

A Study on Emerging Role of HR Practitioners in IT/ITES Industry (An Empirical Study)

¹S. Purushothaman, ²Dr.E.Ilamathian

¹PhD Research Scholar, Social Work (HRM), Research and Development Centre, Bharathiar University, Coimbatore, India sripurush@gmail.com.

²Director, Amity Global Business School, Chennai-600 086

ABSTRACT - The HR executive is expected to deliver value in areas like Administrative role, contingent role, strategic role, operational role, employee advocacy role, voice behaviour and organisational learning capabilities. If you read job postings for senior HR positions, these items are listed time and time again as the key expectations for HR leaders. Changes in business environment have substantially affected the approach to manpower. Technological changes are also prominent and automation of office operations, quick communication systems, electronic revolution, and such other new developments have revolutionized the vital areas of business. Operational efficiency or manpower must cope with such a revolutionary change in the technology which has necessitated a new approach to manpower. Widespread changes in business environments, employee-management relationships, emergence of generational and cultural diversity, have given an interesting twist to management of human resources within organizations in India.

Keywords: HR, leadership, management and organization

1. INTRODUCTION

Human Resources Management (HRM), and Human Resource Development (HRD) approaches has been seizing the attention of professionals, especially in the new millennium. Widespread changes in business environments, employee-management relationships, emergence of generational and cultural diversity, have given an interesting twist to management of human resources within organizations in India. The human resources approach is in consistency with these movements. Changes in business environment have substantially affected the approach to manpower. Technological changes are also prominent and automation of office operations, quick communication systems, electronic revolution, and such other new developments have revolutionized the vital areas of business. Operational efficiency or manpower must cope with such a revolutionary change in the technology which has necessitated a new approach to manpower.

A. Significance of HR practitioners

Business philosophy, skills, expertise, efficiency and particularly global corporate citizenship philosophy

fostered by internationally successful firms necessitate Indian firms to deliberately update their perspective to suit the internationally emerging trends. Indian managers must also foster a human resources philosophy to guide their management practices in a global setting. Large scale production, increasing effects of recession, technical and technological developments and soon has opened up new training needs for the people at work. Human resources development programmes have therefore; become the need of the hour. Government policy of importing technology has also necessitated introducing new facilities and avenues for training and development. Fresh initiatives and emphasis on research and development in the realm of industry also led to a new policy of human resources development to cope with the increasing demand for technically capable people. There is no competitive advantage in exhausted, sick and stressed-outworkers. There is growing recognition that there is a definite link between the work environment and the health and well-being of its employees. People need to be viewed not just as employees or colleagues but as total human beings. If companies ignore the full humanity of their people, or if people find it necessary to suppress their humanness in the

workplace, the tensions created eat away at the vitality of the organization.

B. Relationship between HR managers and Employees

Diversity means embracing people of varied ethnicity, religion, culture, language and beliefs. But a multicultural mix does not make companies immune to the challenges of managing a diverse workforce. Diversity goes far beyond the traditional employment equity criteria of gender, visible minority or indigenous status, or disability. HR will need to provide cross-cultural support and training for virtual global teams. Diversity is about managing the demographic and psychographic characteristics of an evolving workforce. As a business strategy, the value of diversity is to bring to a company the broadest possible spectrum of knowledge, experience and perspective. Adverse workforce consists not just of people with a broad range of demographic traits, but, more importantly, a broad range of educational backgrounds, professional and other interests, work experiences, life experiences and cultural perspectives. Ultimately the success of a diversity strategy is measured in how well the skills, intelligence, culture and experience of every employee are capitalized on.

