

People Management During Changes In The Global Hr

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ABSTRACT:

People management involves an understanding of employment law of training and motivating employees and giving constructive feedback to help with business development & personal - professional growth. A productive and motivated workforce is an asset for any company, and yet, very few organisations have processes to effectively measure the productivity of their employees. However as every organisation is looking forward to solve essential business challenges faced during the changes in the organisation HR managers should step up to face the challenges. Challenges may be due to internal factors like organisation structure, job rotation, hierarchical changes, trade unions, diversified workforce etc. and external forces like economic factors, cultural factors, social environment and international labour laws. The study focuses on the strategies which can be implemented to reduce the risk of challenges faced by the organisations and leads to the sustainability in the global economy and enforces human development.

Keywords: People management, challenges, internal/external environmental factors, strategies

Research Design

Type of research analysis: Empirical & Exploratory Analysis

Type of data: Secondary source

INTRODUCTION

Effective people management offers you the opportunity to have a full Human resource service.

People management refers to a manager's role in training, developing and motivating employees to perform their best. This role is distinct from other managerial roles, such as administration and decision making. About.com indicates that people management is the most difficult and most important role of a manager.

Hiring and training new employees is typically the starting point for people management. Over time, managers regularly evaluate each employee's work, provide feedback and offer training. Effective communication about a worker's positive attributes and areas for improvement are primary people-management responsibilities. Managers also delegate tasks to their employees

and provide direction toward specific objectives. In-between, when the change in the organisation occurs, the whole system gets affected. Since the changes in the organisation are inevitable, the employees should adapt to the change. The study focuses on adaptability, adaptability to the change is the only survivor for managing the risk of challenges faced by the organisations which leads to the sustainability in the global economy and enforce human development.

Organizational change

The core functionality is embedded in the DNA of the organization. To bring a transformational change it is necessary to change the core DNA which regulates the entire system, that is, adaptability to change. Software and equipment are tangible assets, but the main workhorse responsible for its proper and apt functioning is the knowledge power of the employees and workers, as they are the core foundation stone. If the foundation isn't strong enough the organizational structure weakens eventually if change occurs.

A focus on comprehensive employee development programs can help equip your current workforce as well as future employees with the skills they need to step up to new challenges like change and business initiatives. And, a commitment to building an environment that encourages and supports ongoing education is also an important step toward securing a stronger future for the company as a whole.

OBJECTIVES OF THE STUDY

The Objectives of People Management during the changes: Identifying clear objectives will help any Manager begin to build the competencies they need to manage people effectively while change occurs in the organisation. These objectives are:

- **To maintain the attrition rate:** You cannot lead others if you cannot lead yourself. Now you must control everything you do to ensure you win the respect of others and motivate them to achieve their goals. Appreciate that your attitude and behaviour will influence your team members either positively or negatively. Use your behaviour

positively to encourage others to improve and achieve and accept the challenge of change wholeheartedly.

- **Managing the team during the change:** People management involves knowing the strengths of your people and ensuring that you use those strengths effectively to achieve high results. That does not necessarily mean building a team of individual specialists, quite the reverse. Effective people management means building the right team to achieve your team's objectives. You may need to build flexible people who can step in to each other's role, or a team who can brainstorm and problem solve any aspect of the team's workload. Start with the end in mind. Identify what type of team you want, and work out how you will train individuals and the team to get there. Team management becomes the most tedious task when the organisational change occurs because the change may give a negative impact on team performance or may also hinder the growth.
- **Bridging the gap between the current educational system and corporate culture to adapt change:** Organisational change is very dynamic in nature, it may occur due to the internal changes and external changes. Through our educational system, we should build the employee- employer relationship in such a way that change that occurs, whether major or minor, the employees should be capable of adapting to the changes.

RESEARCH METHODOLOGY:

- **Methodological approach:** The study is based on the qualitative approach as to describing, interpreting, contextualizing, and gaining in-depth insight into specific concepts or phenomena
- **Methods of collecting data:** The data is retrieved from the various websites which are stated in the references. The data is secondary data and existing data.
- **Method of analysing the data:** Since the source of the data was secondary, the accessed data was analysed and interpreted to support my study.

CONTENT

The above action points are likely change the route of development causing a rapid and sustainable change increasing tenfold.

Attrition and people management during the changes in the organisation

One of the biggest concerns facing employers globally is how to retain employees.

According to a recent report by Entrepreneur, more than 50% employers polled in a Watson Wyer survey do not have a formal employee retention strategy. Here is why you need to seriously re-look if you don't have one in place yet:

Employees are the biggest assets of your organization – customers come second.

If you take good care of your employees they will replicate this feeling to your clients and customers making your organization stand out in the crowd.

