

# A Study to the Opinion of Management Practitioners on Implementation of Agile-HRM in Selected Organisations

Chaitanya Arun Sathe<sup>1</sup>, Dr. Chetan Panse<sup>2</sup>

<sup>1</sup>Symbiosis International (Deemed University)

<sup>2</sup>Symbiosis Institute of Business Management Pune; Symbiosis International (Deemed University)

## Article Info

Volume 83

Page Number: 7038-7043

Publication Issue:

May -June 2020

## Article History

Article Received: 19 November 2019

Revised: 27 January 2020

Accepted: 24 February 2020

Publication: 18 May 2020

## Abstract

In recent years, business across the globe is going through a transformation at a rapid pace. As business is growing, it would require an agile-based approach to suffice resources needs. Research has shown that an organization could achieve a significant strategic advantage in today's competitive and rapidly changing markets by adopting agile human resource management (HRM) methods over a traditional HRM processes. As organizations are scaling up in terms of size and revenues and markets are changing so rapidly, there is a need of adopting agile principles in enabling functions like HR, Training, Quality, Operations etc. It is an asked of an hour that organizational leadership should invest in agile process implementation to get market advantage. This study tries to find out degree of awareness regarding agile HRM concepts and its overall adoption as a practice, amongst the management practitioners in selected organizations who have implemented Agile methods in HRM functions.

**Keywords:** Agile, HRM, Strategic, Markets.

## I. INTRODUCTION

Agile is a philosophy and a set of management practices. All the practices of agile were first introduced in the Agile Manifesto published in February of 2001. These principles were developed by software engineers to speed-up software development process. Agile was previously known as Extreme Programming. During 80's decade, Fred Brooks at IBM argued about the idea of agile principles in his book- 'The Mythical Man-Month' (1975) after experimenting with smaller software development teams. Brooks noted that the multi-functional teams working closely and having clear and achievable realistic goals could deliver projects very effectively. He suggested three basic principles to achieve agility in true sense. Working closely with the customer to improve on learning and collaborations is the first principle followed by second principle where he talks about rapid development and customer connect and his third principle talks about coordination within the team

without overhead of middle management. The agility emphasises on continuously responding to organizational changes so that business can lead to a rapid outcome and high-performance delivery. The business environment is now occupied with the agile methodologies both in HRM and Delivery excellence functions. This study will try to find out what is the opinion of management practitioners and leaders at the organization on the extent of agile implementation in HRM practices.

## II. LITERATURE REVIEW

The Deloitte Global Human Capital Trends Report enlists HRM as a one of the topmost important challenge that organizations face, as more than eighty percent of respondents calling it important or very important in their survey. [4] Cappelli Peter has discussed about HR adopting to Agile methodology in his article published in Harvard Business Review. [1] Where he has discussed about HR functions especially in IT-organizations going 'agile-lite' by adopting to general Agile principles.

He has further mentioned that these HR functions adopt to a simple and agile mechanism of performance improvement by taking into considerations timely stakeholders' feedback. Gieles Hanneke has described in his white paper titled, 'Talent management as the beating heart of an Agile Organization', about the need of agile way of acquiring new talent by adapting to dynamic business demands for workforce and considering the ever-emerging business insights. [12] In such times the recruiters perform on real time feedback from stakeholders in quick iterations. Denning in a study try to focus on identifying the organisational success factors for an agile organisation. [3] Study findings shows that a organizations can deliver values to end users by adopting agile practices Denning in his other study clarified the value of several other Management functions that brings value to the clients.[7] The study emphasizes that the deployment of talent is more important in new age organizations which are highly strategic. Denning noted during in certain study conducted that in recent days, many organizations are adopting to widespread agile working right from business leadership initiatives to mid-management level operations. [9] Joroff, Porter, Feinberg and Kukla has drawn attention in a study on the factors which can lead to create agility in the operations. It discusses that agility implementation at functional and operational level requires an effective collaboration between organisation and tools. [18] Jackie Wiles says in his article, 'Talent acquisition today requires an agile recruiting approach that can anticipate and meet the changing needs of the business', that task-based sprints and team-based decision of agile philosophy is a key to success in today's rapidly changing markets and HR function has started adopting these agile practices.[23] Lauren Smith, Vice President and Team Manager at Gartner suggests that HR teams should be highly responsive to Business be highly attuned to the changing needs of both the business and industry. The research published in the Gartner Recruiting Team Optimization Diagnostics Report shows that the by adopting agile practices like- Recruiting focused continuous planning, making hiring forecasts reduces thirty seven percent cost per hire, market driven Candidate centric predictive hiring process could improve on waiting time to fill a new position by almost twenty two percent and By

