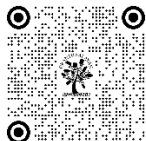# CHANGING ROLE OF HR MANAGERS AND ITS IMPACT ON ORGANISATIONAL SUCCESS

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ABSTRACT

This paper discusses about the changing roles of HR manager in modern times and how these roles have an impact on organizational success. As the business environment is so dynamic and technology is upgrading day by day there is a shift in HR roles from staffing function to HR Development and HR Business Partners to meet the organizational needs and the performance. The main objective of the study is to understand the recent trends in HRM and how these trends affect the role of HR Manager. The study reveals that various methods, strategies etc. act as a catalyst for HR managers to play their changing roles effectively and efficiently. The paper also describes the challenges faced by HR manager to fulfill the emerging roles of HR manager.

Keywords: Changing Role, Organizational Success, Technological Era, HR Practices

1. INTRODUCTION

"Nothing is permanent in nature except change."

What is good today may not be good tomorrow. The policies adopted today are not necessary to be followed tomorrow as the business environment is dynamic i.e. they keep on changing. So, in this dynamic environment, the HR manager should also be dynamic and act as a catalyst. The management of any organization needs to understand the role of employees, HR departments and their practices for the success of an organization.

Traditionally, the functions of HR Managers and HR departments were restricted to Personnel management. But now there is a shift from personnel management to HR business partners. HR managers were used to busy in making staffing plans and arrangements, training needs programs and performance reports. It means their main focus on day to day activities. Now-a- days their focus has been shifted to the employee development and their satisfaction. So, this research paper deals with the changing roles of HR managers in managing the needs of the business and the human resources for the success of an organization.

2. LITERATURE REVIEW

1) According to Huselid et al. (1997), there is a correlation between greater organizational performance and high-performance work practices such as comprehensive training, selective hiring, and performance-based remuneration plans. In the fast-paced business world of today, this strategic approach to HR management is becoming more and more important.

2) According to research by Wright and Cropanzano (2000), companies with positive employee relations had greater levels of commitment, productivity, and work satisfaction. A positive company culture that fosters success also requires efforts to support diversity, equity, inclusion, and work-life balance.

3) In 2006, Katous and Budhwar discussed that HRM policies and practices on recruitment and selection. Training programs, promotion schemes, incentives, various benefits, employee involvement and engagement, and health & safety measures have a positive impact on organizational performance and success.

4) In 2006, Collins and Smith also concluded that recent studies on HRM also show positive and strong correlation between HRM practices and organizational performance.

5) In 2010 Mesch concluded that human resources are the most important and fundamental factor as compared to other factors which contribute to organizational performance and success.

6) According to S. Osborne and M. S. Hammoud (2017) study highlights the significance of the Self-Determination Theory (SDT) in grasping employee motivation and conduct, emphasizing the necessity for leaders to facilitate their employees' attainment of their maximum potential. Leaders may create a work climate that nurtures employee growth and development by using SDT principles. This will eventually increase satisfaction with work, effectiveness, and company performance.

7) Cappelli and Keller (2014), however, advised against replacing the human element in HR management with technology, even though it can enhance HR capabilities. The emergence of HR technology and analytics has brought about a revolutionary shift in HR practices by facilitating predictive analytics and data-driven decision-making. HR managers can improve workforce planning, streamline procedures, and boost employee engagement with the use of HR Information Systems (HRIS), artificial intelligence (AI), and predictive analytics tools.

8) According to the research of Rustiawan, Gadzali, Suharyat, et.al (2023), "To effectively carry out this strategic function, HR management must focus on several areas, these include building an optimistic and effective

organizational culture and making sure the company has a trained and competent team". Keeping an eye on the role that technology plays in HR management, managing organizational change effectively, and maintaining a balance between the needs of the business and those of its personnel.

2.1. OBJECTIVES OF THE STUDY

1) To understand the recent trends of HRM in India
2) To identify the role of HR Managers in current scenario
3) To compare the traditional roles of HR with the emerging roles.
4) To identify the challenges faced by HR managers in technological era.