Google, Facebook, Amazon, Microsoft, TATA and all the other great organizations you can think of have one thing in common – they hire talent and they keep them.

It therefore makes sense to have some strategies in place to retain your best talent.

Here are some winning **employee retention strategies** to significantly reduce attrition rate:

1. Stress on hiring the right fit

The process of employee retention begins much before the actual signing of the work agreement between an employer and an employee.

A lot of organizations, especially those dependent on technical know-how, have a pre placement test for the interviewees.

This lets you understand the adaptability of the talent beforehand. Though these tests might give you a fair idea of the technical capabilities of the individual, only a personality test can help you evaluate whether or not the candidate has the right mental and social aptitude to be a right fit to your organization.

2. Handhold New Employees through Orientation and Induction

The first couple of days at a new workplace can be a very overwhelming. A new employee has to understand and absorb how things work at a new place. She is getting introduced to a new culture. Instead of leaving the employee to figure her way around, create a plan for the

first week at least to let her sync in to the new milieu. Give her a tour of the workplace, assign a buddy, introduce her to key people he or she might be working with, and introduce her to the ways of the organization. An induction program helps a new employee feel less like an outsider and more like a part of the organization she has just joined.

3. Listen to your Employees (Take Feedback)

Keep it informal by embracing the open door policy. Listen to them and encourage them to come up feedback so that you as an organization keep improving. Most organizations mistake feedback to be only a tool of relevant criticism. Instead you can make it a two way communication to improve transparency.

Feedback also achieves another very important goal of letting the employee know that the organization is watching out for her. A feedback makes the employee feel that his work is not going unnoticed. When you let your new team member feel that her work counts, it makes her feel more responsible for it and in turn feel a deeper sense of responsibility towards the organization.

4. Employee appreciation goes a long way

An annual appraisal based on employee assessment is sometimes not enough to keep your team member motivated. Everybody loves a pat on the back every now and then. There is a sense of accomplishment when your work is appreciated by your seniors and coworkers. Appreciations can be circulated within the organization with mentions in fortnightly or monthly newsletters. It can be appreciation of an individual or a team. Good work when rewarded results in more good work.

Happy employees will be loyal to the organization. Introduce small but lucrative incentives to encourage a competitive attitude. Make the employee feel that there is more to work than earning his monthly dues.

5. Have fun with your team

Take this fun thing very seriously because all work and no play can make the whole team dull. Your organization will only be as good as your employees are. Take your team to offsite, let them pursue their hobbies, let them be who they are, this will not only keep them active but also accountable. Get to know whether your employees to lead a healthy life or not – engage them in yoga and music sessions. Do respect the personal space of your employees but let them

know they will be backed up when they need organizational help. Employees tend to stay longer with organization that show respect to employees and have a lot of fun.

Managing the team during the change:

Change is constant. Whether it's new leadership, a reorganization, a merger or acquisition, successfully leading a team through change is hard and it presents both opportunities and challenges. To maximize benefits and minimize stress, leaders need to be organized, strategic and almost overly prepared.

As a leader, you need clear goals, while also staying hyper-aware of how daily activities may change for you and your team. A key to getting ahead is thinking through various scenarios that could materialize – what can go right and what may go wrong. Change can breed unexpected developments, and leaders need to show composure to the team looking to them for guidance.

An action plan that employs a distribution of expectations and responsibilities across teams is essential. A transition fostered by individual heroics, on the other hand, is tough to streamline and sustain.

The best organizations succeed because leaders steer coordination across teams, maximizing the talent and versatility of various players. Well-positioned teams weather change together, evolving collectively.

- **Assess Organizational Design**

The leadership team has to be poised to enact the full body exercise that is transformation. Prior to an organizational change, it's a good strategy to conduct an audit to ensure they have the skills, experiences and knowledge to steer their company into its future.

Keep a list of key priorities; it can be tough to keep sight of them in an environment of change.

- **Engage Your Team**

Being focused and organized positions leaders to help their team flex their way through transition; again, this scenario doesn't demand a hero. It calls for a prepared and savvy facilitator.

Steve Jobs famously reflected: “It doesn’t make sense to hire to smart people and then tell them what to do; we hire smart people so they can tell us what to do.” Position the team to succeed, then afford them the autonomy to do so.

- **Empower Decision-Making**

Be transparent and explicit. Share goals and rationales that prompt decisions. Seek input. Invite dialogue.

Leveraging the team’s wisdom can help solve problems quickly. It can be demotivating if the transition disrupts work; aim to keep operations buzzing.

- **Share Success**

Make it clear to your team members: they are vital to the success of the transformation. You’ve got this, and so do they.

