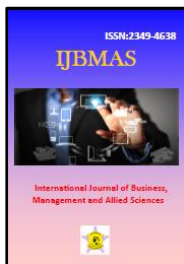

**INTERNATIONAL JOURNAL OF BUSINESS, MANAGEMENT
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**A STUDY ON EMERGING ROLE OF HR PRACTITIONERS IN
IT/ITES INDUSTRY- AN EMPIRICAL STUDY WITH SPECIAL REFERENCE
TO HR ROLES, AND ITS IMPACT ON ORGANIZATION LEARNING
CAPABILITIES**

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ABSTRACT

The human resources approach has evolved a lot in the current business scenario. Changes in business environment have substantially affected the approach to Human resource. 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 Human resource. This paper is an attempt to analyze the causal relationships between identified emerging roles, organizational learning capabilities and also to examine the impact of organizational learning capabilities on organizational commitment.

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. This has fostered a new thinking whereby managements are cautiously treading on sensitive issues carrying their workers with them. Humanization of work environment in countries like Japan, quality of work life movement in countries like United States, and the quality circles approach in India itself has initiated action to attain better organizational commitment among the work force. 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.

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, Counseling, 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).

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

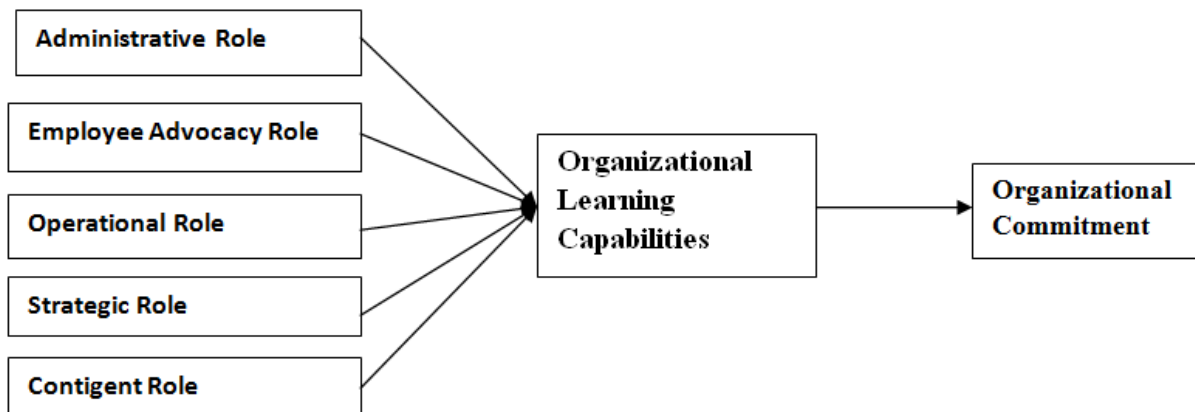
The primary objective is to review and compile the emerging roles of HR practitioners in IT/ITES Industry.

The secondary objectives are:

- To conceptualize a research framework to analyses the causal relationships between identified emerging roles and organizational learning capabilities.
- To ascertain the impact of organizational learning capabilities on organizational commitment
- To formulate recommendations to foster effective and beneficial role execution by HR practitioners.

5. CONCEPTUAL FRAMEWORK

The conceptual framework is depicted in Figure shown below.



6. RESEARCH QUESTIONS

The following Research Questions (RQs) have been formulated:

RQ1: Do Administrative, Employee Advocacy, Operational, Strategic and Contingent roles have an impact on organizational learning capabilities?

RQ2: Do voice behaviors have an impact on organizational learning capabilities??

7. RELIABILITY AND VALIDITY

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

Table 1: 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
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.

8. SEM (STRUCTURE EQUATION 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

H₀₄ organizational learning capabilities has no impact on organizational commitment

STRUCTURAL EQUATION MODELLING

The observed, endogenous variables were:

- i) Organizational learning capabilities
- ii) Organizational Commitment

The observed, exogenous variables were:

- i) Administrative Role
- ii) Contingent Role
- iii) Strategic Role
- iv) Operational Role
- v) Employee Advocacy Role

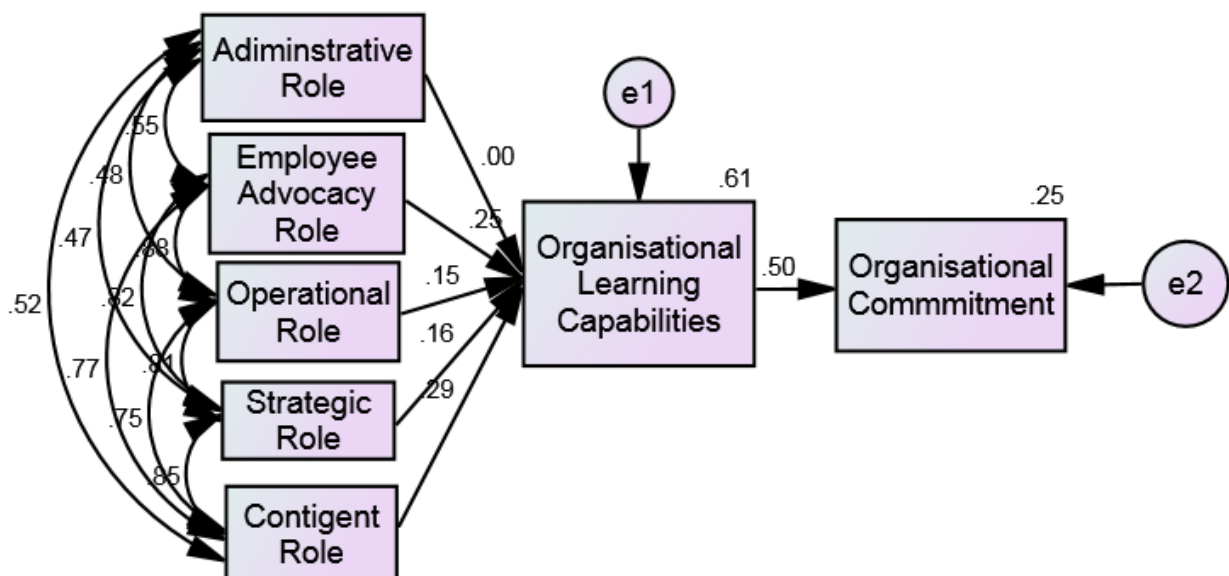
The unobserved, exogenous variables were:

- i) e1 (error term for Organizational learning capabilities)
- ii) e2 (error term for Organizational Commitment)

Variable counts (Group number 1)

Number of variables in model:	9
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 Square 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.

9. 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.

10. RECOMMENDATIONS

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.

11. CONCLUSION

The impact of HR on organizational learning seems to exist among employees in the IT and ITES sector. The role of HR practitioners 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 practitioners 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 practitioners 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 organizational learning. Finally the commitment of employees to their work is not based on their organizational learning.

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