

Chapter 11

Role of Human Resources in Change

Mürşide Özgeldi
Maltepe University, Turkey

ABSTRACT

Due to rapid, continuous and radical changes, today, the environment becomes more and more unpredictable and unclear. Thus, in order to be successful and continue to exist organisations are to live with the change, predict, benefit from and manage it. Organisational change could be defined as the process or existing organisational structure and operations as well as the effort to change the behaviours of the most members in the organisation to a great extent. It could also be said that change related issues are mostly about people and the success of the change depends on the attitudes and behaviours of the people and the Human Resources strategies, policies and operations developed considering the need of the change. The HR issues such as planning, staffing, performance evaluation, training and development, price and appraisal, motivation, culture, communication, involvement and commitment are all related to the areas in which change is needed. It could be said that HR is a strategic element in change and should be proactive. This chapter is on the role of HR in change. Change itself, the human characteristics of change, the importance and the role of HR in change, the literature review of some HR models used in change and what HR should do in change will be summarised.

INTRODUCTION

Change is as old as existence of human being. It is one of the most apparent characteristics of the present day in terms of its pace, continuity, subjects, versatility, and consequences. Rapid change experienced in technological, economic, social, and cultural areas radically affect individuals and businesses. These rapid and continuous changes and developments render the knowledge, policies, methods; principles, strategies, etc. adopted and developed in the past insufficient, and bring forward new strategies and practices. As a result, it is vitally important for organisations to understand and forecast based on what trends the future will take shape, for it will make contributions to organisations to plan their future and to use the change in their own development. Furthermore, these changes and developments also influence change and development of knowledge, skills, abilities, attitudes, behaviours, expectations, perceptions, etc.

DOI: 10.4018/978-1-4666-9533-7.ch011

Role of Human Resources in Change

It is rather challenging for individuals and businesses that fail to timely and correctly perceive the change, and adapt themselves to new conditions, to maintain their existence. It can even be said that it is virtually impossible. It is impossible to respond to changing environment with non-changing methods and rules. Changes bring along change. In other words, change is a process that constantly differentiates the qualities and characteristics developed in the course of time.

As stated by Toffler (1981), change is an important power enabling creation of competitive edge for those who are able to manage, control, and compete with themselves. On the contrary, it may become destructive for those who resist themselves, and strive to represent permanence. Consequently, it can be said that the path to existing in a change environment and to achieve change involves managing the change itself well.

Change is a costly and risky activity, whose management is challenging. The main variable that should be taken into consideration in this process is the humans, i.e. human resources, within an organisation. The human resources both are influenced by and influence the change.

Success of change is dependent upon the attitudes and behaviours of employees, and Human Resources strategies, policies and practices conforming to the requirements of the change. In other words, the planning, staffing, performance assessment, training and development, remuneration and rewarding, culture, communication, ensuring participation and engagement, and similar areas of Human Resources (HR), as well as establishing communication with the change within the organisation, represent the areas, in which the change needs to be reflected. We can say that HR is a strategic factor in the success of the change, and that it should play a proactive role in the change. However, the role, and also importance, of the Human Resources in the change will be revealed by the extent of utilization of Human Resources in the management of the change.

CHANGE

It is possible to talk about many meanings of the change. For example, transition from one situation to another, translocation, movement, development, divergence from traditional and cliché systems of thought, development of methods that will provide higher efficiency and effectiveness, growth, etc. Change is to bring a system from one condition (level) to another. It is a transformation and differentiation observed in the nature, society, individual, unit, and structures like organisations. (Koçel, 2010; Eren, 2010; Özkalp and Kirel, 2009; Dinçer, 1992). In summary, the change can be defined as not to remain in the same situation, but to switch into a different form or situation, to do differently, or to create difference.

Organisational change means all kinds of change that may occur within various sub-systems and elements of an organisation, as well as in relations among them. This change may occur in human behaviours, organisational strategy, structure and processes, as well as in methods of doing business, and in technology, etc. *Purpose of the organisational change* is to enable adaptation to the changing internal and external environmental conditions, increase effectiveness and efficiency, ensure continuity of the organisation's existence, development, growth, achievement of competitive edge, and becoming more active, etc. Furthermore, increasing the morale, motivation, skills and abilities of employees, creation of the environment for innovations, and ensuring that they cooperate and in solidarity, etc. are also among the purposes of the organisational change (Kreitner & Kinicki, 2013; Luecke, 2009; Daft, 2003; Dinçer, 1992).

12 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:
www.igi-global.com/chapter/role-of-human-resources-in-change/140330

Related Content

The Impact of Epidemiology on COVID-19 Vaccine Confidence

Abeni El-Amin (2023). *Multidisciplinary Approaches to Organizational Governance During Health Crises* (pp. 75-89).

www.irma-international.org/chapter/the-impact-of-epidemiology-on-covid-19-vaccine-confidence/329287

Food Consumption Patterns in Times of Economic Recession

Glykeria Theodoridou, Efthimia Tsakiridou, Nikos Kalogeras and Konstantinos Mattas (2017). *International Journal of Food and Beverage Manufacturing and Business Models* (pp. 56-69).

www.irma-international.org/article/food-consumption-patterns-in-times-of-economic-recession/185531

Emergence of Spiritual Leadership: Creating Internal Ownership and Empowerment in Complex Organizations

Theresa D. Neimann and Uta M. Stelson (2017). *Encyclopedia of Strategic Leadership and Management* (pp. 194-206).

www.irma-international.org/chapter/emergence-of-spiritual-leadership/173522

Shifts in Customer Relationship: Strategies and Initiatives in the Digital Age

Pratap Chandra Mandal (2022). *International Journal of Applied Management Theory and Research* (pp. 1-19).

www.irma-international.org/article/shifts-in-customer-relationship/300277

Caught in the Middle: The Leadership Experiences of a Higher Education Middle Leader During a Crisis

Jason Emile Marshall (2022). *Handbook of Research on Activating Middle Executives' Agency to Lead and Manage During Times of Crisis* (pp. 345-373).

www.irma-international.org/chapter/caught-in-the-middle/311707