

ROLE OF HR CHAMPIONS IN THE VIRTUAL ORGANISATIONS

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Abstract

HR Professionals can create a good working environment that is supportive and understanding towards employees experiencing psychological problems. Employee Champions by providing them with resources for the workplace, support, good practice advice, peer networking and learning opportunities. There is a way that they can be proactive employee champions and make better strategic business partners as a result. Workplace behaviour Champions are part of improving workplace behaviours project to address undermining and bullying in the workplace. HR professionals know that there are those within the workplace who will find it overwhelming and those who will embrace it and be excited by it. Employee engagement champions have a key role linking managers with the ideas and experiences of employees. The role of employee engagement champions can be as broad as employees like.

Keywords: Employee Engagement, Employee Champion, HR Champion, Virtual Organisations, Culture Champions, Administrative Champions.

Introduction

A virtual organisation is termed as an HR Champion if its policies are directed towards the welfare of the human resource. The rights and needs of the human resource are the central focus of all the activities conducted by the virtual organizations and its human resource development. The virtual organisation does its best to ensure a safe and congenial working environment, maintaining healthy human relations, work-life balance, fair salaries and respect for every employee.

At the centre of many HRM approaches to virtual organisational transformation and culture change is the concept of the HR Professional as change agent or idea champion or change advocate. HR Professionals know the organisation works and understand its culture, challenges and strengths.

HR professionals need a working knowledge of the organisational structure, business processes and major policies of the organization. HR champions must apply their expertise to facilitate transition for their entire workforce. Employee advocate or advocacy is the promotion of an organisation by its potential employees. A virtual organisation may ask employees to actively promote the organisation, often through social media, as an element of their jobs. However, the most compelling employee advocacy consists of freely-offered communication on the part of the workforce.

HR Champion means a person who strives to find out how great he or she can be, talks soft, smart, acts big and learns lessons from losses. Focuses on continuous daily improvement and always competes with purpose and passion. Employee Champion is essential in challenging stigma and increasing understanding of morale in their workplaces. HR Professionals can create a good working environment that is supportive and understanding towards employees experiencing psychological problems. Employee Champions provide them with resources for the workplace, support, good practice advice, peer networking and learning opportunities. Being part of a professional's network of like-minded individuals where HR Professionals can learn and share knowledge. Like-minded people who have the passion to create change.

For years HR Professionals have been so concerned with being strategic business and results oriented, that perhaps some of HR Professionals have forgotten the employees. There are times when the business partner and employee Champion role are in direct conflict with

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each other. However, there is a way that they can be proactive employee champions and make better strategic business partners as a result.

ABCDE - Dimensions for HR Champions

- **A-Administrative Champion**

HR Professionals play a key role in virtual organisations. They act like an administrative to consultative. HR Professionals must become partners with other senior managers by creating values and delivering results. Human resource will always need to be hired and trained; process will always need to be created and upgraded; organization culture, work culture will always need to be established and transformed. HR administrative practices create organizational capabilities that lead to competitiveness.

HR Professionals always give the priority to transaction cost i.e., reduce the costs associated with accomplishing and governing how the work is done. Cognitive psychology helps to create a shared mindset or culture within the virtual organisations that reduces governance costs and increases commitment.

Administrative Champions or Experts improve processes that apply the principles of reengineering business processes to human resource processes, rethink value creation, rethink how work is performed and measure human resource results in terms of efficiency and effectiveness. Deliverable building an efficient infrastructure.

HR professionals tend to focus on their role as “administrative experts” and “employee champions”, corporate level managers stressed their role as “strategic partners” and “change agents”.

The administrative role of HRM includes policy formulation and implementation, housekeeping, recording maintenance, welfare administration, legal compliance etc.

The HRM professionals focus on recruiting, pre-employment testing, reference checking, employee surveys, time keeping, wage and salary administration, benefits and pension administration, wellness programmes, maintenance of records etc. In some virtual organisations, administrative functions like policy maker, administrative expert, advisor, housekeeper, counselor, welfare officer, legal consultant etc. administrative functions are being outsourcing to external providers in recent times, with a view to increasing efficiency as also cutting operational costs, technology is being put to good use to automate many of the administrative strake. An HR champion helps the organisation to maintain compliance with many employment laws and standard practices.

- **B- Behavioural Champion**

Workplace Behaviour Champions are part of improving workplace behaviours project to address undermining and bullying in the workplace. The champion behaviour tool is a 14-item scale that measures three factors that are prominent in champion behaviours: expressing enthusiasm and confidence about the success of the innovation; persisting under adversity. The 14-champion behaviour measure can be used to identify existing champion behaviour gaps within an organisation. There are three steps involved in using this tool:

- i. Use the results of the analysis to inform implementation planning of a new intervention. Specifically, the results of the champion behaviour measure can show organisations where they can build capacity to successfully implement a new intervention or innovation.
- ii. Administer the measure to all individuals involved with developing and implementing an innovation in an virtual organisation.
- iii. Collect and analyse responses to the measure to see if a champion exists within an virtual organisation. In addition, analyse responses to see if there are strengths or gaps in champion behaviours across a virtual organisation.

