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Is the Human Resources Function Essential in Achieving Successful Organisational Change?

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Abstract

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The purpose of this research is to gain a deeper knowledge of change management and the role of human recourses in change transformation. Human resources management has been seen as underappreciated for its work in the organization. This study can help to determine the role of human resources in the organization and the responsibilities it has that are many times left unseen.

The objective of this thesis is to analyse and explain change management processes and how essential human resources management is for the organization change transformation. The world is constantly changing, and companies need to change their operating systems for maintaining competitiveness in the market. In this thesis, I will explain changes organizations go through, what is change management, what are different change models that organizations have and are still using for transformation, what is human resources and how essential HR's role is in change management.

Keyword: Human Resources, Human Resources Management, Strategic Human Resources Management, Change Management

Contents

Glossary

HRM   Human Resources Management is a group within an organisation that is responsible for employee recruiting and their wellbeing.

SHRM   Strategic Human Resources Management takes a more strategic approach to human resources management than HRM.

1 Introduction

James A. Champy describes organizational change as a "journey". Any big change initiative should start with a description of the journey's destination. (James A 1997). The world is continually changing, and these changes are a part of everyone's life and business. Today, organizations and businesses must constantly update their systems to gain competitive advantages. The greatest issue that today's business leaders face is maintaining their competitiveness in the face of constant changes and demands from the outside world (Kotter 2012). Jeanie Daniel Duck (1993) defines change as intensely personal. When the organization is going for the change, everyone should feel, think, and start doing things differently (Duck 1993). Managing change involves managing the communication between those that are leading change efforts and those who are expected to put new strategies into action, as well as managing the organisational setting in which change can take place and managing the emotional connections that are necessary for any transformation (Duck 1993).

Change management is a strategic process that organizations go through for the changes that they want to implement internally. Organizations that want to thrive in the business environment are focusing on different change transformations for competitiveness in the industry. Assessment methods, analyses, communication techniques, and training modules are common methods used in change management, and they can be quite useful in assisting with episodic problems with relatively simple solutions, such as implementing a well-tested financial report system (Kotter 2012). Garvin and Roberto (2005) have found that for changes to stick with employees and in work culture, leaders should design and run an effective persuasion campaign.

In most situations, organisational theory literature is about stability and continuity, although organisations keep modifying their business and systems every day (Burke 2002: xiii).

Organizations can be small or large, global, or domestic, today's organisations are all prone to change (Kotter 1998: 27). Changes in the internal and external environment have an impact on the organization, such as globalisation and market demands, the degree of major, often stressful change in organisations has increased significantly over the last two decades, and more and more organisations are being compelled to transform (Kotter 1996, Burke 2002, Aldemir 2010).

2 Literature review

It is critical to review and explain the literature review on these subjects in order to comprehend the role of human resources in the organisation and in effective change management. Theoretical aspects will be combined with in-depth understanding of the research topic in a literature review on change and human resources.

3 What is Change Management?

Change management is the use of a process to identify and implement a set of tools to guide the people side of change toward the desired outcome. We put change management into practice by supporting those who are affected by a change in making the effective personal transitions required to engage, adapt, and employ the change (Prosci 2021). Change management is frequently referred to as the most difficult aspect of a manager's job, as it requires a diverse range of skills and abilities. This is especially true in today's business world when deep, nearly constant change is seen as a factor that must be addressed in order for an organization to adapt to shifting market needs and global economic circumstances. Change management has been evolving over time, with models, strategies, and plans developed to support firms in dealing with the effects of transformation (Maciej, Roza, Roza 2017).

3.1 What triggers the change?

Organizations must adapt to today's dynamic and changing environments, which sometimes requires deep and rapid reactions. Today's business environment is anything from stable. Even traditionally stable businesses like energy and utilities are undergoing and will continue to undergo rapid transformation. Companies in industries where we have a dominant market share must adjust, sometimes dramatically (Organizational Behavior, 2017).

3.1.1 External forces

1. Economic Forces

Economic forces have a significant impact on an organization's operations, as well as its change management framework by recognising more possibilities or barriers in the form of increased competitive pressures or economic insecurity. Significant factors include changes in the business cycle, prevalent inflation or deflation rates in the economy, interest rate fluctuations, economic recession, changes in economic policies or tax structures, import/export duties, global oil price fluctuations, country financial stability, and loss/increase in consumer confidence in the country's economic conditions (ManagementStudyGuide,2020).

2. Political Forces

With the fast-evolving environment world of politics and upheavals in global politics, the global economy is constantly shifting, posing a variety of challenges to organisations in the form of changes in regulations, policies, and the economic structure in the form of globalisation and liberalisation, among other things (ManagementStudyGuide,2020)

3. Technological Forces

According to Peter Drucker, innovation is " a shift that creates a new dimension of performance" (Hesselbein 2006). The innovation and technology industry has been increasing rapidly in the past years. Technology advancements in computers and digital communication have revolutionized organization functions by providing them with newer ways to work and communicate with the workforce. For businesses to thrive in the newest technologies and innovations organizations are managing frameworks for the changes caused by technological force. As technology advances, due to the technological forces. With advancements in technology, it has helped businesses to communicate and work effectively with employees during the pandemic (ManagementStudyGuide,2020).

4. Governmental Forces

Strict regulations, as well as the scale of intervention, may have an impact on the demand for modification. Deregulation is linked to decentralisation of control or state-level economic interventions. Deregulation is linked to decentralisation of power or economic interventions at the state level, as well as a reduction in government intervention in the economy (ManagementStudyGuide,2020).

5. Competitive Pressure

Increased competition dictates that the most successful businesses will be those who can change to keep up with the competition. Businesses must be equally flexible and responsive workforces that can adjust to fast and even dramatically changing situations in order to compete (Organizational Behavior, 2017). The increase of global competition and challenges that it brings to the businesses, forces organizations to implement changes in the business. Competitive pressure will be an ongoing change force, for business to increase their competitiveness it forces them to change their strategies for making a global presence (ManagementStudyGuide,2020).

6. Social Forces

To stay up with changing social trends, businesses must change their product and marketing strategies on a regular basis. Consumers who would otherwise be strangers now meet in chat rooms and blogs to share product information. In today's world, most firms market their products and services through a network of influencers who are followed by many people. Collaboration with these influencers is a great strategy to market and grow your brand (Organizational Behavior, 2017).

7. Environmental Forces

Environmental issues are becoming increasingly important to consumers, employees, and business leaders, and green usage has rapidly become expected rather than optional (Organizational Behavior, 2017). Consumers have become increasingly conscious of the environment and of companies that are not green enough to be competitive in the current market. This increased the pressure on the company to change and adapt to sustainability.

3.1.2 Internal Forces

1. Systemic Forces

For organizations to work effectively they have systems in order, which are helpful to operate the business and workforce of the organization. The subsystems of an organization interact directly and have an impact on organizational behaviour. Any change in a subsystem forces the change in the existing organizational procedures, as well as the overall alignment and relationship (ManagementStudyGuide,2020). Any changes in a subsystem cause a change in the current organisational procedures as well as the overall alignment and relationship (ManagementStudyGuide,2020).

