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A STUDY ON EMERGING ROLE OF HR PRACTIONERS IN IT/ITES INDUSTRY(AN EMPERICAL STUDY WITH SPECIAL REFERENCE TO ROLES IMPACT OF ORGANIZATION LEARNING CAPABILITIES)

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ABSTRACT: 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. This paper is an attempt to analyze the causal relationships between identified emerging roles, voice behaviour and organizational learning capabilities, Chennai, and to examine the impact of voice behaviour and organizational learning capabilities on organizational commitment.

Keywords:Human Resource, Technological Changes, Manpower.

1. INTRODUCTION

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.

The HR executive is expected to deliver value in areas like organizational effectiveness, talent management, change management, leadership development, succession planning, merger integration, strategic compensation. If you read job postings for senior HR positions, these items are listed time and time again as the key expectations for HR leaders.

2. EMERGING HR ROLE DIVERSITY

The following broad category of roles, performed by human resource professionals, has been identified based on review of literature presented in preceding sections:

(i) **Administrative Role**: Strategic partner, Cultural integrator in M&A, Talent management, Change agent, Administrative expert, Diversity management.

(ii) **Employee Advocacy Role**: Employee development, Gain and profit sharing strategies, Dispute resolution, Grievance redressed, Employee welfare, Work environment, Education & training, Career and succession planning.

(iii) **Operational Role**: Efficient decision making, Mentoring, Counselling, Negotiator, Motivator, Communicator.

(iv) **Strategic Role**: Performance development, Strategic planning, Downsizing, Work process redesign, Financial accountability, HR planning.

(v) **Contingent Role**: Adoption of new technology, Customer relationship management, Competition,Globalization,Leadership development.

3. STATEMENT OF THE PROBLEM

In order to form a more collaborative partnership with the strategic management process, HR executives will have to re-examine their skills to meet the challenges (Teo, 2000).

HR professionals need to be familiar with as many functional areas in the organization as possible so that they can make fully informed, considered contributions to any strategic discussion (Sheehan, 2005).

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As tremendous shifts take place in the economies, the world gradually moves from a 'planning' mentality to a 'market' mentality. Survival in the present transnational economy is conditional. This has engendered the need to think in terms of competencies, skills and capabilities(Azmi, 2008).

Traditional roles of HR have been related to functional activities like human resource planning, job analysis, recruitment and selection, maintaining employee relations, performance appraisals, compensation management, and training and development.

However the roles have been emerging in a dynamic environment (as discussed in previous sections) and organizations need to systematically track the effectiveness of all such roles for the greater productivity and growth of the organization.

The different roles that the specialists in HR departments can play are a useful way to look at some of the implications of the allocation of HR responsibilities. All the roles are important and all must be handled effectively and with credibility.

Therefore it is crucial to assess the myriad roles that HR practitioners need to exhibit to not only facilitate strategic human resource management and development, but also to demonstrate the impact on organizational commitment, given the background of the high impact of attrition.

4. OBJECTIVES OF THE STUDY

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

The secondary objectives are:

➢ To conceptualize a research framework to analyses the causal relationships between identified emerging roles, voice behavior and organizational learning capabilities.

➢ To ascertain the impact of voice behavior and organizational learning capabilities on organizational commitment.

➢ To formulate recommendations to foster effective and beneficial role execution by HR practitioners.

