

The HR Practices in the Changing Workplace and Societal Setup

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Abstract: Change is inevitable and can be very stressful & the world of work is changing rapidly as a result the role of HR Professionals who are prime responsibility to manage the people is also changing.

Today's HR Practitioners are considered as future talent managers. their practices need to be more strategic towards change rather than following the old path because new generation is entering into the workforce in organisation & in order to maintain coordination between the four generations i.e. traditional , boomers , gen x & gen y will be a challenging task for HR practitioners . HR practitioners need to groom their skills & polish them well for changing demands of the organisation. HR practitioners while implementing the change need to have proper communication with the employees so that rumors can be avoided which results in employee's reactions like shock , anger , denial , blame , fear , understanding & then acceptance because it consumes lots of time .

Successful HR practise for change management at workplace and societal setup should comprise of new concepts like I4 teams , president & chairman tea, workplace wellness, diversity management, new concepts in performance appraisal system , training and developmental programs, fun & freedom at workplace and along with HR professionals availability 24 * 7 and this can be done through just following simple steps like communicating about change and its individual and organisational benefits then doing "change readiness" survey in this barriers are identified and then implementing change and then at last follow up and improvement will be done.

1. INTRODUCTION

A safe and happy workplace makes the employees feel good about being there. Each one is given importance and provided the security that gives them the motivation and incentive to stay. This is usually achieved through internal surveys to find out whether they are satisfied and if not what they think needs to be changed. And here the role of HR department plays a vital role.



Organisation consists of people. And people are real. We can see them, touch them, hear them and people have capabilities. And those people with their capabilities will determine whether organisation thrives or dies. As Jim Burns, Ceridian President, likes to say “people are the only companies assets that increase the value and the HR department of today should be like that which makes a measurable contribution to the bottom line through expense reduction, revenue generation, talent management and risk mitigation .

Now a day the concept of “one size fits all” doesn’t work anymore”. So HR department need to be the talent department of tomorrow. The world of work is changing very rapidly so as a result the role of HR professionals who are having a prime responsibility in the business to manage the people is also changing.

The HR professionals can no more go with their traditional practices with changing workplace and societal setup they need to change and to be more strategic towards the change. HR practioners need to broaden their skills so that they can sit on executive table and understand as much as about the business then any other leader. There is no questions workplace are changing because the nature of work and the role of workplace in business strategy are changing.

Meaning of Changing workplace & societal setup:-

Happy people work better. Beyond basic productivity, they’re more inspired, engaged and warmed up for the exercise of innovation. There’s no question about it. workplaces are changing – because the nature of work and the role of workplace in business strategu. Organisations of all sizes, across all the sectors, are replanning and re-configuring their workplaces to better attune them to work processes and workstyles at hand and social change is Any alternation or modification that occurs in a situation over a time is called social change. It is the change in human interactions and inter-relations. If comes to change there are sources which are greatly responsible for change. The first source is unsystematic and unique factors day or night, climate, existence of people or groups. The second source is systematic factors like if we need sound development there must be a stable and flexible government and system as well as different social organization .Change is unavoidable with the help of case study we can easily understand the need of changing workplace. lets take the example of dell computers :-

At Dell, they committed to doing what they can do to improve the work experience for all our team members. And one of the best ways they found to do this is providing flexible work solutions.

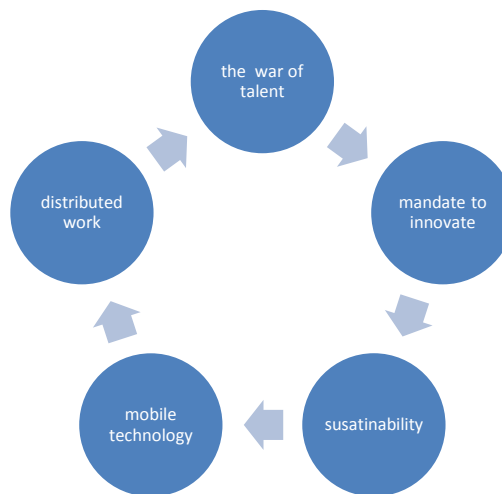
2. EXPANDING THE OFFICE UNIVERSE

In the technology sector, they know exactly how fast the world changes. To stay ahead, they learned to be quick and adaptive to keep our business growing strong. Right now, they rethinking the traditional office model and working with our team members to find the best possible evolution. They offer several Connected Workplace opportunities for team members to maximize their potential:

- Mobile (telework)
- Remote work
- Flexitime
- Part time
- Job sharing
- Compressed work week
- Custom solutions

One big positive result derived from our Connected Workplace initiative is a reduction in carbon emissions, which fits right in with our commitment to environmental responsibility. Less people commuting means less cars on the road, and little by little, a ton of carbon here and a ton of carbon there, these changes make a big impact.