C. Strategy of HR practitioners

Technology has fostered self-service and anytime-anywhere communication capabilities. Most of its impact has been overwhelmingly progressive and positive but there are some downsides to its effect on personal and work lives. Cell phones, email, messaging and Blackberry-type devices have blurred the lines between work life and home life. Employers need to develop a strategy around blogging. However, negative blogs will be able to destroy a company's reputation. Customer relationship management is giving way to ERM – employee relationship management. Technology helps people to connect within the work environment regardless of time and place. It fuels the potential for increased productivity and creativity. Today's virtual workers and flexible work arrangements are made possible through communication technology. Organizations can be physically local, yet virtually global, thanks to technology. Organizations are looking for cross-border and multinational HR solutions that provide a single HR database that gives them access to real-time information on their workforce – information that will aid in their strategic decision-making.

D. Emerging HR Roles

The globalization of business activities has created an increased pressure to link HRM with firm-level outcomes (Chadwick & Cappelli, 1999). The literature highlights the increasingly vital role of HRM in multinationals' strategies (Harvey et al., 1999; Scullion, 1999 and Scullion & Starkey, 2000). In a study of thirty companies, Scullion & Starkey (2000) found an emerging agenda for corporate HR in international firms which focuses on senior management

development, succession planning and developing international managers. A number of articles have appeared in practitioner journals that have emphasized the pre- and post-merger roles of HR executives (Schuler & Jackson, 2001). Bjorkman & Soderberg (2006) reported on an in-depth study of the M&A processes in the Nordic countries illustrating how the HR function is easily left with a secondary non-strategic role in M&A processes.

Chew & Sharma (2005) found a positive relationship between HRM effectiveness and financial performance on a sample of Singapore-based companies involved in M&A. Tanure & Gonzalez-Duarte (2007) examined why and how HRM may take on a more strategic role within M&A on the basis of a case study of a leading Dutch bank. The case has evidenced that HR managers should seek to undertake a more active and strategic role in M&A contributing effectively to the performance of the organization. The third proposition is thus derived.

Objectives of Research

The primary objective of this research is to review and compile the emerging roles of HR practitioners in corporate.

The secondary objectives are:

- a) To examine the HR practitioners role on the basis of demographic factors.
- b) To find out effectiveness of administrative role compared with employee advocacy role.

II. REVIEW OF LITERATURE

Muhammad Hamid et al. (2017) the objective of all organizations is to improve their performance so the aim of this study is to investigate the organizational performance of 200 employees of upon and Mobil ink franchises in Sargodha city. The population in this study has included all companies in telecommunication in Pakistan. We are conducting the exploratory factor analysis. In analyzing the data the descriptive statistics was used. Software used for data analysis was SPSS version 20. The results shows that the higher level of compensation management, organizational citizenship behaviour and employee development practices that will lead to a higher level of organizational performance also indicate that compensation management, organizational citizenship behaviour and employee development is positively associated with organizational performance. Our result shows that there is positive or significant relationship between independent and dependent variables, so we reject the null hypothesis. There are some areas that need more development in future including the topics that relate to the study that can be conducted on manufacturing firms with more variables.

Azmi (2008) divulged that human resource managers traditionally have not occupied a very significant position and human resource management activities have often appeared to be disjointed and haphazard, giving little consideration to the organization's strategy. This study delved into the terrain of changing roles of HR executives, it presented a review of various typologies of HR roles. This study further discussed the key strategic domains where HR executives are making their presence felt. The study drives home the point that the mixed bag of empirical evidence on HR roles suggests that while the value of HR executives has indeed been elevated in recent years yet in several organizations they are still grappling with the challenge of proving their mettle. It was concluded that HR professionals need to be familiar with as many functions areas in the organization as possible so that they can make fully informed, considered contributions to any strategic discussion.

Nijole Batarliene et al. (2017) the article analyzes the human resource management impact of competitiveness of transport companies. According to the scientific literature article discusses human resource management, Competitive advantage and competitive analysis concepts, evaluated modern human resource management models and theories of the relationship between companies and the allocation of human resources and competitiveness. The paper describes the Lithuanian transport sector companies operating in human resource managements research processes.

