, is set up to track and recognize the HR professionals who make a significant difference. NIPM also organizes regular seminars, workshops, conferences on contemporary themes, and HR technical trainings for technical update through its Chapters across the country. NIPM reaches out to Management Students for their early professional grooming to make them 'Industry Ready'. The Student Chapters of NIPM are taking Root. 'Personnel Today' the professional journal of NIPM, is the most valued publication.

All endeavors of the Institute are aimed at continuously defining and redefining the benchmarks of Professional Excellence for People and People Processes and supporting the professionals and organizations achieving them.

ABOUT IIMS

International Institute of Management Science (IIMS) is a premier and dynamic institute providing high quality management education more than a decade. The Institute has an active NIPM Student Chapter which constantly engages in HR series talk, Incubating HR students on short HR assignments, and Business Quizzes. IIMS is actively involved in consultancy and research work in collaboration with the industry and academic. IIMS also designs and develops training programmes for its corporate clients. The Institute offers a range of tailor made training programs as per the requirement of the corporates. IIMS regularly organises FDP's and MDP's in collaboration with Industry and academics. The Institute provides industry exposure through conferences, industrial visits, internships, seminars and guest lectures. The key strength of the institute is its professional learning environment supported by corporate interactions and faculty with industry and academic experience and well placed and active Alumni Network. The Institute is committed in transforming students into better professionals by developing skills, attitude and value through industry mentor mentee programme. IIMS aims on transforming the young minds to be globally competitive and socially committed business managers who will be capable of owning, operating and managing the business across the globe.

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