The trends that can be identified as the factors that are dramatically changing the work and workplace can be identified as:



While there are good business reasons for changes in the workplace, employees frequently resist those changes so successful measures need to be taken by the HR practitioners to make employees fit well in new workplace. Employees need support before and after implementation of the change, so a successful change management system needs to be developed.

As here we are talking about HR practices lets clarify the difference between the traditional and strategic HR Practices:-

However it would be wrong to say that traditional HR does not focus people. It focuses people but does not count them as investment. On the contrary strategic HR understands the value of their employee and believes in investment in retention of knowledge base. It is bound to hit the rivals hard. Traditional HR focuses on employee relationship whereas strategic HR focuses both on internal & external relationship. Traditional HR exercises strict control over employees whereas strategic HR exhibits leniency. Traditional HR goes by book and follows a bureaucratic approach and mainly promotes individualism, whereas strategic HR promotes team work and follows models which bring results.

3. ROLE OF HR PRACTITIONERS IN CHANGING SCENARIO

The role varies considerably but it is basically about providing advice, guidance, and services on all matters affecting the people.



Change agent role: - HR practitioners also play a role of change agent in the organisation and act as a change agent. They facilitate change and provide support and advice on its introduction and management.

Business partner role: - as a business partner HR specialist share responsibility with their line management colleagues for the success of the enterprise and get involved with them in implementing the business strategy and in running the business.

The internal consultant role :- as internal consultant , HR practitioners work alongside their colleagues – their clients – in analysing problems , diagnosing issues and proposing solution.

The service provision role:- the basic role of HR specialist is that of providing services to internal customers the service may be general , covering all aspects of HRM or services may only be provided in one or two areas

The strategic role HR:- to formulate and implement forwardlooking HR strategies that are aligned to business objectives and integrate with one another . b) contribute to the development of business strategies . c)work alongsides with their line managers to provide support and help them in implementation of the strategy.

The guardian of values role :- HR practitioners may act as an guardian of the organisation’s values and ethical standards concerning the people. they point out when behaviour conflicts with those values or where proposed actins will be inconsistent with them.

It is time to transform the workplace to reflect the changing realities of society. Demographics of the worldwide workforce have changed—and with that the role of HR managers and their practices comes in light. Best HR practices that can help in changing workplace and societal setup are as follows :-



Workplace wellness :- (need of future)

Workplace wellness is any workplace health promotion activity or organizational policy designed to support healthy behavior in the workplace and to improve health outcomes. Workplace wellness includes organizational policies designed to facilitate employee health including allowing flex time for exercise, providing on-site kitchen and eating areas, offering healthy food options in vending machines, holding “walk and talk” meetings, and offering financial and other incentives for participation, among many other options. Health comes on the priority of all . there is no competitive advantage in sick and stressed out workers .there is direct link between the employee health & output which he gives to the organisation .the data of Indian companies about mental illness due to work stress is very surprisingly high. And the main source of stress are identified as long working hour & heavy job demand which results in risisng mental health claims and depression & anxiety disorder. So inorder to overcome such an genuine problem HR practices need to me more diversified towards concept of workplace wellness in an organisation.

Managing Diversity :- (future demands)

The future challenge for HR practioners will be managing diversity. The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. as companies are becoming more global the workforce of future will be more complex , diverse & with different needs and experiences. In todays organisation more diversified workforce is considered good because more diversified workforce will be more diversified in ideas, experiences & quicker problem solving.

