

BIVARIATE ANALYSIS BETWEEN HRM PRACTICES AND CHANGE MANAGEMENT

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ABSTRACT:

At present scenario, this article builds on the existing literature by studying the inter-linkage between HRM and CHANGE MANAGEMENT PROFILE in India. The article provides significant inputs for the further studies that may focus on adding more variables such as profits and firm value, and study the multivariate relationship among them.

This paper in turn would help in finding out the paradigm shift and perception of employees in terms of acceptance HRM Practices, its simplicity of use and convenience as a HR Practices in ITES companies of India. This study connects HRM literature with change management literature to analyze how HR practices can increase proactivity and vitality at work. To adjust successfully to changing conditions, it is important that employees feel vital and are proactive so that they can help implementing proposed organizational changes. However, how job proactivity and vitality is achieved is still unclear. The main purpose of the article is to investigate the relationship between bi-variate-analysis and HRM role of employee stability and effective retention of jobs and competency. The study uses various tools including mean, standard deviation, coefficient of variation, chi square test, correlation, regression for getting insights into the data.

Keywords: Human Resources Management, Change Management, Job Proactivity, Vitality, High Performance, Practices, bivariate, IT sector

I INTRODUCTION

Modern business and service organizations are social systems with economic pursuits. In social systems, the human capital is considered as the vital resource among all resources employed. All the activities of an organization are initiated and carried out by human resource that makes up the organization. Plants, offices, sophisticated equipment's, fully automated machines and all else in an organization are dependent on human resource and remain un-productive except for personnel effort and direction. Even poorly devised machinery may be made to work if it is manned with well trained, intelligent, competent and devoted human resource. On the other hand, the best planned organization may produce undesirable results if it is operated by mediocre or disgruntled personnel.

Human resource constitutes the most complex aspect of administration in any organization. The human beings are sensitive and they are different from other resources. They influence and are subjected to many and varied influences. Human resource, therefore, cannot be handled like machines. It is through the combined efforts of human resource that money and materials are utilized for achieving organizational objectives. The organizations cannot achieve their objectives without human efforts. Thus, human resource, as a resource, occupies a significant place in any organization. Managing human resource is a challenging task before the organization.

Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change.

A. HRM PERSPECTIVE

HRM as a functional area of management is given a significant place in the overall organizational structure. Depending on the size of the organization, the person in-charge of HRM function is normally designated as President or Vice President or Director or any other title in the first level, directly reporting to CEO or Chairman of the organization. In the second level, specific HRM functions are assigned to HRM personnel like Vice President or Director or Deputy Director. Under second

level, the organization may have managers, deputy managers and executives for each of the tasks.

B. HRM FUNCTION

The major functional areas in human resource management are: (1) acquisition of employees or planning and staffing; (2) employee development; (3) employee motivation; and (4) employee maintenance. These four areas and their related functions are performed to achieve the common objectives of the organization. Although each human resource function can be categorized under one of the four areas mentioned above, some functions cannot be contained strictly in one particular category.

CONNECTING HRM AND CHANGE MGMT.

Associations are constantly constrained to adjust to evolving conditions. Employment proactivity and essentialness are significant in evolving situations. For example, fundamental workers can all the more likely arrangement with change since they have more vitality. In any case, it is still muddled how associations can animate proactivity and essentialness. This examination associates HRM furthermore, change the executives by investigating how HRM practices can animate occupation proactivity and essentialness.

This study is one of the first to empirically connect HRM to change management. Furthermore, it uses new concepts derived from job proactivity and vitality to show how HRM can be beneficial for organizational change. Swift adaptation to changing conditions has always been considered crucial for the survival of private-sector organizations (Tushman and O'Reilly, 2013).

Our research showed that 1) job autonomy; 2) participation in decision-making, and 3) teamwork were positively related to proactivity and vitality, and hence likely facilitate employees to cope better with organizational change. In contrast, training and development as well as perceived feedback seemed unrelated to proactivity.

RESEARCH OBJECTIVES

The article is aimed at studying the relationship between Change management profile and HRM practices in respect of the Indian IT companies. The following objectives is given below-[10]

To study and analysis of bivariate analysis including of chi square test, regression, mean, mode, -As the process of getting the various independent variable and out variables for performing regression analysis...[12].

