



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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**STRATEGIC COMMITMENT TO INNOVATION AND CHANGE
THROUGH HRD – AN EXPLORATORY STUDY**

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ABSTRACT

In recent years there has been a growing interest of HRD toward strategic commitment to attain success through fostering Innovation & Change in the organization. The radically changing business environment followed by unprecedented challenges and uncertainties require HR professionals to think in strategic manner that necessitates innovative skills and abilities. The central focus of any organization is on the core concerns & responsibilities of senior management strategy and leadership. Their role can provide

solutions to wide range of contemporary business challenges such as managing uncertainty, creating new markets through innovation, energizing people & introducing radical changes. No doubt, HR professionals bring the change in an organization but our study revolves around the role of HRD and its mechanisms which fosters innovation and change through OD practitioners and change agents etc. The role of HRD is to support the structural and strategic changes made by the organization to orchestrate its growth and expansion and the top management has to bring specialized teams to train its employees to facilitate and enable change and innovation.

KEY WORDS

HRD, OD, Organizational Change, Top Level Involvement

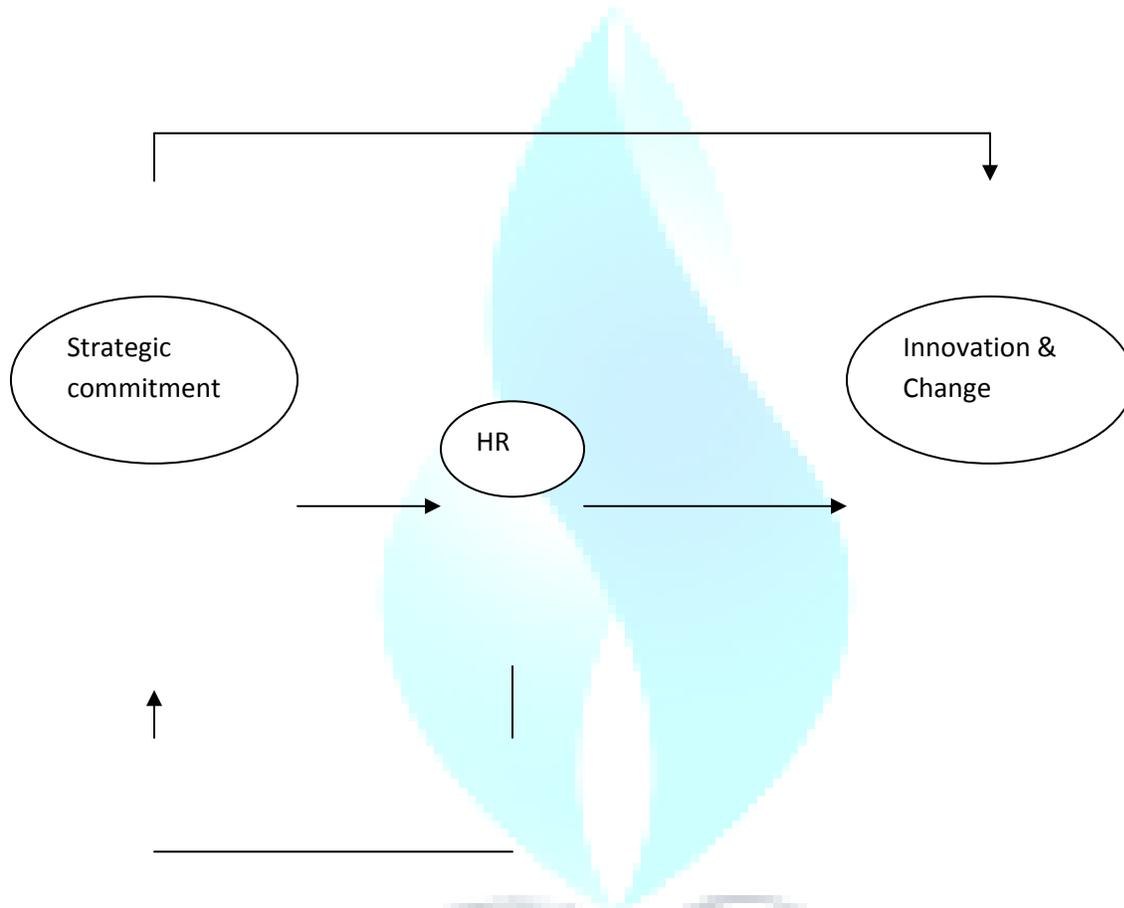
INTRODUCTION

In recent years there has been a growing interest of HRD toward strategic commitment to attain success through fostering Innovation & Change in the organization. Strategic commitment involves a passionate, disciplined loyalty to clear defined business strategy which focuses on future & keeps putting effort in improving its strategy which leads to Innovation & Change in the organization. Change is the result of alteration or modification. The modification results when something creative or innovative happens in the organization. Innovation may refer to incremental & emergent or radical & revolutionary changes in thinking, products, processes or organizations.