2. Inadequate Existing Administrative Processes

Every organization functions by having rules, and regulations for productive work. With different times and other factors impacting, organizations keep changing

their rules and regulations. With changes in the times, an organization's rules and administrative processes should be evolved, or else administrative inadequacies can result in organizational ineffectiveness (ManagementStudyGuide,2020).

3. Structural Changes

Structural changes are mostly strategic changes that organizations go through to improve the profitability of the business. Structural changes can be seen as a deliberate move by a company to increase profitability and gain a cost advantage. Downsizing, job redesign, decentralization, and other adjustments may be implemented (ManagementStudyGuide,2020).

4. Changes in Technology

As stated, before technology and innovation has been increasing in past years. New technologies and digitalization force businesses to change the systems and their old ways. With help of technology, most of the workforce was operating from their homes in the pandemic (ManagementStudyGuide,2020).

4   What are different types of changes

Any form of change is possible. Change is sometimes implemented to allow an organisation to capture an opportunity, which is (proactive), but it can also be a good moment to adapt the organisation based on what has already changed in the market, which is (reactive). Planned, revolutionary, evolutionary, rapid, dramatic, or progressive changes are all possible. Changes like these push organisations to make changes and alter themselves in order to achieve a better future and stability (Human Resources Management, 2020).

One of the first stages of change is to understand more about the type of change the organization wishes to make. When an organization is planning to initiate change management into their organization, there are many issues to consider. Organizations should have a clear vision of what changes they want to implement

for the better future of the organization. For that, the organization needs to identify the type of changes they are making and what will be the right change process to start from. There are three major types of organizational changes to planning, developmental change, transitional change, and transformational change (Business Queensland, 2017).

Ackerman (1997) has distinguished between three types of change:

4.1 Developmental Change

The goal of developmental change management is to improve on what the company is already doing. In this type of change management, the company takes efforts to strengthen its existing skills, processes, procedures, performance requirements, and working conditions. Increased sales or good interpersonal communication training, simple work process changes, team development, and problem-solving activities are just a few examples (Citi,2020). Organization change starting from development change management is a very good start for it because it strengthens the internal system of the organization. When the organization is having development changes in the organization it is vital for the management or individuals involved in the change to explain to their staff what changes are implemented and what they can expect the outcome to be. Also, training employees and developing their skills for the new changes is vital for employees to perform successfully and achieve the best results for the productivity of the business. Employees will only give their hundred percent if they know what is going on in the change transformation and what is the vision of the transformation and for that management should keep communicating and addressing their concerns for the change so that employees are not feeling lost in the transformation (Business Queensland, 2017).

4.2 Transitional Change

The second type of change management is transitional change. This direct change leads to the replacement of what already is existing with something

different and new (Citi, 2020). This type of transitional change is seen as more challenging to implement and can bring discomfort to the employees (Business Queensland, 2017). In transitional change management, people involved with the change must emotionally let go of their old way of operating and start working with new changes. Before a transitional transformation, the desired destination can be fully imagined and described in detail. This means that this form of change is a strong choice for being implemented through a project and typical change management techniques, because people are most affected at the level of skills and actions, with deeper-lying cultural values minimally impacted. Reorganizations, simple acquisitions, the creation of new products or services to replace old ones, as well as IT installations that do not necessitate significant cultural changes (Citi, 2020). These changes can be overwhelming and be unsettling for the employees and for getting employees comfortable with the coming changes management should communicate clearly on what changes are coming and what are their benefits for the business. When an organization is going through any changes employees will have concerns and opinions that they want to be heard and management should be open to taking employees opinions and making them feel important and valued (Business Queensland, 2017).

4.3   Transformational Change

Transformational change is the third direct change management that organizations use for the change transformation in their business. Transformational change is far more challenging because predicting and visioning the outcome is tough and uncertain to know in detail (Citi, 2020). Organizations that want to entirely remodel their company strategy and processes, resulting in a shift in their work culture, adopt transformational changes. Because transformational changes affect the work culture and people's daily work process it can bring fear, doubt, and insecurity in employees and to avoid this management can be more detailed and communicate the changes with their employees in detail. Examples of transformational change are, important strategic and cultural transformations, adopting technologies that are significantly different, implementing large operational changes in response to new supply and

demand, and modifying product and service offerings in response to unexpected competition and revenue reductions (Business Queensland, 2017). Transformational change requires everyone who is involved in change management to change their work style and start adopting the changes for successful change transformation. This type of change is not easy and will take more time than any other direct change that organizations use for transformation. For the best outcome management should develop and convey a well-defined strategy that outlines the ways management is taking to change and the objectives they are aiming for. Reaffirming organizations reasons for the changes on a regular basis to make sure that everyone feels included and that the changes are for everyone's benefit in the business. Including the employees in all phases of change discussions and planning and keeping in touch with them regularly, will help the organization to achieve better results on change transformation (Business Queensland, 2017).

5 Framework for the Change Management in the Organization

5.1 Diagnosis of the organization for the change

Every change management process starts from a diagnosis of the business. For change transformation to start in the organization they need to find the cause of why they want the change to happen and how will it help the business. Providing a compelling, externally driven argument for the restructure by demonstrating the need for immediate change. It is vital to re-emphasize the essentials, such as purpose, values, strategy, and objectives, to increase commitment to change, reinforce new behaviours, and make more informed decisions (Orit and Scott 1996: 53). By assisting employees in developing a shared diagnosis of what is wrong with a company and what can be improved, removed, or adapted in the business (Michael, Russell A, and Bert 1990: 177). Various factors cause organization change management, and it is vital for the business leaders and management to find the right problem or cause that they want to change for the productive business and for being competitive in the market.

5.2   Develop a shared vision

The second step in effective change management is to create a clear and informative vision for management and employees to understand and to be committed to. In this step, the core group of the organization is prepared with a vision, where they are analysing the problem and what they are aiming to with this change transformation. With a new vision and plan leaders now can distribute different tasks and responsibilities to the management. These new arrangements will manage the flow of information and work across interdependent functions at all levels of the firm (Michael, Russell A, and Bert 1990: 177).

5.3   Foster consensus for the new vision

After defining new roles and duties for people, an organization must develop competencies to make the new structure operate. Changes in roles, responsibilities, and connections encourage the development of new skills and attitudes. Creating a well-planned picture will help employees to see, how will the company be transformed, and how will the change transformation make a contribution to the organization's growth. A clear, engaging vision of the future can help to clarify, guide, and motivate employees to participate in the transition (Orit and Scott 1997: 53). Employee participation, collaboration, and information sharing will all improve as a result of the new coordination patterns (Michael, Russell A, and Bert 1990: 177). After the vision and change plan has been thoroughly examined by leaders and management, it is now time for management to design a comprehensive and realistic strategy for their staff to begin the change process. In this plan, they should include the following details.

1. Strategic goals

   For this management must list and explain the goals that they are aiming to achieve with the change. As well as state clearly, what changes this transformation will bring for the business and the workforce. The workforce

needs to be well informed on what they are working toward and what outcomes they will be expecting.

2. Key Performance Indicator

This management will describe how performance will be measured and which metrics will need to be adjusted. Employees will benefit from knowing how success will be measured and what the baseline is for what is currently in place.