- **To study the level of emotional intelligence among the employees of organization.**
- **To study positive or negative relationship between emotional intelligence and managerial effectiveness.**
- **ANALYSIS TOOLS: Following analysis tools would be used to interpret the collected data: 1) Chi-square test 2) Percentage analysis.**

II I RELATED WORK

1 These theories and models defined HRM in terms of its functions. The simple definition of Human Resource Management is that it involves all management decisions and practices that directly affect or influence the people or human resources who work for the organization (Fisher, C.D., Schoenfeldt, L.F. and Shaw, J.B., 2006).

2 It is also treated as a process and accordingly defined as a process consisting of four functions namely acquisition, development, motivation, and maintenance of human resources (Sternberg, M.I., 1984). Human Resource Management is concerned with the most effective use of people to achieve organizational and individual goals. It is a way of managing people at work, so that they give their best to the organization (DeCenzo, D.A. and Robbins, S.P., 2008)..

3. Recruitment and Selection: The quality of human resources to be ensured at the time of recruitment. The most important way, a company can ensure that it has the right type of people, is, to hire the right type of people in the first place (Collins, C., Ericksen, J. and Allen, M., 2005).

4. Yue, F. & Ma, L. et.al [4]. In this paper author describe that Big data has now become well known term in business analytics. large size of data is essential globally than web services also available there. Increasingly exact investigations may prompt progressively certain dynamic.

5. The companies requiring higher levels of employee education and experience can use extensive recruiting and selective staffing practices as a means for improving their human capital (Koch, M.J, and McGrath, R.G., 1996; Snell, S.A and Dean, J.W., 1992). A rigorous, valid, and sophisticated selection system helps in identifying a right candidate with potential to perform (Holzer1987). Further, a rigorous selection system generates a sense of elitism, creates high expectations for performance, and signals a message of the importance of the people to the organization (Pfeffer, 1994).

6. B.O.et.al [6] In this paper author represent the

implementation of big data for small and medium enterprise for better performance of data access method using cloud data storage.

7. Organizational culture shapes the values and beliefs of the members. Organization culture is defined as shared managerial beliefs and assumptions about employee nature and behavior (Ayeon et al., 2002). Geert Hofstede (1980) has clearly brought out a strong influence of culture in organizational working. Linda Smircich (1985) brought out the direct link between the concepts of culture and organizational behavior. Pettigrew (1979) referred culture as a system publicly and collectively accepted meanings operating for a given group. Louis (1983) also came up with the idea of common understanding.

8. Drucker (1974) highlighted the importance of managerial effectiveness very aptly and said, "Even the most efficient businesses cannot survive, let alone succeed, if it is efficient in doing the wrong things, that is, if it lacks effectiveness". Effectiveness is the foundation of success. Efficiency is a minimum condition for survival after success has been achieved. d) Burgoyne (1976) was of the view that there is a need to clearly outline functions of a manager before managerial effectiveness could be defined. A manager's major objective is to achieve organizational goals. e) Mohan (1985) opined that numerous researchers have investigated the concept of managerial effectiveness over the years. The dictionary definition of effectiveness is in terms of results or consequences, bringing about effects in relation to purpose and giving validity to particular activities. f) Balaraman (1989) defined managerial effectiveness in behavioral terms which evaluated managers on select job oriented criteria such as communication, cost awareness, delegation of work, labour relations, planning and scheduling, securing interdepartmental cooperation, training subordinates and utilization of capacity. g) Tsui, Anne S; Ashford, Susan J (1994) identified that managers can attain managerial effectiveness through adaptive self-regulation. Such regulations require that managers to set goals, monitor their behavior in the light of the goals, self-evaluate and reward or punish themselves accordingly.

IV PROPOSED WORK

In this article we are executing proposed work based And document sharing on the basis of primary data analysis. In this article we are describing the bivariate analysis based on chi square test, mean, mode, regression analysis. To determine the association between change management profile & managerial effectiveness among the employees of IT companies– Chi-square test was conducted in SPSS and following table is obtained: Empirical studies have claimed that

organization environment and culture has a considerable impact upon managerial-effectiveness.

- Regression analysis perform on the basis of primary data collection using change management profile and HRM effectiveness. I.e. Linear regression analysis.
- SPSS analysis perform on IT companies respondent data for justification of managerial effectiveness adoption. Like chi square test, coefficient, mean, mode, like-hood ratio.
- Plotted graph representation and pi-chart graph represent the relationship between managerial effectiveness and organization culture for occurring change management profile.

V RESEARCH METHODOLOGY

In this proposed methodology, the following definitions are needed: bivariate analysis perform relationship between managerial effectiveness and organization culture intelligence.