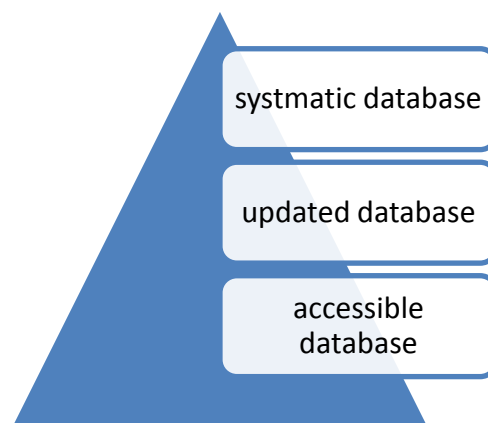
The four generations in the workforce are observed by Reed Lewis:-

Generation	Gen. Name	Age (years)	Characteristics	% in workforce
1	Traditionalist	60-70	Loyalty, discipline, commitment	10
2	Boomers	41-59	Hard-workers, relationship oriented, change agents, competitve.	46
3	Gen. X	28-40	Independant, flexible, demand work – life balance.	29
4	Gen. y	27& youngers	Born with computers, full of confidence, demand multi-cultural environment.	19

The above mentioned diverse mix in workforce can be seen in any organisation whether it is Indian or an mnc's. so our HR practices need to more strategic towards the changing scanario in diversified organisation.

4. DEVELOPMENT OF KNOWLEDGE SHARING PORTALS (BE INFORMED & LET OTHERS BE INFORMED)

Knowledge sharing increases the knowledge. much you share much you get. towards knowledge sharing systematic approach need to be followed by the HR professionals. the knowledge management supports strategy should be of maintain.



And HR professionals can make mandatory for all employees to share their knowledge after attending any training & developmental program or skill developmental program on such portal and along with that the HR practitioners should develop the guidelines on how to store and how to maintain database so that cluttering can be avoid.

Surprise gifts & rewards: - we all love surprises. Surprise should be given to an employee when they are least expecting it. It could be a small reward or a gift which does not limit to the good worker but it can be given randomly as a motivating tool.

Workplace flexibility: Workplace flexibility is about when, where, how people work. it is an essential part to be considered for making an effective organisation 'workplace flexibility' means for an organisation, managers and

employees, and highlights some common types of flexible work arrangements. Essentially, flexibility enables both individual and business needs to be met through making changes to the time (when), location (where) and manner (how) in which an employee works. Flexibility should be mutually beneficial to both the employer and employee and result in superior outcomes.

Open & participative management: - open and participative management will be an motivating approach which should be promoted by the HR practitioners. where employees are free to move and talk to the management. It leads to information sharing, Self control, sharing decision making. Which leads to higher productivity, greater commitment and human resource development.

Effective performance appraisal system:- Carroll and Schneier (1982) describe performance appraisal systems as identification of measurement factors or criteria against which to evaluate performance, measurement of performance against such criteria, review of performance levels attained by individuals, and development of subsequent performance. A performance appraisal system should be objective not subjective, relevant to the job and the company, and fair to all employees and offer no special treatment (Schuler et al. 1992). Effective performance appraisal practices in the area of diversity aim to build diversity in decision making bodies. For instance, randomly among employees could be included on panels that evaluate, select and promote employees. so chances of prejudices can be reduced.

Tell me box: - tell me box is a new concept for HR practitioners where in an organisation they can set up such a box where each employee can write the 3 things which work for them & the three things which don't.

HR Team availability 24*7:- with changing workplace and societal setup enhances the role of HR Department with that any time in emergency the availability of HR department should be made 24*7.

New Program development: - program like chairman tea, president tea & breakfast meeting with top mgt. should be encouraged so that employees feel motivated and special importance of an individual can be felt in the organisation.

Fun & freedom at work: - all of us demand freedom. Freedom to write, speak, work. no one wants to work under the environment of strict supervision all will resist such an environment. so our HR practitioners should try to develop an environment of fun & freedom in an organisation with sufficient flexibility.

I4 team development: - in every organisation the concept of I4 team should be encouraged by the HR practitioners. i4 team means ingenious, idea, incubation & implementation. Where with changing workplace & societal setup and changing organisation can implement new practices as soon as possible without any delay.

Sense of security (need of hour)

With increase of internationalisation the privatisation spread its wings and with that the too many fluctuations in the market can be seen. Generally private jobs are considered as insecure. as we can see industries like Kingfisher and many more at the time of recession throughout the workers so in that direction the work is required to be done. and in that HR practitioners can play a significant role.

5. CONCLUSION

So literature reveals that HR Department of today will be the talent management department of future and it needs to be more strategic for the changing configuration of workforce. innovative approach of HR Practitioners plays a greater role in changing workforce & societal setup and along with that the communication skill needs to be very effective and efficient in order to minimise the risk of resistance.

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