3. Project stakeholders and team

Employees must know who will be managing their assignment and change implementation for effective change to succeed. Many things are ignored and overlapped as a company undergoes a transition. The strategy should clearly state who will be in charge of overseeing the job for better results. Employees will have a variety of views about the change, and in order for them to feel involved, they must know whom to communicate with to be heard.

4. Project Scope

Change transformation programs are complex and time-consuming. It is preferable to have a plan that indicates what activities and actions will be performed to accomplish the changes to have a clear plan and vision. Because change management can be challenging for many employees, this plan will provide them with a clearer vision of the steps that will be done as well as steps that are not very vital to include for the change transformation (Harvard Business School Online, 2020).

5.4   Implement the changes

In the fourth step, it's time to start putting the changes in place that the organization's key individuals have envisioned. The new approaches have been

established at this point, the right people are in the right palace, and the organization's team is ready and running for the transition process (Michael, Russell A, and Bert 1990: 177). During the change implementation, change management should be focused on their employee's work and should keep empowering them. This is an important step for management to take for them to achieve the goals of the initiative (Harvard Business School Online, 2020). In Kurt Lewin's (1947) Three-Step Model, he emphasizes the need of encouraging and empower employees. Employees should be assisted, supported, and empowered to achieve better achievements in the change because they are stepping outside of their comfort zone. The change will only produce the desired effects if everyone involved in the initiative puts up their best effort and recognizes the importance of the process.

The second vital task for change management is to keep communicating. Having constant and repeated communication with employees will help management to anticipate any roadblocks and even prevent them. By communicating management will help employees to remind them why the changes are implemented and what is the vision that this organization is aiming for. Communication can solve many issues that employees may find during the process and for managers, this should be a key task that will be helpful in the change (Harvard Business School Online, 2020).

5.5   Embed Changes Within Company Culture and Practices

The goal of the changes is to develop a new asset: a learning organization capable of adjusting to changing competitive environments. The organization must learn how to continuously monitor change and its effects, as well as how to learn (Michael, Russell A, and Bert 1990: 177). Clear goals and a tracking mechanism are both essential for effective change. To troubleshoot during the transition and keep the company centred on its final objectives and scope, emphasise key metrics, specific accomplishments, and several ultrashort-term targets (Orit and Scott 1997:53). Change managers should try to prevent reversion to the situation that was before the transition (Harvard Business School

Online, 2020). Without a complete plan, employees may find it easy to go back to the situation they were in before change transformation. Change period can be challenging for employees and some of the employees may find it easy to work as they used to before change implementation and managers should be careful during this period and keep emphasizing the change plan. For changes to stick in the organizations work culture, managers should embed them in work practices and work culture (Harvard Business School Online, 2020).

5.6   Review Progress and Analyse Results

When an organization goes through all these steps for change management it doesn't mean it will be a successful transformation (Harvard Business School Online, 2020). All change efforts take considerable time even if they are closely managed (Orit and Scott 1997:53). Effective change management programs are continuing efforts for businesses these days. In this last step, the organization should analyse the process they have gone through and review how far they have come with the change. This will allow change managers in determining how successfully they performed, as well as whether or not they met the vision and objectives laid out (Harvard Business School Online, 2020).

6   Previous Change Management Models

6.1   Kurt Lewin's There-Step- Model

Change management theory created by Kurt Lewin in (1947) is still a very well-known change management model, while it has been challenged for its simplicity (Cummings and Huse,1989; Schein,1988). Kurt Lewis created his Three-Step change management model, which presented a framework for understanding the process of managing organisational transformation management (Management Study Guide,2015). Lewin (1947) argues that a successful change transformation project should have the following steps involved (Burnes, 2005).

1.   Unfreeze (The Current condition)

2. Change (The Transition stage)

3. Refreeze (The Final stage)
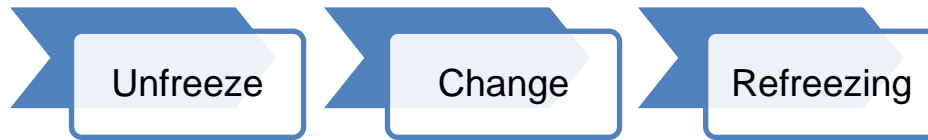
1. Figure Lewin's Three-Step change model

Step 1. Unfreezing

The unfreezing step is the most vital step of the whole Three-Step change model process. In this step, the organization is taking its first step towards change management in the organization and breaking down the existing situation to bring the new changes. The key point of this step is to bring awareness, communicate the change plan and the outcomes to their employees and the stakeholders. The employees are the key factors of this step because they have to be mentally ready for the changes, be motivated, and be prepared throughout the change process in the organization. The unfreezing step contains communication and the process of educating their employees and stakeholders for the changes and opportunities change brings with it. In this step, many employees will either accept or deny the changes because they are already comfortable in their current situation, which requires changes now. Therefore, it is important for management to communicate clearly and prepare employees so they can all be together in the change process, be accepting and the changes can be motivated towards change and that are coming into in the organization (Newsroom, 2021).

This will include the following efforts:

1. Communicating a Plan for Change

Employees and stakeholders are key factors for the change, and they need to be ready for the changes and prepared to give their best in the change process. Having a vision of the change is a very vital part of change management and organization needs to communicate their vision of change with their employees.

2. Develop a sense of need and urgency for the change

Organizations must understand why they require change management as well as the changes that are required. Having a vision of change is critical in change management because it provides information to people who are motivated to attain a common set of goals.

3. Provide support for those who feel concerned

Employees will feel overwhelmed and confused with the change and therefore management should provide them with the support and knowledge of the change process. Employees will only then understand be confident with the change when they are supported and heard (Jason Gordon 2021).

Step 2. Change Transition

Unfreezing is not an aim in itself, as Schein (1996: 32) points out; It "produces the desire to learn while not inevitably controlling or anticipating the direction of learning" (Burnes, 2009 p. 339). The second step (Change) is the hardest in the change process. In this step, the organization has (unfrozen) from their current state and is now ready to implement the new changes in the organization. Management is training and supporting the employees for the new changes and the employees are getting used to new implementations (Newsroom, 2021).

During the Change phase, companies should:

1. Communicate widely and clearly

Employees should be aware and informed well of the coming changes, so it is clear for everyone what vision the organization has with these new changes.

2. Train and support

New changes in the organization will have many effects on employees and management work, it is important for management to train employees right for the new changes and their work. Training and supporting employees are a key point in this step, to ensure successful change results.

3. Promote and empower action

In the change step, every employee is stepping out of their comfort zone and stepping into changes, it is important for management to keep encouraging their employees and empowering them (BMC Blogs, 2019).

Step 3. Refreeze

The final step of Kurt Lewin's Three-Step change model is (Refreeze). Refreeze implies that when the organization has been successfully making the new changes and is getting comfortable with new adjustments and standards is now ready to (Freeze) the desirable state (Newsroom, 2021). Refreezing refers to the process by which newly acquired behaviour is incorporated as patterned behaviour into a person's personality or continuing meaningful interpersonal bonds. If the new behaviour is understood while learning, "It has naturally aided refreezing because it has been incorporated into the participant's nature" according to Schein (1997) (Management of Organizational Behaviour, 2013). In this last step, the organization has gone through the new changes and employees are well adjusted with them, it is time to (refreeze) those permanent changes that were implemented in the second step (Change) (Newsroom, 2021).