3. RESEARCH METHODOLOGY

This paper primarily focuses on changing roles of HR managers in managing the needs of the business and the human resources for the success of an organization. The proposed study is mainly conceptual in nature. The research design adopted in this paper is descriptive in nature. The secondary data is used for the study as this is economical and time saving and the data is collected from various journals, research articles on recent HRM Practices, emerging roles of HR managers and its impact on organization. The reference study is taken from various research papers from the year 1997 to 2023. This research is theoretical in nature and limited to secondary data only.

4. CHANGING ROLE OF HR MANAGER

- **Employee Engagement:** Employee engagement means how much employees are dedicated or committed towards its work and job. For the success of an organization employee engagement must be high. HR manager has to play smartly to engage the employees strategically or tactically. For this purpose he has to work on maintaining healthier relationships among employees, managers and management at workplace, effective performance appraisals and reward system, skill enhancement and career planning etc. All these strategies promote employee satisfaction and happiness which directly contributes to the productivity of employees as well as organization.

- **Change Management:** Change management means to plan, initiate, realize, control, and finally stabilize change processes on a corporate and personal level. HR managers play a vital role in managing change according to plan and available resources. He presents the change in a way that employee accepts it easily and work accordingly. Ultimately it contributes to the organizational success.

- **Succession Planning:** It means passing leadership roles and responsibilities down to other employees. Succession planning is one of the emerging roles of HR manager in an organization to make the organization successful.

- **Talent Management:** In Current Scenario, HR manager's biggest concern is not only hiring the best talent from the industry but also retaining them for a long time in an organization. The role doesn't stop

here but extends to the transition of talents as per the culture of an organization.

- **HR Technology Management:** In today's era most of the manual work is being replaced by technology. It saves time, effort and cost as well. The HR manager again has an important role in managing HR technology. This technology may be LMS Software (Learning Management System), Applicant tracking system (ATS) etc. and many other applications. This software helps the HR in planning, employee engagement, talent acquisitions, and above all improved productivity.

- **Strategic Human Resource Management:** HR Manager's one of the new roles is to manage the employees that links with strategic intent of an organization. What is the mission and vision of the company is to be known to each and every employee of an organization. HR manager plays this important role to make employee aware about the objectives and goals of an organization.

5. CHALLENGES FACED BY HR MANAGER

- **Adapting to Digital Transformation:** It's a big challenge to adapt to the technological changes in the HR department. Many organizations are undergoing digital transformation, which requires HR managers to adapt their processes and systems accordingly. This may involve implementing new HR software i.e. LMS and ATS etc., up skilling employees in digital tools, and ensuring data security and privacy compliance.

- **Cyber security and Data Privacy:** Cyber security and data privacy is a biggest challenge for an HR manager. In current scenario, mostly the HRM related works like hiring, performance appraisal, compensation management etc. are performed with the help of technology. But with the usage of technology there is a cyber-security threat so HR manager needs to follow the data privacy rules and regulations to protect the information of the employees and the organization.

- **Managing Diversity:** In any organization, employees come from different areas, religion, family backgrounds, knowledge and skills etc. Different people act differently in different situations so HR manager has a challenge to manage diversity. He should always promote diversity and equality. He should always avoid biasness.

- **Work-Life Balance and Wellbeing:** It is again a challenge for HR manager to create policies which promote and support the work life balance. He should implement such practices which creates a boundary between Work life and personal life.

6. CONCLUSION

In today's scenario human resources are the valuable assets of any organization. There are various emerging roles like employee engagement, change management, talent acquisition, HR technology management etc. which HR manager plays. The HR manager faces many challenges to play these emerging roles. These challenges include digital transformation, managing diversity, work life balances, cyber threats etc. The insights mentioned above reveals that various tools, techniques, strategies etc. act as a catalyst for HR managers. This would make HR

managers able to manage human resources effectively and efficiently and would play a major role for the success of an organization.

CONFLICT OF INTERESTS

None.

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