Saadah Wok (2017) this study investigates the mediating effect of communication power on networking and career success. It also tests the moderating effects of proactive personality and self-efficacy in the model. The study employs a quantitative research design. It uses a survey method using questionnaire for data collection. The population of interest is the employees at the supervisory or managerial position in various organizations in Malaysia. A sample size of 400 supervisor/managers was used for the study. Most of the measures were adapted from established scales. The findings reveal that there is a mediating effect of communication power on the relationships. This means that mentoring influences the communication power which in turn influences career success. This study significantly contributes to the existing knowledge because not much is known about communication power effect on career success except. With the present influence of communication technology at the workplace, the findings of this study are useful to Human Resource (HR) practitioners for strategizing organisation career management and mentoring programme. This study does not only examine the effect of the two variables, information power and career success; it goes a step further by taking mentoring into the model.

III. RESEARCH METHODOLOGY

Details regarding the research design, data collection questionnaire, sampling plan, area of the study and statistical tools used have also been given. Finally the limitations of the study have also been briefed.

RESEARCH DESIGN

Research design is purely and simply the framework or plan for a study that guides the collection and analysis of the data. The research design indicates the methods of research i.e. the method of gathering information and the method of sampling study is descriptive in nature.

SAMPLING DESIGN

Sampling design comprises four major areas: Population, Frame, Sampling method and Sample size estimation.

Population

The population comprised employees serving in IT/ITES sector at Chennai.

Frame

The frame comprised employees serving in IT/ITES sector at Chennai.

RESEARCH TOOLS USED FOR THE PRESENT STUDY

- ANOVA
- SEM (Structural Equation Modelling)

HYPOTHESIS

ANOVA

H₀₁ There is no significant difference between age and the administrative role.

H₀₂ There is no significant difference between age and employee advocacy role.

H₀₃ There is no significant difference between age and operational role.

H₀₄ There is no significant difference between age and strategic role.

H₀₅ There is no significant difference between age and contingent role.

H₀₆ There is no significant difference between age and voice behavior.

H₀₇ There is no significant difference between age and organizational learning capabilities.

SEM (Structural Equation Modelling)

H₀₁ HR practitioners' administrative role has no impact on organizational learning capabilities

H₀₂ HR practitioners' employee advocacy role has no impact on organizational learning capabilities

H₀₃ HR practitioners' operational role has no impact on organizational learning capabilities

H₀₄ HR practitioners' strategic role has no impact on organizational learning capabilities

- H₀₅ HR practitioners' contingent role has no impact on organizational learning capabilities
- H₀₆ organizational learning capabilities has no impact on organizational commitment
- H₀₇ HR practitioners' administrative role has no impact on Voice Behaviour
- H₀₈ HR practitioners' employee advocacy role has no impact on Voice Behaviour
- H₀₉ HR practitioners' operational role has no impact on Voice Behaviour
- H₀₁₀ HR practitioners' strategic role has no impact on Voice Behaviour
- H₀₁₁ HR practitioners' contingent role has no impact on Voice Behaviour
- H₀₁₂ Voice Behaviour has no impact on organizational commitment

CORRELATION

H₀₁: There is no correlation between Administrative role and the Employee Advocacy role

LIMITATIONS OF THE RESEARCH

The limitations of the research were:

- (a) The study is primarily focused on the role of HR practitioners only and other dynamics of human resource management are not under its purview.
- (b) The study is targeted at employees serving in IT/ITES services across India only and other service sectors are not included in the study.

- (c) There may be changes in the IT/ITES sector environment, service design and delivery, and employee behaviour in the future. The consequences are that these would impact perceptions and expectations.
- (d) The emerging roles identified in this research would keep evolving as the years roll by and therefore new categorisations / typologies may arise in future.

IV. DATA ANALYSIS

One way analysis of variance of the age, Administrative role, Employee advocacy role, Operational role, Strategic role, Contingent role, Voice behaviour, Organizational learning capabilities.

H01: There is no significant difference between age and the administrative role.

H02: There is no significant difference between age and employee advocacy role.

H03: There is no significant difference between age and operational role.

H04: There is no significant difference between age and strategic role.

H05: There is no significant difference between age and contingent role.

H06: There is no significant difference between age and voice behaviour.

