

THE ROLE OF HR IN REORGANISING THE PRIVATE SECTOR FOR ECONOMIC DEVELOPMENT

PRESENTED BY

BEATRICE NANYINZA MWILA FZIHRM, MSc HRM, ADV DIP BUS
MANAGEMENT, BBA DIP BUSINESS ACCOUNTING

FOUNDER & CEO – CONSULTANT

CONNECTING BRIDGE CONSULTANCY LIMITED

AT THE ZIHRM 25TH ANNUAL CONVENTION & EXTRAORDINARY
MEETING

HELD AT AVANI VICTORIA FALLS HOTEL ON 26TH OCTOBER, 2022

INTRODUCTION

Most changes in this world do not take place in a vacuum – artists and poets create their works in **response to the times** in which they live, wars emerge out of economic and political pressures, and companies change their structures in response to the need to follow their shareholders, customers, environmental trending trends.

Therefore to better to better understand HR's role in organisations today, it is useful to understand how companies themselves are changing trends that are causing these changes to occur.

Perhaps most importantly, organisations are under intense pressure to **be better, faster and more competitive.**

GLOBALISATION

The tendency of firms to extend their business to new markets abroad, and for business everywhere, the rate of globalization in the past few years has been nothing short of phenomenal.

Production is being globalised, too, as manufacturers around the world put manufacturing facilities where they will be most advantageous an example of Dunlop Tyres.

TECHNOLOGICAL ADVANCES

Technology is also changing the nature of work. For example , telecommunications already makes it relatively easy for many to work at home, and the use of computer-aided design/computer based aided manufacturing (CAD/CAM) systems plus robotic is booming.

Manufacturing advances like this will eliminate many blue-collar jobs, replacing them with more highly skilled jobs and these new workers will require a degree of training and commitment.

As a result, to remain competitive, jobs and organisation charts will have to be redesigned, new incentive and compensation plans instituted, new job descriptions written and new employee selection, evaluation, and training programmes instituted with the help of HRM.

WORKFORCE DIVERSITY

Workforce diversity is another major work-related trend.

Specifically, the workforce is becoming more diverse as women, minority-group members, and older workers flood the workforce.

Organisations are complex to manage with baby boomers, millennials and gen zeds all in the same environment.

Employees that bare full time yet have a side hustle or former fully fledged entrepreneurs now in employment.

HUMAN RESOURCE MANAGEMENT

It is a critical partner, piloting organisations in areas such as; Organisation Development, Talent Management and Development, Formulating Strategic approaches to the utilisation of employees to serve the business goals.

This modern approach impacts HR services such as : Design of work positions, Recruiting, Reward, Recognition, Performance Development, Appraisals, Career and Succession Planning, all of which are strategic contributors to business success

HRM CONT.

The role of HR partners is essential to any organisation. Specifically when we assess the various reasons for business reorganisation with some common examples being – cost reduction, incorporation of new technology, improving competitive advantage, or even to make better use of talent, that role becomes more relevant.

RE-ORGANISING

Currently, many businesses who are still reeling from the impact of the novel coronavirus, have been forced to undertake a serious and swift examination of their business and to implement measures necessary to ensure the viability of the company and the employment.

Any restructuring whether big or small has the potential to revive a declining business or even position the company for growth, HR's role throughout this exercise must not be taken lightly.

One such role includes communication with stakeholders

COMMUNICATION

- With restructuring usually comes anxiety for both management and employees. Hence it is HR's role to devise a communication strategy to outline the purpose of the restructuring , as well as to address any concerns and possible support and reaffirm business goals.
- HR provides any necessary communication to internal stakeholders on the direction or progress of the restructuring.

RETENTION

Retaining critical employees throughout the change or a series of changes is never an easy task, however, it is a task which cannot be ignored. At this point emotions are heightened, and employees are likely to make rash decisions. Of course communication plays a huge role at this point. While there maybe many reactive approaches to such a circumstance, a proactive strategy may prove more beneficial and more effective. Reflecting on the proverbial 'Straws that broke the camel back,' it is imperative that we manage the pile up of dissatisfactory events even before the change occurs.

HR professionals must therefore stay abreast of the various retention strategies as well as have an enhanced awareness of where they are placed within the competitive market.

RETENTION CONT.

Not only after a change, but throughout the employment relationship we must pay close attention to the bonuses that we pay, the time or money we invest in the employees for training and development, internal promotion opportunities, as well as constantly improving workplace policies and procedures to reflect fairness, transparency and appreciation.

ECONOMIC DEVELOPMENT

Should the objectives of a reorganising be to position a company for growth or to simply achieve greater financial benefit overall, managing employee productivity should never fall by the wayside.

It is important for the business to continue performing at its optimal level.

During a restructuring, employees lose focus on their work and focus more on the fear of redundancy or any other changes that threaten their need. People managers must therefore create motivational programmes, invest more time in developing plans and set measure and incentives in place to keep employees engaged.

PAYROLL MANAGEMENT

Managing payroll and records is another critical action during a restructuring process.

The company's credibility is at stake. While this maybe more of an administrative function, it helps to restore the confidence of the employees in the organisation.

CONCLUSION

While all the aforementioned are critical during an organisation restructuring, it must be noted that each point can also be impactful before the restructure occurs.

Organisations should practice effective communications generally; we should motivate and develop our employees; keep adequate records; manage productivity and reward the contributing behaviours.

We should not do this only when a big change occurs.

In fact, sometimes change can happen so subtly that we do not recognise it.

Simple businesses survive through partnerships, partnerships with employees, customers, stakeholders, and yes, partnership with HR.