6.2 Limitation of Lewin's change model

For more than 40 years, Kurt Lewin's work has dominated the framework and practice of change management. However, Lewin's strategy to change, mainly the three-step model, has been heavily criticised in the last 20 years. It is argued that Lewin's change project is only suitable for businesses that are small-scale, it ignored organisational power and political system, and it was top-down and management-driven (Bernard Burnes 2004). Although Kurt Lewin's three-step model has been beneficial in understanding planned change under reasonably stable settings, the ongoing and dynamic nature of change in today's business environment makes it no longer sense to execute a planned process for (Refreezing) changing behaviours (Bernard Burnes 2004). In a world where change has become a vital and only source for organizations to maintain their business and stay competitive in the market, cannot implement (refreezing) steps to their change transformation. After each change transformation organizations should be ready for other changes to occur and implement those changes that are required.

Many have argued that Lewin's Planned method is too mechanistic and simplistic for a world where organisational transformation is a continual and open-ended process (Dawson, 1994; Garvin, 1993; Kanter et al., 1992; Nonaka, 1988; Pettigrew, 1990a, 1990b; Pettigrew et al., 1989; Stacey, 1993; Wilson, 1992; Burnes 2004). Similarly, as previously stated, many complexity theorists believe Lewin's definition of stability and change is extremely close to theirs (Back, 1992; Elrod and Tippett, 2002; Kippenberger, 1998a; MacIntosh and MacLean, 2001; Tschacher and Brunner, 1995).

Where there are people that are criticising Kurt Lewin's change model, there are also people that support Kurt Lewin's change model. (Newstrom and David, 1985) find Kurt Lewin's model extremely relevant that has been used as a foundation of several other new change management models throughout the times (Maciej, Roza, Roza 2017). Bernard Burnes (2004) has an article arguing on Kurt Lewin's approach and how it is still relevant to the modern world.

6.3   Kotter's 8 step change model

Change is difficult and can be overwhelming for many organizations to implement. Change requires an organization to make some difficult changes with the right strategy to achieve successful change management in the organization.

John P. Kotter is well known for his 8-step change model, which got a lot of attention and is used by leaders across the globe. It illustrates how to implement change in an organisation in an efficient and structured manner (Creately Blog, 2021). In Kotter's 8 step change model we can see some similarities with Lewin's (1947) change model, which was the Unfreezing-Change-Refreeze model. The first four steps are focusing on the practice associated with the "Unfreezing" stage. The Next three steps introduce many new practices which create "Change" in the organization. The final step, "Refreezing," aims to incorporate the changes in the organization's and individuals' behaviours (Aldemir 2010)

Step 1. Establishing a sense of urgency

The first step in Kotter's 8 step change model is to establish a sense of urgency. In this step, the organization must be strong-minded and motivated towards the changes they are planning to implement in the organization. Kotter (1995) claims that the first step in his change theory is the most crucial because getting the organisation and its people started demands the aggressive collaborative efforts of many individuals, and he also mentions that half of the organisations he has observed have failed in their first step (Kotter 1995; Aldemir, 2010) In this step is important to have strong and effective leadership that can lead the change and gather everyone into the change process. Kotter believes that having a high rate of urgency is essential for a successful change. John P. Kotter claims that when about 75% of a company's management is honestly convinced that business is in a need of change only then the change process can successfully start and bring results (Kotter 1995). The change process is lengthy to implement a show the results it is important to have every employee participate in the process to achieve the organizational change goals.

In this first step, the organization must examine the market and their competitive realities. Having the right change plan and well-examined threats, opportunities, development scenarios will only strengthen the change management process. Management must identify and discuss potential crises and what major opportunities they will gain after the changes are brought to the organisation (Kotter 1995).

Step 2 Form a powerful guiding coalition

According to Kotter major change efforts mostly begin with just one or two individuals. In cases of successful change management programs, the leadership coalition grows and grows over time (Kotter 1995:1). In this step, Kotter sees that it is important to build a strong team of leaders and managers that can lead a change process towards success. Organizations are more complex and less hierarchical in today's world, and leaders need the assistance of internal and external stakeholders (employees, partners, investors, and regulators) for many types of initiatives (Kotter 1998:30). According to Kotter, a good change management steering coalition should be founded on three essential values: level of trust, shared goal, and appropriate composition (Aldemir 2010). It is important to have formed a group with sufficient power to lead the planned change and to be able to encourage the group to work together as a team and achieve their objectives in this step. Having a strong team coalition will help leaders and managers to be motivated and lead the change (Kotter 1995:1).

Step 3 Creating a vision

In Kotter's change model step three is to create a vision of the change transformation and direction to the change process. Without the vision, it is almost impossible to lead the change in the right direction and achieve organisational change transformation. Furthermore, vision inspires people to act in the right direction and helps change management in coordinating the efforts of various participants (Kotter 1995: 63). According to Kotter in a change strategy, a well-thought vision supports three main important activities in change management.

The first is that identifying the overall direction of change simplifies hundreds of smaller decisions. The second one is that a well-structured vision will motivate the people to act in the right direction, even when it can get overwhelming during the change process. The third benefit is that it helps to align the actions of various people, and it influences individuals in a remarkably quick and efficient manner, who are part of the change process in the organization (Kotter 2012:1).

Step 4 Communicating the vision

In the fourth, step of Kotter's change model the key point is communication. After having a clear and effective vision is time to communicate with the people that are part of change transformation. Without communication with the people, the vision itself won't be effective enough to achieve successful change in the organization. Leaders and management must communicate the vision with their employees so that they feel part of it and are motivated to achieve the change goals. Having effective communication binds everyone together to achieve the goals that the organization is aiming for. Vision gives the right direction and having regular communication with employees will lead to better results in the change process. During these steps, employees might have their opinions and questions regarding the change and leaders and management must listen to them as well as address their concerns. Employees will only give their best when they see new opportunities and a positive turn with the transformation and providing them with a vision and communicating it is going to help the employees and management during change. During this step leaders and managers must understand communicating with the employees only a few times during transformation is not enough. Change transformation is a lengthy process, to achieve successful change transformation, they must repeat the vision and the change plan (Kotter 2012:1).

Step 5 Empowering others to act on the vision

In Kotter's change model, the fifth step is to empower the employees to step up from their comfort zone to start the change and fight the obstacles. Step five's

main objective is to encourage a large number of individuals to take action by removing as many obstacles to the change vision's execution as possible (Kotter 1996; Aldemir 2010). Encouraging workforce to take risks and non-traditional ideas, activities, and actions (Kotter 1998).

Change transformation takes time and dedication from each person that is related to the organization. Employees and management may face obstacles and barriers in the change process. Leader and management must empower their employees and help them come through the barriers they might be facing while transforming. Organizations and industries are going through various changes in today's world, with external and internal factors. It is critical for management to empower and encourage the workforce to learn and adapt to changing circumstances. Employees understand the vision and are willing to change, but they may see themselves trapped in a box without the support and training they require to adapt to the new developments. Kotter outlines four major impediments to empowerment:

1. Information and personnel systems
2. A lack of needed skills
3. Bosses discourage employees to take action
4. Formal structures make it difficult for employees to act (Kotter 1996).