Innovation = New Ideas + HR Action which results in change & profit

The radically changing business environment followed by unprecedented challenges and uncertainties require HR professionals to think in strategic manner that necessitates innovative skills and abilities.

Innovation & Organizational Change play an important role in the business landscape. Whether it is the formulation of a new product, introduction of new service, a technological invention that changes business processes or a new administrative practice, innovation & organizational change helps to shape a companies strategy & structure.



Training on Job, Job rotation, Career planning, Controlling processes, communication & so on should be deeply linked to innovation & change. For innovation of new ideas some exercises like Brainstorming, What if, Six thinking hats should be a part of curriculum of training programs on innovation for HR professionals. The central focus of any organization is on the core concerns & responsibilities of senior management strategy and leadership. Their role can provide solutions to wide range of contemporary business challenges such as managing uncertainty, creating new markets through innovation, energizing people & introducing radical changes. For organizational change that entails new actions, objectives &

processes, the use workshops should be involved to achieve understanding, involvement, measurable aims, actions & commitment. For this, top management has to play a very important role in bringing specialized teams to train its employees to facilitate & enable change. The study is conducted with special reference to strategic commitment towards HRD of the company so that innovation & change can up bring. Undoubtedly innovation and change are predominantly concerned with HR of the company but possible only through the involvement of senior management continuously for positive results. The term strategic commitment is related with the Top level. Whenever any change is introduced usually the problem occur is resistance to change. For removing the problem, Top level should welcome the middle & lower level involvement into making of such type of strategy which enable the change accepted by all. No doubt, the HR professionals bring the change in an organization but our study revolves around the role of HRD and its mechanisms which fosters innovation and change through OD practitioners and change agents etc. HRD needs to support the structural and strategic changes made by the organization to orchestrate its growth and expansion and recognition by top management of the importance of HRD and its responsibility to promote it for the good of the organization. The top management has to bring specialized teams to train its employees to facilitate and enable change and innovation. The most common strategy used by top management is to set up a new HRD department or recruiting an HRD manager and using task forces consisting of line managers for its implementation. Using internal task forces has been found to be a useful strategy for bringing about organizational change using HRD mechanisms like performance appraisals etc. External consultants seem to play an important role in identifying the nature of change required and for providing directions. The experience of some organizations indicate evidence of learning, making innovations and evolving own systems to suit one's culture and changes in it. Many of the HRD mechanisms like self appraisal, performance planning through task identification and target setting, performance review discussion or counseling and identification of training needs have been used by top management to carry out innovation and change successfully.

LITERATURE REVIEW

Guest, 1987 observed and commented on the key role of HR within this scenario maintaining that “an importance feature of successful HRM is capacity to implement strategic plans” which in turn requires “a capacity to manage planned organizational change and to be adaptive and responsive”.

Cooper & Kleinschmidt, 1987; Gupta & Wilemon, 1990; Zirger & Maidique, 1990 observed that senior management has an important role in stimulating innovation in companies. Senior management support is notoriously mentioned as being positively correlated with product development success, as it provides the projects with both financial and political resources.

Coulson-Thomas, 1991 recognized that an organization currently face a turbulent, quickly changing world full of external and internal pressures that require innovation and flexibility for survival and success, the ability of organization to respond swiftly to changes rests with resources it has available, most significantly the HR.

Pettigrew and Whipp, 1991 found in their study of strategic organizational change found the differences between higher and lesser performing organization was the willingness to invest in raising the consciousness of HRM, supported by cumulative support strategies at all levels in organization. HRD aims at bringing the change in the organizational culture to facilitate the development and utilization of people. Such a change is a continuous process and they may take place incrementally. HRD system and HRD culture are new to many organizations. Even if some organizations have already been having informal HRD mechanisms, strengthening the HRD processes requires an understanding and acceptance of HRD philosophy by line managers. One of the ways of developing such an understanding is by letting it percolate from top management down. But the quicker way is to orient/induct the line managers are very much in tune with HRD philosophy. This leads to acceptance of change by the employees of the organization easily and quickly.

