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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
VOICE BEHAVIOR

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ABSTRACT

Management of human resources plays an extremely vital role when compared to management of technology or capital. For effective management of Human Resources, organization requires effective HRM practices. Competing in today's turbulent global economy provides additional challenges in the HR function and adapting themselves to those changes has become an occupational reality for HR practitioners in organizations. Hence, the aim of this study was to establish if HR practitioners in organizations are equipped with the capabilities that can increase HR effectiveness. However, the research has not been extended to ascertain Emerging role of employees based on the impact of various determinants. This research fosters a holistic view. This paper is an attempt to analyze the causal relationships between identified emerging roles, Voice Behavior and also to examine the impact of Voice behavior on organizational commitment.

Keywords: Human resource, HR Practitioners, Voice Behavior and Organizational Commitment.

1. INTRODUCTION

The globalization of business activities has created an increased pressure to link HRM with firm-level outcomes (Chadwick & Cappelli, 1999). The literature highlights the increasingly vital role of HRM in multinationals' strategies (Harvey et al., 1999; Scullion, 1999 and Scullion & Starkey, 2000). In a study of thirty companies, Scullion & Starkey (2000) found an emerging agenda for corporate HR in international firms which focuses on senior management development, succession planning and developing international managers.

A number of articles have appeared in practitioner journals that have emphasized the pre- and post-merger roles of HR executives (Schuler & Jackson, 2001). Bjorkman & Soderberg (2006) reported on an in-depth study of the M&A processes in the Nordic countries illustrating how the HR function is easily left with a secondary non-strategic role in M&A processes.

Chew & Sharma (2005) found a positive relationship between HRM effectiveness and financial performance on a sample of Singapore-based companies involved in M&A.

Tanure & Gonzalez-Duarte (2007) examined why and how HRM may take on a more strategic role within M&A on the basis of a case study of a leading Dutch bank. The case has evidenced that HR managers should seek to undertake a more active and strategic role in M&A contributing effectively to the performance of the organization. The third proposition is thus derived.

2. REVIEW OF LITERATURE

Jackson & Schuler (2000) talked of six HR roles: partnership (knows the market and business), change facilitator (has a long-term vision of the business), enabler (has the ability to build commitment), strategic (is involved in strategic decisions), innovator (knows the number and type of skills needed) & monitoring (is comfortable with both hard and soft data).

Storey (1992) developed a typology based on: (a) action orientation (interventionist versus non-interventionist); and (b) strategic versus tactical choices / considerations. These two dimensions lead to the following four HR roles: (i) advisors are like internal consultants to line and general management, (ii) handmaidens are primarily customer oriented in the services they offer to line management, (iii) regulators are more interventionist in that they formulate employment rules, and (iv) change makers seek to put relationships with employees in line with the business needs. Based on empirical data, Caldwell (2003) re-examined Storey's typology and concluded that the regulator role has declined and advisor and change agent roles have become entrenched.

3. SIGNIFICANCE OF THE STUDY

- The emerging roles of HR practitioners would be compiled and documented through review of related literature in order to propose a conceptual framework and research model.
- It would serve as a starting point from where problem areas related to effective functioning of HR practitioners that need immediate attention would be compiled.
- It would serve as a barometer to gauge the level of satisfaction with various roles performed by HR practitioners.
- It would help in ascertaining the impact of such roles on voice behavior, organizational learning capabilities and organizational commitment thereby adding value to existing knowledge.

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 analyse the causal relationships between identified emerging roles, voice behavior and organizational commitment.
- To ascertain the impact of voice behavior on organizational commitment.
- To formulate recommendations to foster effective and beneficial role execution by HR practitioners.

5. LIMITATIONS OF THE RESEARCH

The limitations of the research were:

- (a) The study is primarily focused on the role of HR practitioners only and other dynamics of human resource management are not under its purview.
- (b) The study is targeted at employees serving in IT/ITES sector across India only and other service sectors are not under its purview.
- (c) There may be changes in the IT sector environment, service design and delivery, and employee behavior in the future. The consequences are that these would impact perceptions and expectations.
- (d) The emerging roles identified in this research would keep evolving as the years roll by and therefore new categorizations / typologies may arise in future

6. RESEARCH DESIGN

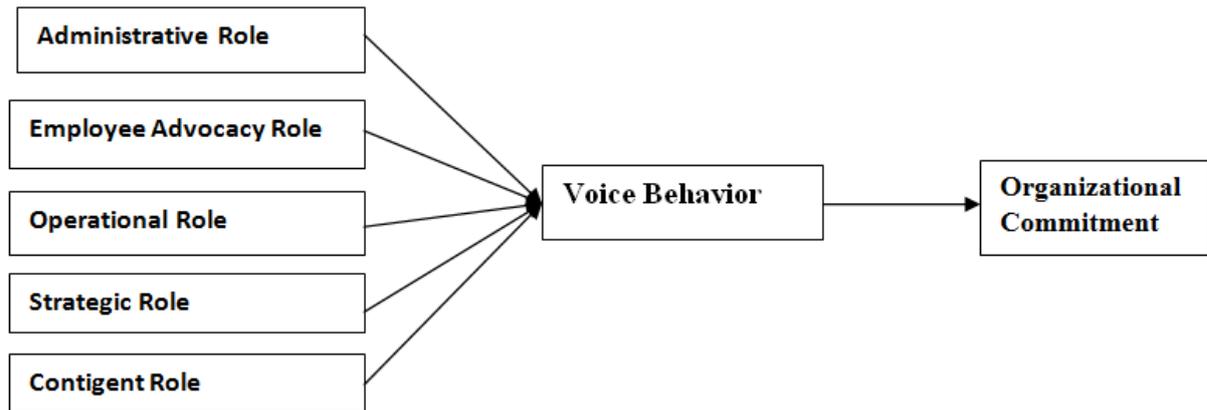
Research Designs

Research Design	Applications in this Study
Exploratory	Literature Review, Factors influencing constructs.
Descriptive	Research instrument, Measurement, Hypothesis formulation and Testing, Data analysis and interpretation.
Causal	Conceptual framework and its testing (Path Analysis).