Change management should comply with frameworks that obstruct action, train the employees to provide them with the required skills and attitudes for the project, connect information and people systems to the vision, and challenge supervisors who undermine the change effort to eliminate such barriers (Aldemir 2010).

Step 6 Planning for and creating short-term wins

The sixth step in Kotter's change model is to plan and declare short term wins so that the motivation in employees is kept strong throughout the change transformation process. Real change transformation takes a long time to show results and achieve the goals and the organization may risk the change programs

if there are no short-term goals to celebrate the hard work. Most of the employees won't give their best or may not go for a long run for the change if they don't see compelling evidence of the work, they are putting in the transformation. It is essential for organizations and management to declare short-term wins and keep employees interested and motivated for the transformation. Recognizing and rewarding the employees that have given their best and are working hard in the transformation can help them to be more productive and motivation to other employees to give their best and work hard in the change transformation (Kotter 1996). When there are short-term wins and rewarding systems in the organization it will encourage the employees to be committed to the change effort and will increase the pressure on them to do their best (Kotter 1996).

Step 7 Consolidating improvements and producing still more change

Although declaring and celebrating short-term wins are important to keep people involved in the change transformation motivated and productive, however, it is also important for management to remember that declaring victory too soon may affect their transformation in a negative way. As stated, before change management takes many years to achieve the vision, goals, and adopt those changes into the company's culture. In this step, management can keep improving the changes and if needed they may hire, promote, and develop the employees who are involved in the change. They may also reinvigorate the process with the new projects, themes and change agents to get better results of the transformation (Kotter 1996).

Step 8 Institutionalizing new approaches

The last step of Kotter's change model is to articulate the connections between the new behaviours and corporate success to the company's culture. When a new style of conducting business becomes the norm and penetrates the organization's bloodstream, the shift becomes a culture. According to Kotter, two critical factors in institutionalising a change in organizational culture are a deliberate effort to illustrate the importance of new methods, behaviours, and

attitudes that helped improve performance and the establishment of a promotion system that moves people to the next generation of top management who truly personify the new approach (Kotter 1995: 67; Aldemir 2010).

6.4   Limitation of Kotter 8 step model

The eight-step approach developed by Kotter was completely developed to address "fundamental changes in how the business is performed to help cope with a new, more challenging market environment" (Kotter 1995; Aldemir 2010).

Kotter claims that the eight phases must be executed in order and that overlapping them will risk success, meaning that the steps are connected. As a result, failing to implement the first step will make implementing the succeeding steps difficult or impossible. According to Burnes (1996), such a systematic approach does not connect well with studies indicating that businesses prefer to utilise change approaches that are rooted in their culture and so cannot be simply altered or replaced (Cummings and Huse 1989; Schein 1985; Burnes and James 1995). Some argue that in many change transformations implementing all of Kotter's steps are not relevant for the change to be successful (Steven H. Appelbaum, Sally Habashy, Jean-Luc Malo, Hisham Shafiq 2012).

7   Change Agents

Every organisational change, big or small, needs the involvement of one or more change agents. A change agent is anyone with the ability to stimulate, support, and coordinate change efforts are referred to as a change agent. The change agent can be either external or internal change agents. The quality and stability of the relationship between the change agent and the key decision-makers inside the organisation are important to the achievement of any change project (Fred C. Lunenburg 2010). Change agents see can see the future picture of the organization that other people may not be able to see before the change transformation. They can invent and implement the change vision. Managers and

employees in many creative companies are being trained to gain the necessary abilities to manage change (Tschirky 2011). Change agents can be managers or nonmanagers, leaders, current or new employees, or outside consultants (Organizational Behaviour, 2017).

7.1 Leadership

Leadership has become vital in a world where companies are affected by various changing factors and are expected to adjust and be competitive enough to succeed in the market. A leader is someone who has the vision and ability to grow the business in many different strategies while also leading the organization's workforce with encouragement, support, and shared productivity goals. Change management is a crucial skill for leaders and managers. Leaders these days should be well informed and experienced with various types of changes that their organization goes through. Leaders are seen as a role model that demonstrates what is expected from their workforce in relation to the change (Maciej, Roza, Roza 2017).

'Leadership causes movement,' according to Kotter. Kotter made a point of saying that their actions as leaders have helped to manage the direction their teams must take as well as the direction they should go. Furthermore, leadership behaviours can both encourage and support the team in overcoming roadblocks (Hassan Elsan Mansaray 2019).

Leadership has become quite a popular topic for scholars to research and write about. Many scholars argue that leadership has shown growing evidence in change management of its significant effect o the success of change in the organization (Conner, 1992, 1999; Higgs, 2003; Higgs and Rowland, 2001; Kotter, 1995, 1996).

In leadership literature, there are many leadership styles explained that are effective in different ways of leading in the organization. One leadership style that has been linked with change management is the transformation leadership style.

In 1985 Bernard M. Bass formulated his Bass theory on transformational leadership. In his theory, he specifies how leaders can influence their personnel. This leadership style involves the specific leadership styles, actions, and strategies required to effect organisational transformation (Management of Organizational Behaviour, 2013). Empathy, a desire for power, good rhetorical skills, intellect, and consideration for others are all characteristics of transformative leaders. Transformational leadership has a positive impact on employees by motivating them, gaining their commitment, changing attitudes, beliefs, changing organisational norms, making employees feel they are being treated as individuals, communicating, and transmitting the organization's vision. Burns (1978) sees the transformational leader as reflecting the traits and behaviours that are necessary for initiating changes (Nancy E, Jon P, Lori 2000)

7.2   Management role in Change

Competent management is at the centre of a successful hierarchy (Kotter 2012). In an organisation, management is the team that achieves goals through the people they manage. Managers have many key activities to manage in the organisation, the most important of which is to supervise the activities of others and achieve the business's set goals (Organizational Behaviour, 2017). When organisations plan for change, it should be done from the top down. The change programme is vision-driven, and it necessitates greater participation in the design and implementation phases. Senior management teams are frequently in agreement about the need to implement changes and play a significant role in the direction of change that occurs in the organisation (The Organization of Future, 1997).

The activity of executives and line management in all phases of change management is a critical aspect of organisational transformation. The management team is in charge of the organization's strategic direction and operations, as well as actively leading the transition. They are the ones who determine when transformational change should begin, what changes should be

made, how the transformation will function, and who should be in charge of guiding it (Cummings and Worley 2001).

When changes occur in an organisation, management is both the biggest supporter and the biggest opponent. Management is the most in touch with the employees, functions, and areas of business. They are responsible for assisting employees in times of need and observing the needs of changes in the workplace to increase productivity. During the implementation of the change, the importance of their roles or functions is not questioned, but rather what the group could be for changes to be successfully implemented (Eduard-Ionel, Alexandrina, Rodica 2014).