Brown & Eisenhardt, 1995 found that an individual level is of crucial importance for achieving innovation as it is the individuals in the organization that actually do the development work. At the individual level the benefits of having a variety of specialists is said to be a broader knowledge base and increased opportunities for cross-fertilization of ideas (Damanpour, 1991). Amabile (1988) holds a similar view as she argues that innovation is the result of creativity and creativity in turn is defined as the production of novel and useful ideas by and individuals or a small group of individuals working together. These individuals would, however, have limited opportunities to interact if the project leader does not work hard on achieving integration and coordination between the individuals, such as gatekeepers (Allen, 1977) and idea generators, within the organization (Tushman & Nadler, 1986).

Ireland & Hitt, 1999 analyze that strategic leadership and innovation strategy are crucial for achieving and maintaining strategic competitiveness. Strategic commitment is life energy. Strategy development and implementation of management practices are helpful in achieving it.

Van de Ven et al., 1999 recognized that support of top managers has been stressed in the OD literature and this involvement can make or break the innovation journey.

Bonner, 2002 observed that the role of senior management in stimulating innovation is far from straight forward. If senior management goes beyond a directive role, into a more detailed governance of a project it creates lower team performance.

Davila, et al, 2006 found that To foster innovation in any company, it is important to attract and recruit people who will be innovative. Companies need to develop techniques and instruments to identify innovative people and employ them. Although some people may be more innovative than others, it is the relationship between people and their environment that ultimately determine their level of innovativeness.

Tjosvold & Yu, 2007 argue that companies are increasingly investing in innovation because of its overall impact on performance and daily processes to employees' functions. Innovation typically requires

persistent teamwork focused on gradual improvement in delivering value to the company and in some cases final consumers

PURPOSE OF THE STUDY

The study is conducted with an eye towards the understanding of how HRD managers build on their experiences and move closer to the change and innovation goals. The main focus of the study is to know how top management should provide resources to support HRD managers to innovate and consistently emphasize the importance of innovation within the business.

OBJECTIVES OF THE STUDY

- To study the perception of top management in the involvement of HRD in carrying out desirable innovation and change.
- To identify the ways by which top management can generate innovation and change through HRD
- To study the traits of HRD managers required to foster innovation and change.
- To identify the variables that help in creating a soothing working environment in organization.

RESEARCH METHODOLOGY

Nature of Study: The study is exploratory in nature. It is carried out in TCS and Thomson Digital, Noida. It is based on the primary data collected through field survey that is supported by well structured Questionnaire and Interview. A Pilot survey was conducted to identify the possible areas where top level

commitment towards HRD is required for innovation and change. The respondents are HR department of TCS and Thomson Digital, Noida.

Data Collection: The collected data is both primary as well as secondary. The survey was conducted through making a pre-tested questionnaire. The sample constituted 200 respondents. The sample size is of 200 employees from HR department, which are selected on the basis of stratified random and convenience sampling method.

Secondary Data is collected from various sources such as books, journals, newspapers and Internet.

Tools for Data Analysis: the collected data is analysed using **factor analysis, ANOVA and graphical tools.**

ANALYSIS AND FINDINGS

Analysis of Perception Of Top Management In The Involvement Of HRD In Carrying Out Desirable Innovation And Change

The data is collected to study the perception of top management in involving HRD for carrying out desirable innovation & change using rank order scaling technique.

Hypothesis

H0 - According to top management, involvement of HRD in carrying out desirable change & innovation is not essential

H1 – According to top management, involvement of HRD in carrying out desirable change & innovation is essential.

Table 1

PARTICULARS	YES	NO
Top management believes that HRD is an extremely important source for Innovation and change	75	25
Strategic policies in organization facilitate employee development	72	28
Top management is willing to invest a considerable part of their time and other resources to ensure the development of employees	68	32
Organization and employee takes proper care of each other's interest	49	51
Top management of the organization makes efforts to identify and utilize the potential of the employees	66	34
Top management encourage their employees to experiment with new methods and try out creative idea	70	30
	400	200

Source: Primary Data

HYPOTHESIS TESTING

One-way ANOVA technique is used to determine the significance and acceptance or rejection of the hypothesis. The analysis is explained in the following sections;

Table 2

	SS	Df	Ms	F Ratio	5 % F Limit from the table
Between sample	3468	(2-1)=1	3468	40.8	4.96
Within sample	848	(12-2)=10	84.8		

An analysis of Table 1 shows that the calculated value of f is 40.8 which is greater than the table value 4.96 at 5% significance level df being $V_1=1$ & $V_2=10$, therefore this difference is significant & thus the alternative hypothesis is accepted.

Analysis of How Strategic Commitment generate Innovation & Change

The study is done to get the idea about how involvement of top management fosters Innovation & Change through various factors like HRD, T&D, OD, Participative Management and Change Management.