Dave Ulrich challenges HR Professionals to define the value they create for customers and employees. Delivering results means focusing on the outcomes and results of human resources work. Organisational capabilities, Ulrich notes has the pace of change required by technology, globalisation, profitable growth and customer demands places workforce competence and organisational capabilities at center stage. In organisational capabilities are things an organization does better than its competition, a source of competitive advantage. Ulrich presents a framework that clearly shows four key roles that human resources professionals must fulfill in order to add the great value to the virtual organization. The two axes represent focus and activities. HR professionals must focus on both the strategic and the operational, both long-term and short-term. Activities range from managing processes to managing people.

- **C-Change Champion**

There is nothing so certain than the fact that things change in the workplace whether it is a change of direction for the business, the need to downsize, new technology or a new CEO. Because of this, there are real benefits to an organization to appoint a change champion. HR Professionals know that change brings stress and uncertainty with it and HR professionals know that there are those within the workplace who will find it overwhelming and those who will embrace it and be excited by it. It can be really difficult as a HR Professional to know to help those who struggle with the challenge of change and even more difficult at times to change attitude; HR Professional make their own judgments about the value of change and decide whether they see it as a positive or negative thing. What can help human resource as a HR Professional, though is to look out for those individuals who have taken a positive perception of the change, to harness their motivation and positivity and use it to try and help bring along those who feel more negative. Virtual organisations might call these HR Champions for change. The closer a change champion is to the key stakeholders in the change, the greater the chances of success.

A Champion is usually open to feedback, new ideas and they are often, though not always, quite creative. They embrace change, think critically and are not afraid to move from the way things have always been done. They are able to interact across the virtual organization and make connections between others. The champions understand the theory and apply the tools of change. They lead transformation by doing it first within the human resources function. They serve as catalysts for change, facilitators of change and designers of systems for change and creating a renewed organisation.

HR Professional is the employees' voice, catalysts and facilitators and designers of both work culture change and capacity for change. Someone in a senior position who supports and encourages changes in the way that an organisation operates. Someone who is in charge of a programme to change the way that a virtual organisation operates. HR who voluntarily takes extraordinary interest in the adoption, implementation and success of a cause, policy, program, project. Employees will typically try to force the idea through entrenched internal resistance to change and will evangelize it throughout the virtual organisation.

Culture champions are energetic and supportive of the change. The main champion of culture is the leader. But in any virtual organisation that is looking to either change or otherwise continuously improve its culture. Culture champions have natural credibility and leadership skills. Culture champions have the ability to make tough decisions.

- **D-Decision-making Champion and Direction Champion**

Proactive insight of employee has an impact on their decisions. Proactive identity and implement tactics have to increase employee satisfaction, engagement and commitment.

The virtual organisation and coordination of the activities of a business are ordered to defined objectives. These are executed by the HR Champions. The directors and managers have the power and responsibility to make decisions and oversee a virtual organisations. The size of management can range from one person in a small organisation to hundreds or thousands of managers in virtual organisations.

Virtual organisations have numerous systems. The ability to design, integrate and operate these systems is the essence of effective organisations. Building new organisational capabilities call for performance management programs aligned with the desired outcomes and executing strategy.

HRM is all about making decisions. Choosing the right candidate for the position available is not something that should be left to chance or guesswork. The role of decision-making in HR is a complicated one and using the technology and recruitment software available, will be able to make decisions that are based on true evaluation of all the factors.

HR department professionals play an important role in the processes of defining and implementing organisational strategies. From this perspective, decisions made by HR professionals directly influence organisations' competitiveness.

HRM has to provide some interesting and important directions for future work, and consider ways to bridge the gap between the science and practice of HRM.

- **E-Employee Engagement Champion**

Identifying and establishing employee engagement champions in different HR teams throughout business can help identify and share examples of employee engagement of action in their teams. Employee engagement champions have a key role linking managers with the ideas and experiences of employees. The role of employee engagement champions can be as broad as employees like. The role of engagement champion is not time-consuming. It would be a voluntary or additional part of an employee's job. Employee engagement champions need to be willing and enthusiastic – who already understand the importance of engagement and are keen to help the virtual organisations improve. They could be in any area and at any level of the virtual organisations.

Employee engagement is the willingness and involvement of the employees to work for the success of an organisation by devoting most of their focus and abilities. Engagement begins with employees' clear understanding of what they should be doing on the job. Employee engagement champions need information and guidance to help them in their role. This will also help you ensure shared understanding and consistency of approach across the business. It helps to shape and embed employee engagement champions in everyday HR practice with champions could discuss the idea with other senior managers and gain overall agreement to the approach.

The key qualities for engagement champions are: Understanding of engagement – what it means and its virtual organisations benefits. Enthusiasm and energy for the subject or area that they will be the engagement champion for knowledge of the virtual organisations and the people in their area.

Employee Engagement Champions listen and respond to employees and find the right balance between demands on employees and resources available to employees. They promote employee contributions, increase employee commitment, engagement (involvement) and capability.

Conclusion

HR Practitioners have a role to play in business strategy, transformation and change management, but virtual organisations also need to remember that part of the HR Champions

role should be understand and advocating for the employee. Finding ways to connect with employees is how HR Champions can gain their trust, understanding their issues and build strategies to improve the productivity of workplace. That is, being a proactive HR Champion can actually help human resources to be a better strategic business partner.

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