- This survey is conducted with an objective to measure the following key aspects:

SOURCE OF DATA: Primary data.

SAMPLING METHOD: Simple random sampling: It refers where each and every item in the population has an equal chance of inclusion in the sample and each one of the possible samples, in case of finite universe, has the same probability of being selected.

SAMPLE UNIT: Sample unit would be the executives of **multinational companies of IT sectors MNC.**

SAMPLE SIZE: Sample size would be 150 executives chosen from a large population.

RESEARCH INSTRUMENT: Questionnaire would be the instrument to collect the primary data. The questionnaire would contain following type of questions: 1) Multiple choice questions 2) Rating questions.

ANALYSIS TOOLS: Following analysis tools would be used to interpret the collected data: 1) Chi-square test 2) Percentage analysis.

PROCEDURE OF DATA COLLECTION there are two primary methodologies for conduction surveys -- Internet and paper-and pencil. Since, all employees are not equipped with internet facility, due to constraints of remoteness of some sites, both the methodologies were adopted.

LISTING OF DATA The responses of all the respondents were compiled and arranged in MS Excel sheet.

To determine the association between organizational culture & managerial effectiveness among the employees of IT companies –Chi-square test was conducted in SPSS and following table is obtained:

- To find out linear regression analysis on the basis of primary data analysis of correlate between effective management practices deployment.

LINEAR REGRESSION ANALYSIS: Numerical Analysis. By Regression.

The linear regression formulae:

$$R = \beta_0 + \beta_1 H_1 + \beta_2 H_2 + \beta_3 H_3 + \beta_4 H_4 + \beta_5 H_5 + \beta_6 H_6 + \beta_7 H_7 + \beta_8 H_8 + \beta_9 H_9 + \beta_{10} H_{10} + \beta_{11} H_{11} + e_i$$

$$R = \beta_0 + H_1$$

$$R = \beta_2 + H_2$$

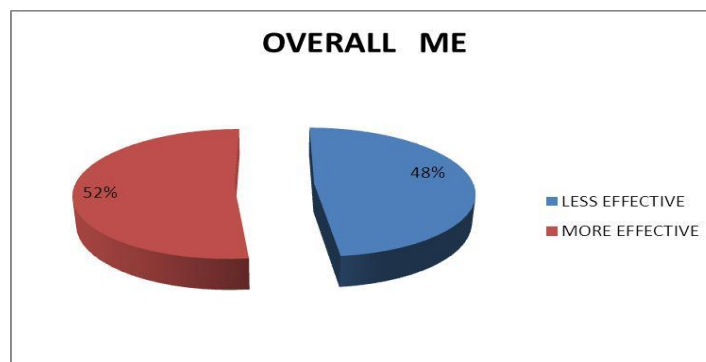
$$R = \beta_3 + H_3$$

$$R = \beta_4 + H_4 \text{ to } R = \beta_9 + H_9$$

Approaches to Managerial Effectiveness

A comprehensive review of the literature reveals three important perspectives of managerial effectiveness,

- 1) conventional perspective,
- 2) organizational level proficiency based perspective, and
- 3) Individual level competency based perspective.



VI.SPSS ANALYSIS: FINDINGS.

To study the level of managerial effectiveness among the employees of organization.

Table 1: Association between CMP and Managerial Effectiveness

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.125E3 ^a	1938	.002
Likelihood Ratio	581.220	1938	1.000
Linear-by-Linear Association	4.083	1	.043
N of Valid Cases	112		

The probability of the chi-square test statistic (chi-square=2.12) was p=0.02, smaller than the alpha level of significance of 0.05.

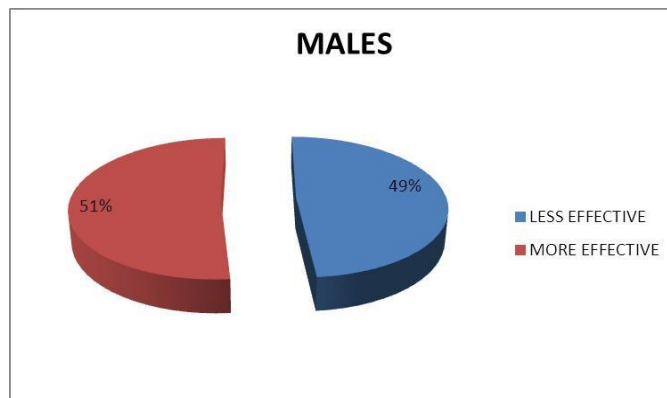


Table 2: Association between change intelligence and Managerial Effectiveness

Chi-Square Tests

a.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.617E2 ^a	684	.000
Likelihood Ratio	374.513	684	1.000
Linear-by-Linear Association	.682	1	.409