Table 3: Priority of Respondents

Rank	Through HRD	Through T&D	Through Consultant/OD	Through Participative Mgt.	Through Change Mgt.
1	47	37	36	34	46
2	43	33	45	32	47
3	39	32	48	40	41
4	36	45	41	43	35
5	35	53	30	51	31

Source: Primary Data

The data pertaining to rank 1 in table 3 shows that HRD is the most preferred element followed by OD, Change Management, T&D and Participative Management. To take into effect of ranks 1 to 5, the cumulative no. of respondents corresponding to all ranks under each element can be obtained as shown in table 4.

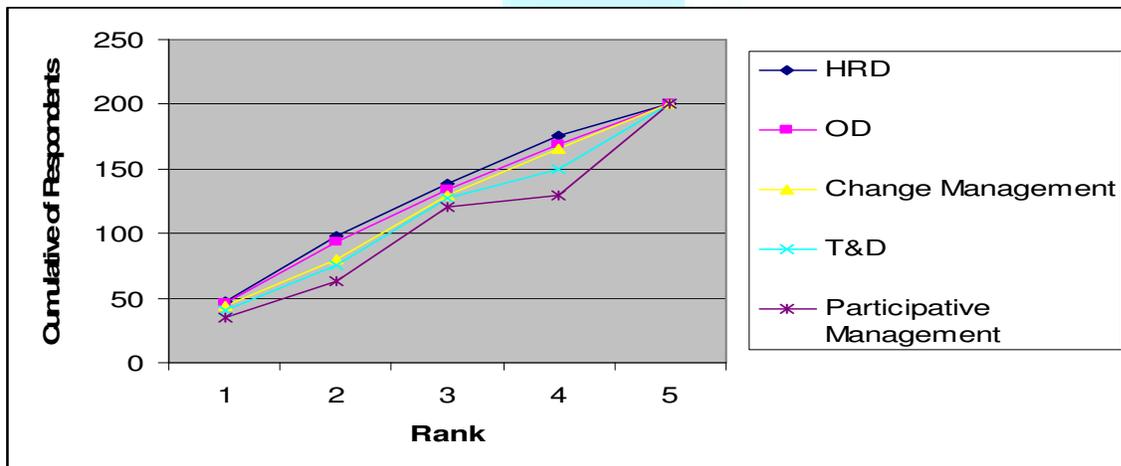
Table 4: Cumulative value of Priority of Respondents

Rank	HRD	OD	Change Management	T&D	Participative Management
1	47	46	44	40	35
2	98	93	80	75	63
3	139	134	130	127	120

4	176	169	166	150	130
5	200	200	200	200	200

The cumulative no of respondents is plotted against corresponding ranks for each of the element in figure 1.

Figure 1: Priorities of all respondents



The observation of these plots indicated that the cumulative curve for HRD envelops all other elements which lead to innovation and change. The interpretation of this figure provides the same order of the as obtained in table 4.

Analysis of traits of HRD managers required to foster innovation and change

The main motive to study the traits of HRD manager is to prove the significance of HRD manager as a primary player in the innovation process because human capability and expertise are needed in order to successfully navigate the journey.

Table 5: Testing Significance Of Association Schemes Between Hrd Manager Qualities And Innovation

Options	Proactivity	Tenacity	Objectivity in Approach	Adaptability & Initiativeness
HRD Manager Quality & Innovation chi-sq(p-value)	31.200(.000)	35.733(.000)	25.622(.001)	24.638(.000)

*Chi-square values **Figures in parenthesis are p-values, $p < 0.01$ means highly significant association.

Testing significance of association between HRD Manager Qualities and Innovation i.e proactivity, tenacity, objectivity in approach, adaptability and initiativeness are shown in the table 5. The interpretation of the table 5 reveals that in all case $p\text{-value} < 0.01$ thus there is highly significance association between HRD Manager Qualities and Innovation.

Analysis of Variables That Help In Creating a Soothing Working Environment In Organization

The 10 related variables are analyzed for the help in creating such a working climate inn organization which can carryout change easily. The analysis reveals that the respondents consider all variables as important in making a soothing and innovative HRD climate. Here no. of variable grouped together into specific segment to enable the designing of appropriate strategy which is done by applying factor analysis using Principal Component Analysis.

Kaiser-Meyer-Olkin and Bartlett's Test of Sphericity measure of sampling adequacy are used to examine the appropriateness of factor analysis. The approximate Chi – Square statistic is 265.937 with 45 degrees of freedom which is significant at 0 .05 level. The KMO static (.641) is also large (>.5). Hence factor analysis is considered as an appropriate technique for further analysis of data.