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6. CONCEPTUAL FRAMEWORK

The conceptual framework is depicted in Figure 3.1.
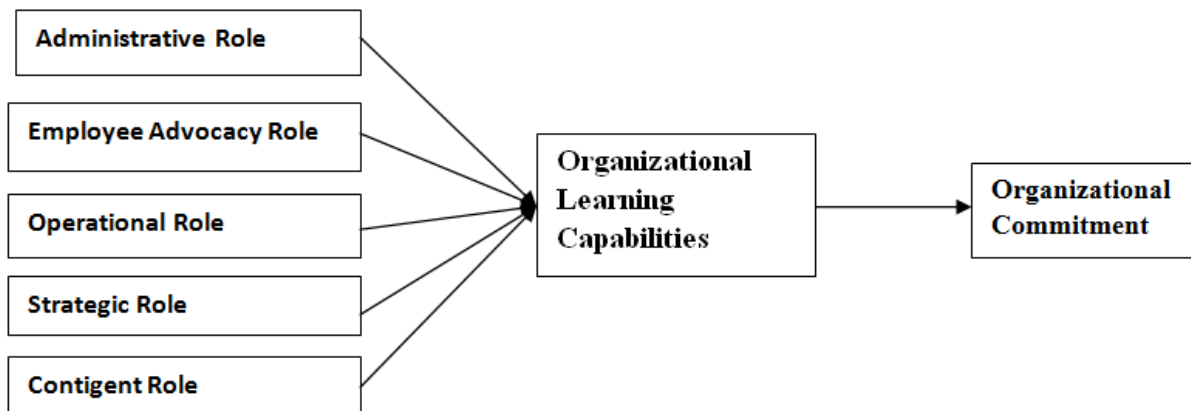
7. Research Questions

The following Research Questions (RQs) have been formulated:

RQ2: Do such roles impact organizational learning capabilities?

RQ4: Do voice behaviour have impact organizational learning capabilities?

8. **RELIABILITY AND VALIDITY**

The reliability coefficients for each question and complete research instrument are presented ion Table 3.3. Cronbach values above 0.7 are acceptable and denote very good reliability (Nunally, 1978).

Table

Reliability Coefficient

Description	Number of Items	Cronbach Alpha
Administrative Role	5	0.873
Advocacy Role	8	0.915
Operational Role	6	0.919
Strategic Role	6	0.907
Contingent Role	6	0.912
Voice Behaviour	6	0.877
Organizational learning capabilities	8	0.876
Overall Instrument including Socio-demographics	51	0.961

Source: Primary Data

Construct validity: Construct validity is how well the items on the inventory represent the variable. The variables chosen have been sourced from literature wherein the validity of using such variables has already been demonstrated.

9. SEM (STRUCTURE EQUALATION MODELING)

$H_{02.1}$ HR practitioners' administrative role has no impact on organizational learning capabilities

$H_{02.2}$ HR practitioners' employee advocacy role has no impact on organizational learning capabilities

$H_{02.3}$ HR practitioners' operational role has no impact on organizational learning capabilities

$H_{02.4}$ HR practitioners' strategic role has no impact on organizational learning capabilities

$H_{02.5}$ HR practitioners' contingent role has no impact on organizational learning capabilities

H_{04} organizational learning capabilities has no impact on organizational commitment

STRUCTURAL EQUATION MODELLING

The observed, endogenous variables were:
   i)   Voice Behaviour
   ii) Organizational learning capabilities

The observed, exogenous variables were:
   i)   Administrative Role
   ii)   Contingent Role
   iii) Strategic Role
   iv)   Operational Role
   v)   Employee Advocacy Role

The unobserved, exogenous variables were:
   i)   e1 (error term for Voice Behaviour).
   ii) e2 (error term forOrganizational learning capabilities).

Variable counts (Group number 1)