Managers and supervisors have the following five responsibilities during the change management process:

1. Be communicators – communicate information about changes through direct reports.

When an organisation plans to implement changes in the business, some employees may become confused, resist the change, or be uneasy about the upcoming changes. Management has the closest relationship with the employees and communicating changes with them helps them understand the need for change, future opportunities, and the effects of the changes. Managers can assist employees in understanding, motivating, and addressing their concerns about changes. It is the responsibility of management to provide complete information to the employees who will be affected by the changes because the transformation will only be successful if every member of the change understands the implications need for change and gives their best (Eduard-Ionel, Alexandrina, Rodica 2014).

2. Supporters - demonstrate personal support to implement change.

Employees may find it difficult to understand and perform new changes, which is why they require managers' support and direction to understand and perform well

with changes coming. Managers should demonstrate their employees' support and contribution to the transformation because if managers continue to direct jobs and tasks while not contributing themselves, employees' attitudes toward change will shift. The change management team should develop tactics that are tailored to specific situations and calculated to highlight the managers as the biggest supporters of the change process (Eduard-Ionel, Alexandrina, Rodica 2014).

3. Trainers - also train employees in the process of change.

There are various changes that an organization goes through. For employees to perform well with new changes manager must train them. A trainer's role is to provide support to their workforce throughout the entire change process, particularly when change begins to affect daily activities. Managers and supervisors can guide everyone during the implementation of change due to the nature of their interpersonal relationships. As a result, barriers to the successful implementation of this process are removed from each member of the organisation. Change management will produce a successful result when each employee is aware of what they are trained for the new changes (Eduard-Ionel, Alexandrina, Rodica 2014).

4. Environment - working with the project team and giving support.

This position involves collaboration with team managers who are in charge of putting the changes into action. Managers and supervisors act as intermediaries, conveying information backwards from subordinates and team members. In most situations, this function, namely information transmission from employees to the team, proved to be a crucial aspect in the successful execution of the change process in a specific organisation (Eduard-Ionel, Alexandrina, Rodica 2014).

5. Managers of resistance - resistance to change and identifies it manages.

Direct supervisors are the closest people to employees who are resistant to change. Managers and supervisors are in the best position to detect resistance, its shapes, sources, and the reasons underpinning its recurrence when it comes

to resistance management. Managers and supervisors will be in the best position to actively manage changes provided they are given the necessary training and tools (Eduard-Ionel, Alexandrina, Rodica 2014).

8 Effective Communication

When organizations are going through any change transformation small or major, communication of change should be effective and repeated. Communication is an important part of all of the changing programs, as well as vital to increasing people's involvement. A well-planned communication that is executed during the change process is most essential for a successful change (Allen et al., 2007; Elving 2005; Lewis 2011). In terms of participation, establishing a regular and effective communication process can greatly reduce people's feelings of insecurity. As a result, effective communication removes one of the most significant barriers to people's willingness to participate in the change process. When change leaders are communicating with their employees regarding change management the communication should be regular and not only a one-time exercise (Bernard Burnes 2009).

Communication serves four major functions within a group or organization. Those four functions are control, motivation, emotional expression, and information (Organizational Behaviour, 2016).

1. Control

Communication can be used to control a member's behaviour in a variety of ways. Different hierarchies and guidelines exist in corporations, which employees must follow to. When employees need to communicate about their jobs, they should do so with their superiors and convey the message that will regulate that employee's behaviour.

2. Motivation

Employees are more motivated when they are informed about what has to be done, how well they are performing, and how they might improve their performance. When organizations are going through transformation it is managements key point to motivate their employees and communicate with them repeatedly. Employees will be more motivated if feedback is communicated to them, and they are rewarded for good behaviour.

3. Emotional Expression

Many employees' primary sources of social connections in their workplace. Employees can convey their feelings of happiness, frustration, or satisfaction about their job or personal lives through this type of communication. Employees may find change management tough and confusing, so it is crucial for them to communicate their thoughts and opinions on the change, so they feel heard and valued. Without the full support of the organization's employees, the change will not be successful. As a result, communication allows for the emotional expression of feelings as well as the fulfilment of social requirements.

4. Information

Communication's final function is to assist people to make better decisions. By transferring data to identify and evaluate different options, this communication function gives the information needed to make decisions. During change transformations, it is critical for change agents to communicate with the employees do the change is carried our smoothly and effectively.

9 Human Resources Management and its responsibilities

Human resource management (HRM) is a phrase that has been defined in a variety of ways. Nowadays, (HRM) is far more commonly and simply used descriptively to refer to the wide variety of actions that go into managing an

organization's connection with its employees. Workers of the (HRM) team are considered the same as other employees of the company, but they are often skilled individuals who are employed through a variety of various contractual arrangements to help the company achieve its goals (Human Resource Management, 2020). "Human resources" refers to both the people who work for a company or organization and the department in charge of handling all employee-related issues. Employees are one of the most valuable resources in any company or organization. The phrase "human resources" was coined in the 1960s, when the importance of labour relations began to be recognized, and concepts like motivation, organizational behaviour, and selection assessments began to take shape in a variety of work environments (Humanresourcesedu,2021). Because each management function is responsible for achieving the strategic goals, Michael Porter believes that an organization should be examined as a whole. Because the human resources department is critical to the company's success, its plan must be in line with the broader strategy (Livia, Ovidiu and Dorin 2020).

Human resource managers key functions in performing managing are planning, organizing, staffing, leading, and controlling (Gary Dessler 2020).

1. Planning

Developing the organization's goals and standards, as well as its rules and regulations, plans, and projections.

2. Organizing

Assigning specific tasks to each other's employees, forming departments, delegating authority to employees, establishing lines of authority and communication, and coordinating employees' work.

3. Staffing

Determining what type of employee's organization and line managers are looking for. Recruiting the promised candidates for the job, selecting the right employee, setting performance standards, giving compensation to the employee, evaluating their performances, counselling employees, and training them for the job.

4. Leading

Human resources have to lead the work and make sure people are working while motivating the employees to do their best and be productive.

5. Controlling

Controlling human resources sets the standards for the employees to reach, for example, sales goals set by managers. Setting quality standards and enhancing productivity in work. Take corrective actions if there is a need for them (Garry Dessler 2020).

10 Strategic Human Resource Management SHRM

Many researchers have studied and debated the topic of strategic human resources management (SHRM) over the years. Some researchers claim that there is no significant difference between human resource management and (SHRM) because both are concerned with properly managing people in the workplace. SHRM is defined by Schuler and Walker (1990:7) as a collection of processes and activities that human resources and line managers collaborate on to solve people-related business issues. In a broad, strategic sense, SHRM is an overarching approach to people management throughout the organisation. Rather than day-to-day HRM rules and practices, the focus will be on the businesses' longer-term strategic needs in terms of their people. SHRM can be seen as a collection of individual HRM strategies, such as a rewards strategy, an organisational development strategy, and a performance management strategy (CIPD, 2015f ; Strategic human resources management, 2018).

Dave Ulrich (1998) in his "A new mandate for human resources" article, argues that for HRM to have an essential role in the organization and change management they have to first transform HRM to SHRM. For HRM to contribute on the higher level and make an impact they have to adapt to strategic HRM roles and work closely with line managers for productivity in the organization. HRM's activity in the organization has a basic role and functions, however, if HRM transforms itself and gains a strategic HRM role it can affect many business activities. According to Ulrich (1998), the HRM role has never been more necessary for the business.