Table 6: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.641
Bartlett's Test of Sphericity	Approx. Chi-Square	265.937
	Df	45
	Sig.	.000

Source: Primary Data

Result of Principle Component Analysis for HRD working climate is tabulated in the table.

Table 7: Total Variance Explained

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	2.423	24.231	24.231
2	1.347	13.468	37.699
3	1.020	10.204	47.903

Table 8: Extracted and Rotated Sums of Squared Loadings

Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
2.423	24.231	24.231	2.318	23.185	23.185
1.347	13.468	37.699	1.467	14.668	37.853
1.020	10.204	47.903	1.365	13.648	51.501

Table 9: Rotated Component Matrix

Serial No	Variables	1	2	3
1	Authenticity	-.001	.747	-.204
2	Job Rotation	-.192	-.374	.522
3	Proactively	.230	.287	-.166
4	Openness	-.089	.714	-.294
5	Autonomy	-.187	.724	-.194
6	Career Opportunities	-.343	-.324	.548
7	Collaboration	.770	.343	.153
8	Facilitation & Support	.843	.007	.053

9	Team Spirit	.782	-.137	-.107
10	Reinforcement	.128	.179	.904

Retaining only the variables with eigen values greater than one (Kaiser's Criterion), one can infer that 24.231% of variance is explained by factor 1; 13.468 % of variance is explained by factor 2; 10.204 % of variance is explained by factor 3 and together all three factors contributed to 47.903% of variance.

On the basis of Varimax with Kaiser Normalisation, 3 factors have emerged. Each factor is constituted of all those variables that have factor loadings greater than or equal to 0.5. Thus variable 7th, 8th and 9th constituted the first factor conceptualized as "Employee Participation"; variable 1st, 4th and 5th constituted the second factor and this is conceptualized as "Element for HRD Climate"; 2nd, 6th and 10th constituted the third factor and this is conceptualized as "Development Opportunities".

Thus, after rotation, factor 1 (Employee Participation) accounts for 23.185 % of the variance; factor 2 (Element for HRD Climate) account for 14.668 % of the variance; factor 3 (Development Opportunities) account for 13.648 % of the variance and all 3 factors together explain for 51.501 % of variance. The identified factors with the associated variable and factor loadings are given in Table 10.

Table 10: Identification of Variables That Help In Creating A Soothing Working Environment In Organization

Factor Name	Variables	Factor loadings
Employee Participation	Team Spirit	.782
	Collaboration	.770

	Facilitation & Support	.843
Elements for HRD Climate	Authenticity	.747
	Openness	.714
	Autonomy	.724
Development Opportunities	Job Rotation	.522
	Career Opportunities	.548
	Reinforcement	.904

DARKER SIDE OF THE STUDY

It becomes difficult in culture of especially Indian companies, if top management is involved in implementing a system and is transferable or having a time bound appointments. So, in this type of situation, some HRD practices/ mechanisms may be discontinued.

When there is change in top management, the normal tendency of chief executives on transferable jobs is to do with, what their predecessor has done by dismantling the previous systems and adding their own. In this process sometimes opportunistic line managers may transmit their prejudices to the new chief executive.

RECOMMENDATIONS

- It is suggested that the involvement of HRD managers should be enhanced in bringing change and innovation.
- Further, the training and development of top management in new systems & culture is also suggested to make them understand the importance of HRD.
- Using internal task forces has been found to be a useful strategy for bringing about organizational change using HRD mechanisms.
- The involvement of external consultants is recommended in identifying the nature of change required and for providing directions.
- It is found in the study that association between innovation and HRD manager's qualities are of highly significance so it is suggested that the top management should work upon enhancing the attributes of HRD managers so as to successfully navigate the innovation and change in the working climate.
- It is found that variables identified are many of OCTAPAC nature, so it is suggested to give the environment a more broader view so that employees can find themselves comfortable to ignite innovation and change.

LIMITATIONS OF THE STUDY

As no person is perfect in this world, in the same way no study can be considered as fully reliable at one glance. There are number of uncontrollable factors acting as limitations in conducting the study.

Some of such limitations encountered by me in this study are as follows: -

- **The most important factor, which limits the research, is the time factor. This study has not been conducted over an extended period of time. Further the study has not captured abstract situations.**
- Sample size is limited to 200 respondents of HR dept. of TCS and Thomson Digital. The sample size may not adequately represent the scenario.
- Due to changing environment, what is relevant today may not be relevant tomorrow.

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