Number of variables in model: 9

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Number of observed variables: 7
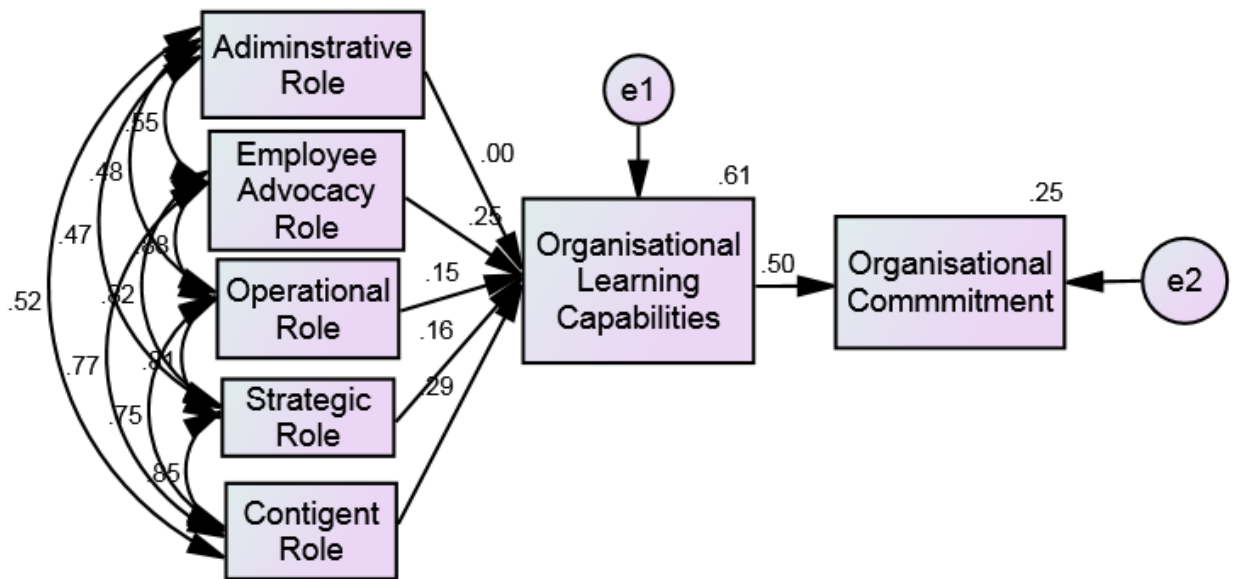
Number of unobserved variables: 2

Number of exogenous variables: 7

Number of endogenous variables: 2

SEM ANALYSIS

Major Model Fit Indices Summary

Parameters	Acceptable values for Good Fit	Research Model values
GFI	>0.9	0.971
AGFI	>0.9	0.938
CFI	>0.9	0.982
RMSEA	<0.06	0.03
RMR	<0.10	0.04

The Goodness of Fit index (GFI) value was 0.971, Adjusted Goodness of Fit Index (AGFI) value was 0.938 and Comparative Fit index (CFI) value was 0.982. 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 0.03 (lesser than 0.06) and Root Mean Square Residual (RMR) value was 0.04 (lesser than 0.2).

Discussion: Good fit exists for research model.

10. FINDINGS

- HR practitioners', Administrative role has positive organizational learning capabilities.
- HR practitioners' employee advocacy role has a positive impact organizational learning capabilities.
- HR practitioners' operational role has no impact on organizational learning capabilities.
- HR practitioners' strategic role has no impact on organizational learning capabilities.
- HR practitioners' contingent role has no impact on organizational learning capabilities.
- Organizational learning capabilities have no impact on organizational commitment.

SUGGESTION

The results of this present study are of greater significance in the field of HRM and of immense value to management professionals, academicians and researchers. Since this study is conducted in India only in the IT and ITES industry only, it suggests future scope to make a comparative analysis with this sector in other countries as well which are emerging as competitors for the Indian industry. Studies can as well be conducted in service industries like retailing, e-commerce where employee training and organizational learning plays a crucial role. There is also a need to explore other factors of the management or employee development that are likely to be impacted by organizational learning besides organizational commitment.

CONCLUSION

The impact of HR on organizational learning seems to exist among employees in the IT and ITES sector. The role of HR practioners as administrators of the policies and programs for employees and as the link between management needs and employee needs has a positive impact on organizational learning. However HR practioners when they formulate the workforce, their jobs, manage the pay leave and benefits do not have an impact on organizational learning. Also, HR practitioners adopting a dynamic and contingent approach based on company's geographical area and sector do not have an impact on organizational. Hence HR practioners when they frame and communicate employee policies with their interest in mind and advocate their needs to the management, regarding their pay and supplements, leave and benefits it positively impacts the organizational learning of employees in the IT and ITES industry. However, the contingent planning approach does not have an impact on orgniasational learning. Finally the commitment of employees to their work is not based on their organizational learning.

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