In Ulrich and Brockbank (2005) updated model they go through five important roles that strategic human resources perform in the organization.

10.1 Dave Ulrich and Brockbank updated model

In (1997d) Dave Ulrich proposed a matrix on the "human resource champion" model. In his model, he has a vertical axis that focuses on either day-to-day role or the future focus, which is explained in the horizontal axis. This model brings to attention four potential roles for HRM to have. the roles are, change agent, employee champion, administrative expert, and strategic partner. Ulrich (1997) argues that these four roles are essential for HR to fulfil for them to make a real contribution to the organization (Strategic human resources management, 2018 p 74).

Ulrich updated his original model in 2005, claiming that there are five main HR jobs rather than the four he described in 1997. Brockbank (2005) was used to develop Ulrich's modified model. The new positions in the updated model overlap with Ulrich's (1997) earlier model to some extent, but the strategic partner and change agent roles are consolidated into one, and two new roles, human capital developer and HR leader, are added (Strategic human resources management, 2018). In their updated model they have explained how HR can achieve a strategic and effective role in the organization with four different functions.

The roles are further explained.

1. Strategic partner

A strategic partner is a position that focuses on HR activities in support of the organization's strategic strategy. Ulrich describes his strategic partner role as an opportunity for HR executives to partner with line managers to deliver excellence in strategy execution, assisting in the improvement of planning from the conference room to the marketplace, and motivating and guiding the serious discussion on how the company can organise to carry out its strategy. As business partners, HR practitioners will work closely with line managers. This way they will be able to see and be aware of the business strategies, future opportunities, and threats facing the organization (Armstrong 2009).

A strategic partner incorporates a change agent. HR executives in this position are responsible for increasing the organization's ability to embrace and profit from change. This will ensure that initiatives aimed at building high-performing teams, shortening the innovation cycle, or deploying new technology are identified, developed, and delivered on time. When a business undergoes a transformation, its people may get fearful and fight the change. HR's duty as a change agent is to replace opposition with determination, planning with results, and fear of change with enthusiasm for its possibilities. As change agents, HR professionals do not themselves execute the change, but they are there to make sure that it is carried out (Ulrich 1998).

2. Functional expert

For many years, HR has been labelled as administration. However, in their newly constructed model, their new role as functional expert differs from the conventional role. HR must enhance their efficiency in both their tasks and the functions of the organisation to transition from their conventional role to functional expert. HR must improve and become more efficient in their work, as well as be better and less expensive. HR can improve their efficiency in their job in a variety of ways, including using technology. The technology could be used in a variety of ways to assist HR and make it more efficient. For example, many firms employ

technologies to screen applicant resumes, which reduces cycle time and increases efficiency in recruitment processes (Ulrich 1998).

3. Employee advocate

Work is growing more demanding and tough in today's world. Employees are expected to do more than what they were recruited to do. HR's new job as an employee advocate requires them to ensure that employees are engaged with the business culture, that they feel dedicated to the firm, and that they are contributing completely. HR professionals should prioritise this function and assist line managers with training and orientation to help them understand employee morale and how to improve it. Employees should have a voice in management talks, and HR professionals should make sure they are there for them. HR has a say and influence in providing chances for personal and professional growth to employees, as well as resources to assist employees in meeting the demands placed on them (Ulrich 1998).

4. Human capital developer

This position is responsible for managing and developing the workforce for the future, with a focus on individual employees and connecting their needs to appropriate opportunities (Strategic human resources management, 2018). This position appears to be similar to that of an employee advocate. HR experts must be available to their employees and promote their opportunities for a better future in this field. Employees will only offer their best when they see prospects for professional advancement ahead of them. HR can have an impact in this area and should count on a better and more productive workforce in the future.

5. HR leader

This post is responsible for leading and valuing the HR functions, as well as implementing best-practice HR initiatives within the HR department. It also entails playing a significant role in corporate governance and acting as the company's conscience (Strategic human resources management, 2018).

11 Role of HRM in Change Management

The role of HRM in change management has been argued for many years now. Some academics strongly believe in the importance of having HRM part of change management which in result has shown a positive impact. As well as there are academics who do not support this argument and find HRM performing their day-to-day administration functions better instead. HR guru Dave Ulrich (1998), who has argued various times on HRM's functions that have enhanced better work environment in the organization and have impacted change management processes. HR should operate as change agents in the change transformation, according to (Ulrich 1998; Brockbank 2005 and Caldwell 2001).

Deepak Sethi (1996) believes that in the future organisation, the human resources function will be crucial in enabling the interaction of self-esteem and high performance. Human resources have evolved in significance and relevance in recent years as it evolved from a strictly transactional to a more strategic role. Human resources must be at the frontline of these changes, becoming much more strategic and better connected to the entire business, and taking a more proactive role in the company's development (Deepak 1996: 237). By initiating, leading, and monitoring change effectiveness, HRM has the opportunity to make a significant impact and contribution to the organisation, according to Lockwood (2007) (Ali El-Dirani, Mohammad, Hussin 2019).

As per Doorewaard and Benchshop (2002), the success or failure of change management may be determined by HR's role in assisting employees in mobilizing their change efforts. Despite these findings, the literature suggests that HR's role in change management in many firms is restricted in practice and that it is often reactive rather than proactive (Ogilvie and Strok, 2003; Antila, 2006) (Strategic Human Resources management, 2018 p. 312).

11.1 Roles of HRM in the change management

There are many functions and roles that HRM can perform in the organization. There are basic roles that HR performs on a day-to-day basis, but HRM is more than just the administration of the organization. In this section, there are four vital functions and roles that HRM has performed when an organization has gone under the change management process. In these roles, we can analyse HRM's importance in change management and impact on the employees when change transformation is overwhelming on them. Those five vital functions are workforce planning, human resources development, total rewards, employee and labour relations and risk management, and leadership HRM and change management (Ali EI-Dirani, Mohammad, Hussin 2019).

1. Workforce Planning (WFP)

The first role that HRM can play in change management is a vital task, which is workforce planning. This role comes under strategic planning, where HR should base their workforce plan. The workforce panning includes recruiting, selecting, succession and planning based on the changing concept. Organizations nowadays demand more and are challenging for the employees than they were in the past. Employees are doing more tasks than they are hired for, and therefore, HR has a role where they need to write a job description that adapts with all variables and change possible. There were times when the job description was set for many years and not made any major change in the job descriptions, however, in today's fast-changing environment HR must plan and implement a flexible job description according to the job requirements and changing factors.

At the operational level, recruitment and selection tasks should be implemented considering the changes that are affecting the recruitment process. In this process, the HR department must determine the need for employees, how many employees are planned to recruit, skills and abilities that are required, knowledge, and need to recruit employees that will help with the change transformation. When organizations are going through change transformation recruitment

process becomes sensitive because of the threats and instability of the organisation during the change process. Professional believe that having the right recruitment and right selection is essential for an organization in any stage and when it is going under change transformation because making the right selection will help reduce the cost and improve the productivity in the work, which is the main goal of HR in the recruitment process. The effective recruitment process will also have a positive impact on reducing training cost, performance appraisal will be an easy process and turnover will be reduced, therefore HR role in the change management will make it a smooth transition.