Bridging the gap between the current education system and corporate culture to adapt change

Education has existed as a form of transfer of knowledge from the earliest known civilizations. The invention of writing happened approximately 5000 years ago and with it came formal education. Different kinds of educational methods were used in the early Egyptian and Mesopotamian civilizations, very different from schools as we know them today. Educational methods and institutions have evolved and continue to do so at a rapid pace. The advent of information technology in schools has accelerated the changes in our education system even further. Schools and educational institutions will face amazing changes in the years to come.

- **Technology will be the new medium of education:**

We use languages as the medium of education in schools and we focus on the quality of languages used today. In the future, IT will be the medium for education, and the focus will be on the effective use and manipulation of computers rather than on the act of writing as we know it today. Though language will still be a very important part of education, shorter versions of the words and sentences as we know them today will be widespread and universally accepted.

Computers will, of course, not be as we know them today, as they will undergo a drastic transformation. Every subject in school will require a computer application as the medium to learn it and so the focus in primary school will be on learning to use these applications.

- **Classes as we know them will no longer exist:**

‘The multi-age concept is based on the assumption that children learn best in active ways through the interaction with the environment and with different people... and allows for each child to progress at their own pace. There will no longer be classes with students grouped on the basis of their age. Educators are realizing the pressure this puts on students. They have concluded that every child is different and needs to progress according to their own abilities. There will be groups of children of different ages interacting and learning the same lesson or application together with each child advancing according to his/her own pace.

- **Student-oriented classes:**

Teacher-oriented classes where students receive lectures from teachers will be out and student-centred learning will be in. Students will read, scrutinize text, work on applications and problems till they find the solution and come up with solutions and even definitions based on their activities. As they will have been actively involved in arriving at the solution, students will retain the lessons learned more effectively.

- **Hands-on assignments and projects will replace exams:**

Exams, as we know them today, will become obsolete and the focus will be on accomplishing projects, making presentations and other methods to demonstrate the student’s ability to apply the concepts learned in a practical manner.

- **Update skills of teachers:**

An important part of the teacher’s job will be developing skills, particularly technical since education will be primarily imparted through various technological devices. Teachers will be trained regularly to keep up with subject-related apps and their updated versions.

- **Classrooms will no longer be the exclusive realms for teaching:**

With the extensive use of computer software for learning almost all subjects, online classes with teachers and groups of students will be the norm. Classrooms, as we know them today, will become obsolete. This will also be more environment-friendly as fewer stationary, furniture and rooms will be required for the more modern, simplistic classrooms with digital whiteboards. These will be used by different batches of students in multi-age groups (based on the capacity of the student and not the age).

- **More board-certified online classes:**

Given the sheer convenience and popularity of online classes, most institutes will seek and attain authorization from the authorities for online courses. Such classes will have as much validity as conventional classes. Students in the United States of American can easily take lessons from teachers in India through the internet. With digital whiteboards and extremely fast internet connection in the future, the possibilities are endless.

- **Languages through an app on a smartphone:**

With smarter smartphones and ultra-modern apps, by the year 2020, students will have apps to learn languages on their phones. This will enable them to learn languages when on the move with the possibility to record their voices to check for correct pronunciation, correct intonation, and accent.

- **Quality education will be accessible to the masses:**

With rapid internet access available to all, so will good quality education. Chinese, Indian or American students will be able to sign up for any course that is available online in England. Of course, there will be paid classes and tutorials but there will be so many offered from all over the world that fee rates will be low and easily affordable.

FINDINGS AND RECOMMENDATIONS:

Some of the major findings are:

1. Organisational change is very dynamic in nature.
2. Every employee should be prepared to face the changes
3. Organisational growth is purely the outcome of adaptability to change.
4. Employee retention is the major challenge to HR manager during the change.
5. Our education system fails to impart the required knowledge for the generation X to face the change
6. Decision making becomes major challenge while change occurs in the organisation, becomes tougher to achieve organisational goals.

Some of the recommendations for the sustainable growth of economy are:

1. Change is inevitable and adaptability is the only survivor.

2. Developing the human resources through training and development is one of the major challenge.
3. The employees should be upgraded according to the current global scenario to make them highly competitive to face the change.
4. Distribution of roles and responsibilities becomes an important task for HR managers.
5. Our HR policies and procedures should be reviewed regularly according to the global standards.
6. Team should be viewed with the 360 degree dimension to understand their perceptions for change.
7. All the organisational members should be made aware of the changes happening in the global level and its impact on their organisation.

CONCLUSION:

The study focused on the organisational changes that happens. Major organisational change can impact the organisation in both negative and positive ways. Since the change happens to be dynamic in nature the organisation needs to be adaptive to them. Global changes in the human resources management demands continuous improvement in the organisational structure. The challenge of competing globally starts from the classrooms. The education system should be imparting the real organisations situations in order to compete globally. Management of team and an individual becomes a major task for HR managers.

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