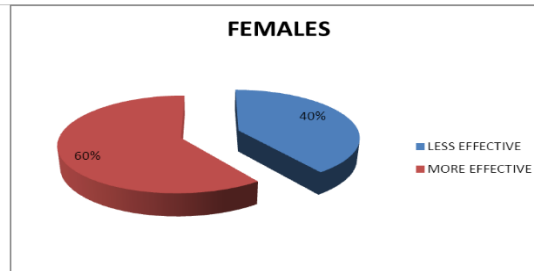
N of Valid Cases	112	
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b.
c.

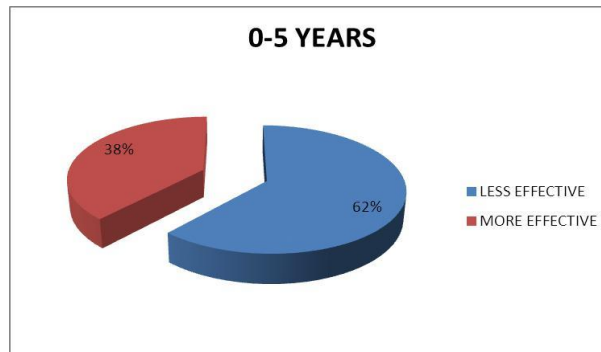
The probability of the chi-square test statistic (chi-square=8.61) was $p=0.000$, smaller than the alpha level of significance of 0.05.

The data indicates that 52% of the employees IT companies are having managerial effectiveness towards higher side which is very beneficial for the organization while 48% of employees are towards lower side of managerial effectiveness, which requires attention.

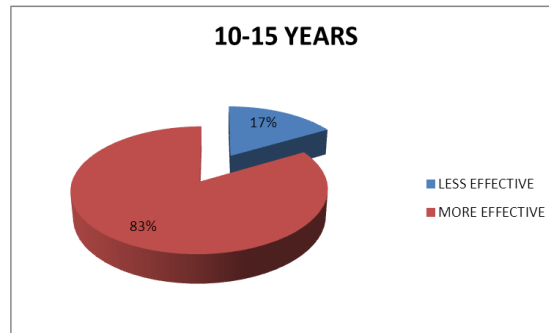
The data indicates that only 51% of the male employees of it companies are having managerial effectiveness towards higher side while 49% of employees are towards lower side of managerial effectiveness, which requires attention.



The data indicates that only 60% of the female employees of It companies are having managerial effectiveness towards higher side while 40% of employees are towards lower side of managerial effectiveness, which requires attention.



The data indicates that only 38% of employees having experience of 0-5 years of IT companies are having managerial effectiveness towards higher side while 62% of employees are towards lower side of managerial effectiveness, which requires attention.



The data indicates that only 83% of employees having experience of 10-15 years of IT companies are having managerial effectiveness towards higher side while 17% of employees are towards lower side of managerial effectiveness.

VII. CONCLUSION

In the foregoing pages, a detailed discussion is made on different aspects of HRM in general and HRM issues in particular, in software companies, with a view to provide background understanding of the subject. This chapter discussed the HRM in historical perspective; concepts, functions and models of HRM and organizational structure for HR functions. After reviewing the existing HR models, a model comprising of all HR functions of software companies has been developed and presented. It also covered, in an elaborate way, HR challenges and plights of software professionals.

VIII. IMPLICATION AND FURTHER RESEARCH

Findings of this research may help organizations to identify specific cultural traits they need to develop for better performance in innovation. This research may facilitate the organization in enhancing managerial effectiveness which may help in deciding upon the effective leadership styles, which will result into the less conflicts and less stress among the employees. This will ultimately help the organization to increase profitability through smooth functioning.

- A strong and positive organizational will help make everyone more efficient and successful. From the lowest mail room worker to the highest CEO, a strong culture helps everyone.
- A high level of managerial effectiveness in the employees will foster the positive feelings of achievement, accomplishment which in turn will help them to create a climate of support, trust, authenticity and freedom for their subordinates.
- On the other hand, further studies with respect to impact of managerial effectiveness on communication effectiveness, job satisfaction, motivation, and demographic variables by different organization variables, are required in this field.

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