H07: There is no significant difference between age and organizational learning capabilities.

TABLE 1

Variance		Sum of Squares	Df	Mean Square	F	Sig
Administrative Role	Between Groups	683.182	2	341.591	15.131	.000**
	Within Groups	18399.078	815	22.576		
	Total	19082.259	817			
Employee Advocacy Role	Between Groups	422.615	2	211.308	5.686	.004**
	Within Groups	30285.665	815	37.160		
	Total	30708.280	817			
Operational Role	Between Groups	105.738	2	52.869	2.256	.105
	Within Groups	19101.871	815	23.438		
	Total	19207.609	817			
Strategic Role	Between Groups	362.679	2	181.339	9.177	.000**
	Within Groups	16104.446	815	19.760		
	Total	16467.125	817			
Contingent Role	Between Groups	345.571	2	172.786	9.127	.000**
	Within Groups	15429.173	815	18.932		

	Total	15774.744	817			
Voice Behaviour	Between Groups	433.810	2	216.905	12.475	.000**
	Within Groups	14170.705	815	17.387		
	Total	14604.515	817			
Organisational Learning Capabilities	Between Groups	671.530	2	335.765	9.825	.000**
	Within Groups	27851.790	815	34.174		
	Total	28523.320	817			

** Significant at 1% level

* Significant at 5% level

Analysis: It can be seen from Table 1 that the p value is lesser than 0.5 level of Administrative Role, Employee Advocacy Role, Strategic Role, Contingent Role, Voice Behavior, and Organizational Learning Capabilities. Therefore, null hypothesis is rejecting in such cases.

Discussion: There is significant difference between age and the administrative. There is no significant difference between age and employee advocacy. There is no significant difference between age and operational. There is significant difference between age and strategic role. There is no significant difference between age and contingent. There is significant difference between age and Voice Behavior. There is significant difference between Age and Organizational Learning Capabilities.

STRUCTURAL EQUATION MODELLING (SEM)

The observed, endogenous variables were:

- (i) Voice behaviour
- (ii) organizational Commitment
- (iii) organizational learning capabilities

The observed, exogenous variables were:

- (i) operational role
- (ii) strategic role
- (iii) administrative role
- (iv) contingent role
- (v) employee advocacy
- (vi)

The unobserved, exogenous variables were:

- (i) e1 (error term for Voice Behaviour)
- (ii) e2 (error term for Organizational leaning Capabilities)
- (iii) e3(error term for Organizational Commitment)

Variable counts (Group number 1)

- Number of variables in your model: 11
- Number of observed variables: 8
- Number of unobserved variables: 3
- Number of exogenous variables: 8
- Number of endogenous variables: 3