Source: Compiled by Researcher.

7. CONCEPTUAL FRAMEWORK

The conceptual framework is depicted in Figure shown below.



8. RESEARCH QUESTIONS AND NULL HYPOTHESES

RQ1 Do Administrative, Employee Advocacy, Operational, Strategic and Contingent roles have impact on voice behavior?

RQ2 Do voice behavior have impact on organizational commitment?

9. SEM (STRUCTURE EQUATION MODELING)

H_{01.1} HR practitioners' administrative role has no impact on voice behavior

H_{01.2} HR practitioners' employee advocacy role has no impact on voice behavior

H_{01.3} HR practitioners' operational role has no impact on voice behavior

H_{01.4} HR practitioners' strategic role has no impact on voice behavior

H_{01.5} HR practitioners' contingent role has no impact on voice behavior

H₀₂ Voice behavior has no impact on organizational commitment

10. STRUCTURAL EQUATION MODELLING

The observed, endogenous variables were:

- i) Voice Behavior
- 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:

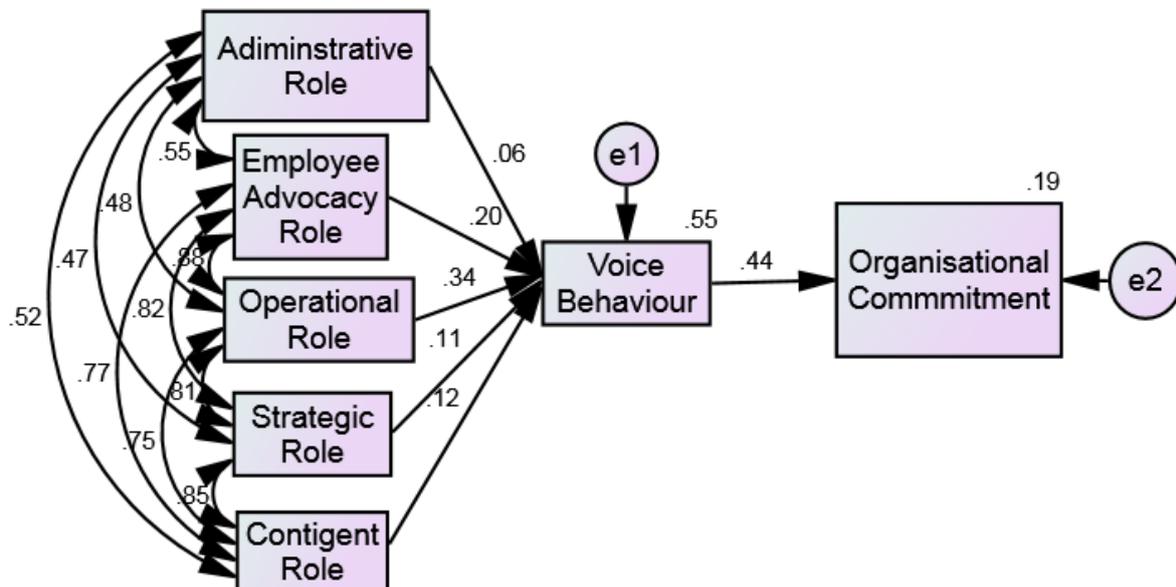
- i) e₁ (error term for Voice Behavior)
- ii) e₂ (error term for Organizational Commitment)

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



Source: Primary Data.

Major Model Fit Indices Summary

Parameters	Acceptable values for Good Fit	Research Model values
GFI	>0.9	0.957
AGFI	>0.9	0.962
CFI	>0.9	0.971
RMSEA	<0.06	0.04
RMR	<0.10	0.05

The Goodness of Fit index (GFI) value was 0.957, Adjusted Goodness of Fit Index (AGFI) value was 0.962 and Comparative Fit index (CFI) value was 0.971. 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 0.04 (less than 0.06) and Root Mean Square Residual (RMR) value was 0.05 (less than 0.2).

Discussion: Good fit exists for research model.

11. FINDINGS

- HR practitioners', Administrative role has a positive impact on voice behavior.
- HR practitioners' employee advocacy role has a positive impact on voice behavior.
- HR practitioners' operational role has no impact on voice behavior.
- HR practitioners' strategic role has no impact on voice behavior.
- HR practitioners' contingent role has no impact on voice behavior.
- Voice behavior has no impact on organizational commitment.

12. 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 a competitor for the Indian BPO sector. Studies can as well be conducted in other customer centric service

industries like e-commerce where voice behavior 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 voice behavior besides organizational commitment.

13. CONCLUSION

The impact of HR on voice behavior 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 voice behavior. However HR practitioners when they formulate the workforce, their jobs, manage the pay leave and benefits do not have an impact on voice behavior. Also, HR practitioners adopting a dynamic and contingent approach based on company's geographical area and sector do not have an impact on voice behavior. 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 crucial voice behavior in the IT and ITES industry. However, the contingent planning approach does not have an impact on voice behavior. Finally the commitment of employees to their work is not based on their voice behavior.

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