HR should also provide job rotation in the organization when trying to implement change. In the job, rotation HR could use internal assets to reach the desired change goals and objectives. This helps to implement the change in a better way by using experienced employees to help in the implementation process, which in result can save the extra cost of the change and can reduce resistance level in the employees (Ali El-Dirani, Mohammad, Hussin 2019).

2. Human Resource Development (HRD)

The second function of human resource development is very important in the change transformation process. In this role, HR development has two vital functions which are training and development and performance management. When organizations are implementing the needed changes in their business employees must be notified of upcoming changes and mainly train them for the change. Changes could be anything, whether they are cultural changes in the organization, structural, technological, operational, etc. HR must plan and arrange the training workshop for their new and old employees, so they are aware of what they are being expected to do and develop their skills and knowledge.

In the development and performance function, change management must be approached through the whole performance management system from their initial strategic planning. Performance approval system must make sure that employees are guided towards the change part of the appraisal should be in

terms of how they are handling the changes in the organization. The most important part of performance management is that this way they are able to analyse how well the employees are doing in the change transformation, their productivity level that employees are offering in the change process. It is important for organizations to understand that every employee will work towards the change at their speed and for them to work through this transformation with productivity the management should support their employees as much as they can (Ali El-Dirani, Mohammad, Hussin 2019).

3. Total rewards (TW)

In total reward function, the most important part is to keep motivating their employees and change agents that are working in the change transformation. It is extremely vital for them to motivate their employees through financial benefits so that they are highly productive for the change implementation. Human resources' role in total reward is mainly because they are working on motivating the employees for the change and working closely with line managers and rewarding deserving employees for their efforts (Ali El-Dirani, Mohammad, Hussin 2019).

4. Employee and labour relations and risk management

In this function employees having a relation with labour will have a base for the change process. It is important for employees to be fully aware of the change from them to engage themselves with the transformation process. Employee and labour relations is fundamental because this function is responsible for communicating the change process to employees. It is very important for change agents to communicate the change process and vision thoroughly with their employees so those changes can be implemented in the organization. In the change management process communicating the change and applying conflict resolution strategies during the change process is essential to ensure a smooth transition. The human resource helps ensure that between employees and management the communication is circulating well. Without proper

communication between change agents and employees, the change process will not give the desired results because of a lack of information and directions given to employees by HR and management.

Human resources must ensure that the risks associated with change are minimised, and their responsibility in this function is to reduce risk both during and after the implementation of change (Ali El-Dirani, Mohammad, Hussin 2019).

5. Leadership HRM and change management

Any change management process that an organisation is going through requires leadership. Without a leadership role, an organization's change transformation will collapse since each change project requires a vision for the change and employees who follow the leader's change strategy. Human resources can play the role of a leader since they work directly with employees, they are familiar with and have the power to persuade them to accept change by assuring them that it will provide them with future chances and why the organisation need those changes to be done. Organizations are always undergoing change management, and HR is intimately involved in this process by giving support to employees who are managing the transition (Ali El-Dirani, Mohammad, Hussin 2019).

11.2 Employee Resistance to Change

When organizations are implementing new changes employees of the business can get overwhelmed and confused with the new work structure. According to the professional's employees resist change because they are afraid to lose their jobs, they are confused about the upcoming changes, they are afraid, they don't understand the need for the changes, they don't see how he changes will help them or the organisation, or they find it difficult to cope with the level of practice of change, according to Robbins and Judge (2013) (Ali El-Dirani, Mohammad, Hussin 2019).

Employees become used to their present work environment and job structure, which may cause them to resist change because they are scared that many

things will change and that they may lose their jobs as a result. In many changes management processes, change agents fail to provide sufficient crucial information to their staff, leaving them befuddled and alone in the process. Communication is the most vital part of any change transformation; change agents and HRM must consistently repeat facts and convey change to their employees so that they feel involved in the change and understand what is expected of them. Employees will understand why changes are done and what their role is in the change process if communication is constant and change agents provide enough information. For every change agent in the organisation, the change management process is difficult to implement. As a result, when the change transformation occurs, HRM and line managers should provide assistance and training to employees so that they may operate efficiently and productively during the transition.

12 Discussion

Change management, as indicated in the literature review, is a lengthy and critical process for any business to go through. There are variously internal and external influences in today's environment that require firms to adapt to and implement changes. Organizations will have to apply diverse frameworks and previous models for structural change implementation because change management is a continuous activity. They assist organisations in taking the appropriate steps toward change and providing a strategic plan, but no framework or model can ensure successful change management in the end. Organizations should follow the change models as a reference and select the one that best fits their needs.

To begin, a change requires a strong commitment and drive. As a result, for change to be effective, the organization's change agents must perform at their peak. In change management, the change agent is the organization's Leader, management, and human resources, team. These change agents are responsible for planning, executing, and motivating the change process among the personnel. I believe that the responsibility of change agents is the most

significant to pay attention to in the change process since they are the ones that carry out the change and plan every step from beginning to conclusion.

The importance of human resources in effective change management is vital. Human resources, according to Ulrich (1997), should take a more strategic approach in the organisation. HRM will be able to contribute to the change and be an integral part of it if it is given a more strategic role. Employees can be communicated with, motivated, trained, recruited, and rewarded using human resource management. All of the HRM's responsibilities make them a crucial element of the change implementation process since they ensure that the change is carried out effectively.

13 Methods

The study is primarily based on secondary data. There is a substantial amount of scholarly literature on this subject that has been used to answer the thesis question and expand understanding on the subject. The concept of change management and human resources has been better understood largely by reviews from many academics. There were numerous publications and books available that contained valuable information.

14 Conclusion

To summarise my research on change management and human resource's position in the business, as well as many responsibilities that are performed throughout change transformation, I found that change is difficult to accomplish and that there are several approaches to take. Evolve has become essential and ongoing in today's world, requiring firms to change and adapt to the competitive market. Change management necessitates a comprehensive planning framework that will assist change agents in following and achieving the transformation's success. Previous change management models, such as those developed by Lewin (1947) and Kotter (1995), give a structured and well-designed framework for change agents to follow when making changes, but they do not ensure success. As a result, when companies prepare to execute

changes, they can refer to and learn from prior change models, but they should only plan according to their present position, requirements, and goals.

Many academics and professionals have criticised the human resources management department for its lack of relevance in the firm. Human resources are an important aspect of change management in the organisation, according to my research. Human resources have had a basic position in the organisation for many years, where they would just do administrative tasks that many professionals consider as a waste of time, money, and resources. Ulrich (1997), on the other hand, has given human resources a new function that they should include in their duties, allowing them to be more strategic and have a greater impact on change management. Strategic human resource management has a significant impact on transformation, collaborating with line managers and becoming strategic partners. SHRM plays several functions in change management, including ensuring that the transition runs smoothly and that employees understand the changes. Overall, SHRM is important in change management because it adds value, assists employees in understanding the changes, decreases employee resistance, and has an impact on the correct employee selection when recruiting.

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