SEM ANALYSIS

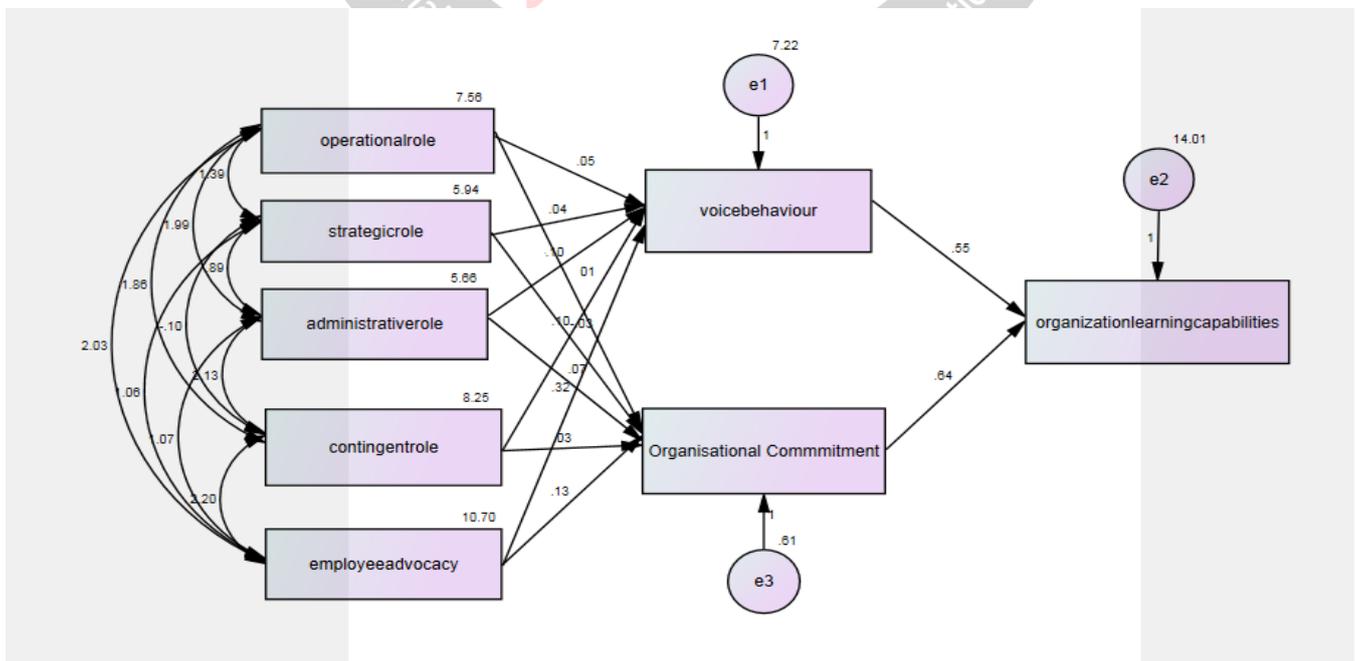


TABLE – 2 Major Model Fit Indices Summary

Parameters	Acceptable values for Good Fit	Research Model values
GFI	>0.9	0.988
AGFI	>0.9	0.931
CFI	>0.9	1.00
RMSEA	<0.06	0.00
RMR	<0.10	0.12

The Goodness of Fit index (GFI) value was 0.988, Adjusted Goodness of Fit Index (AGFI) value was 0.931 and Comparative Fit index (CFI) value was 0.973. All these values were greater than 0.9 indicating a very good fit. It was found that Root Mean Score Error of Approximation (RMSEA) value was 0.00 (lesser than 0.06) and Root Mean Square Residual (RMR) value was 0.12 (lesser than 0.2).

TABLE – 3 Correlation test between Administrative role and the Employee Advocacy role

H₀₁: There is no correlation between Administrative role and the Employee Advocacy role

Variables		Board and Senior Management	Factors of Operational risk
Administrative Role	Pearson Correlation	1	.549**
	Sig. (2-tailed)		.000
	N	818	818
Employee Advocacy Role	Pearson Correlation	.549**	1
	Sig. (2-tailed)	.000	
	N	818	818

The above Table Shows the Result of Pearson’s correlation test between the Administrative role and the Employee Advocacy role from the above table it is found that there is a significant correlation between the variables. Also, it is evident that there is a high positive correlation (r=.549p<0.01 sig) between Correlation test between Administrative role and the Employee Advocacy role.

V. CONCLUSION

This research shows that spiritual imperatives are to engage individual in self-discovery. Every individual has got potential to explore and influence larger extended organization for a greater purpose. Various thinkers have identified and structured the definitions according to the present requirement. The ideas and thoughts were well taken and appreciated by IT/ITES for their betterment. Though there are a good number of studies on human resource development, corporate management and spirituality independently there are no integrated studies with a holistic approach for workplace spirituality and

human resource development and their impact on IT/ITES. This justifies a study of this kind. In this study an attempt is made to identify the benefits of spirituality at workplace. Better ways to orient and utilize human resources for individual and collective benefit at work place.

Motivated leaders and executives are able to survive with the difficult and challenging situation of the world today. The motivation derives from within; executives have to work hard to bring their head and heart together at work. Here spiritual practice plays an important role because it helps in developing intuition and inner strength.

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