



Role of a HR Manager in becoming a strategic business partner of an organization.

KEYWORDS

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ABSTRACT *To be explicit about the Strategic Business Partner concept in Producer Companies, I believe that the HR role must revolve around providing human resource and organizational change perspectives clubbed with business leadership teams. In order to be effective, HR will need business oriented approach along with the credibility, the ability to work in partnership with the other leaders, and deep HR along with OD functional knowledge. The Strategic Business Partner model is in a way required to ensure both the human system implications and change strategies, as part of business leadership decisions, many a time this involves both, what was always looked upon as strategic work in HR and new work in strategic thinking, organizational cultural change, human system alignment and more towards change management. The specific context, characteristics, and demands of any industry or sector will ultimately drive this role and more significant when we talk of producer company environment. The HR function in Producer Companies has been encouraged to become a strategic partner.*

Introduction:

The key to effectiveness is one important quality of strategic HR and is to ensure that HR professionals are exerting their energy on tasks that support and strengthen One's workforce. While certain activities are fundamentally administrative or strategic in nature, there is no rule about what strategic HR "is." Exactly what constitutes strategic HR will vary, based upon organization's specific needs. If the meaning, range and performance impact of HR competencies have tended to shift over time, there nonetheless remained and overwhelming belief that competencies provided a unifying methodology for role reinvention. In the rush to achieve more strategic deployment of HR resources, it's easy to describe transactional HR as routine, reactive and adding little business value – basically as being disconnected from business activities and operational priorities

Strategic HR always possess following traits:

- Efficient
- Calculative
- Catalyst to Business
- Forward Thinking
- Engaged Lot
- Creative
- Managing Change in the organization
- Technology Savvy

Literature Review:

It was Miles and Snow (1984) with their distinction between 'defenders', 'prospectors' and 'analyzers' and associated types of HR policies on staffing and development, performance appraisal and pay policies, who set the benchmark. Oddly, their work was more influential in strategic management than among HR researchers. Schuler and Jackson (1987) had much greater impact in part, I suspect, because they used the dominant strategy paradigm developed by Porter (1985) which is intuitively appealing. Schuler and Jackson were able to argue that different competitive strategies imply the need for different kinds of employee behavior, especially between 'differentiators' and 'cost leaders', and thus different types of HRM. Later this triggered the long running, but ultimately

unsatisfactory, debate between best fit and best practice, but I will not get diverted to this 'cul-de-sac' and 'chimera' again (Purcell 1999). The conclusion of Schuler and Jackson's model were obvious:

If management chooses a competitive strategy of differentiation through product innovation, this would call for high levels of creative, risk-orientated and cooperative behavior. The company's HR practices would therefore need to emphasize ... "selecting highly skilled individuals, giving employees more discretion, using minimal controls, making greater investment in human resources, providing more resources for experimentation, allowing and even rewarding failure and appraising performance for its long run implications" – on the other hand if management wants to pursue cost leadership ... (the model) suggests designing jobs which are fairly repetitive, training workers as little as is practical, cutting staff numbers to the minimum and rewarding high output and predictable behavior. (Boxall and Purcell 2003: 53-4)

Research Methodology:

Cases from 2 of the organizations (Producer Companies) from Dairy sector were selected, out of the 2 companies, Company A is doing good in business and have pretty low attrition rate and Company B is in loss and have pretty high attrition rate, Based on available details have gone through a survey wherein 21 employees were included randomly at different levels from both the companies. Data is collected from discussion in group, schedules and published electronic and print media, The survey was conducted in the month of Feb. 2014, Microsoft excel 2007 is used to generate results and other data entries.

Data was classified into 2 buckets :-

Bucket(A)– 1 -11 is for Producer Company A, Which is having attrition rate of less than 4 % per annum and is in Profits from 1st Year of the establishment.

Bucket (B) – 12 -21 is for Producer Company 2, which is having attrition rate of 18% per annum and is in loss from its year of establishment.

Limitation of the research:

Since much material was not available in dairy sector and that too in producer company environment, therefore literature was not available in the same sector also, sample were taken on random basis and thus may not be consistent with other related studies.

Result Analysis and Discussion:

The outcome of the survey has actually strengthened the notion that HR as Strategic Business partner will have as overall impact on the organizational culture and productivity. The result indicates that the company wherein HR was playing role of strategic business partner is in profit and the company wherein HR is just a traditional administrative arm is in loss. After discussion with participants and proper inspection of the data collected, it is determined that HR in company A gives only 30% of its time to administrative jobs which consist of Administration, Support, Payroll, HRIS etc, with more time investment on its networking, business operations, strategic decisions and productivity monitoring along with employee engagement activities which have lend them a sharpening edge in following parameters :-:

1. Business Acumen
2. Leadership Skills
3. Functional Knowledge
4. Personal Image among employees
5. An Agent of Driving Cross Functional Performance
6. Firm Cross Functional Process Knowledge
7. Approachable and Solution provider.

Due to above stated is that the HR team is always partnering Strategic decisions whether it is expansion or new business they always get a seat and also due to firm process knowledge able to lend their shoulders to all the employees and thus a drastic fall in Employee grievances, and thus reduced attrition rate and more productivity with engaged employees who have a very positive HR image.

HR in Company B is giving very less time on other functions like Business acumen, leadership skills, functional knowledge, cross functional process knowledge and most of the time unapproachable with more time investment on

its Administrative and HR operations which have actually made them an administration department with knowledge on following parameters, which has a comparatively limited opportunity of HR Branding and Productivity enhancement :-:

1. Administration
2. Support
3. Payroll
4. HRIS
5. Training.

Conclusion:

Thus it may be seen and concluded from the survey that HR if seen from out of the shadow of just an administration department actually lend much value to the organization, and the organization wherein HR team tends to align towards value added activities and business awareness actually produce better results than the HR Teams which focus more on operation/ administration. HR Teams has to develop following traits to become a Strategic partner in the organization.

- Business Acumen
- Alignment to Business Processes
- Cross Functional Knowledge
- Personal impact / Networking
- Performance oriented
- Consultive & Efficient
- Approachable
- Technology savvy
- Change Catalyst / Manager.

To become a successful strategic business partner an HR Professional has to evolve him with aforesaid traits, and continuous focus on the same will take him to a level wherein he can see himself as permanent part of strategic committee for any organization.

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