making recruiting staff aligned to talent segments performing role of a recruitment specialist could increase the overall productivity of the function by thirty-one percent. Jaggars and Jones noted in their study and Sharlyn Lauby discusses in her web article, 'using agile practice implementations in HRM overcome top challenges recruiters face' regarding implementation agile execution that transforms strategic approach to realistic situations by providing rapid feedback required for decision making focused on building-up better collaboration within the organization.[17][20] Agile working is can ensure potential success for the orgnisation. Omar and Romli in thier article 'states that there are evaluating factors - applicability, effectiveness, and efficiency to major effectiveness of agile implementation approach in an organization.[2] Huzooree and Högfeldt in a case studies enlists the main challenges in organisational transformation with respect to agility which can be resolved by HRM and employees response towards this change.[14][16] Khan and Madhavapeddy discusses in their study regarding the core values of agile developments.[19] Holbeche in his a research study noted that organizations are rapidly adopting or adapting to agile transformation.[15] Joroff, Porter, Feinberg, and Kukla in thier article tries to explain organizational agility and business as well as technology forces helping in this transformation.[18]

### III. METHODOLOGY

The objective of this study is to know perspective of management leaders from selected organizations in Pune toward the adoption of Agile-HRM methods during the organizational transformation. The objective for the study is formed by reviewing several books, scholarly articles, case studies and other relevant publications. This study is been done using various statistical tools, charts and methods. For this study, SPSS data analysis tool is used to perform exploratory factor analysis on collected data. During this study basic demographic data of the respondents like- name, gender, role, experience etc. was collected along with their opinion for awareness regarding usage of Agile-HRM practices. Their choices of preferences were rated on the Likert scale- Strongly agree, Somewhat agree, Somewhat Disagree, Strongly Disagree and Not Sure. These options were given

numbers 5,4,3,2 and 1 respectively. Using the questionnaire method, qualitative data was gathered through web-based survey.

### A. Hypothesis

There is no significant difference in the management practitioner’s perspective towards implementation of Agile-HRM practices in the organization.

## IV. DATA ANALYSIS

This study is been carried out using survey method by collecting primary data. The questionnaire was of 25 questions which was made available on the web using Google forms. Notifications of this survey along with the link were sent to intended 75 management practitioners for organizations around Pune. Out of 75 approached employees only 57 were able to complete the survey. Employees from different age group, experience, roles were considered for this study. Out of total responses 60% were Male and 40% were Female respondents. 37% of the participants belong to the population group 41-44 years and 28% participants are belonging in age group of 35-40 years. 30% of the population was within the range of 30-34 years of age. while only 11% of the population were in age group of 40-45 years. 54% of the respondents were having done Post-Graduation while 42% of them have graduated. Out of all respondents 53% of the people were having project management experience with in the range of 36 to 72 months. 37% of respondents were playing role of Team leader and 32% of them were assistant managers. 16% of the respondents were playing managerial role and other 15% of respondents were playing higher roles in the organisations.

### B. Figures

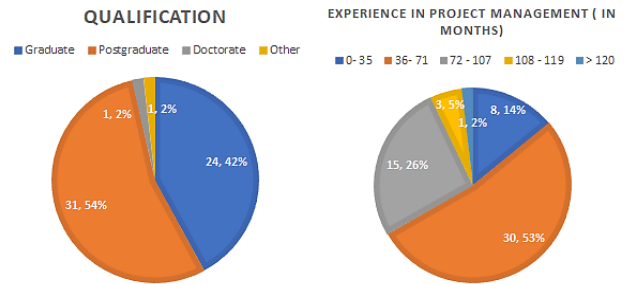
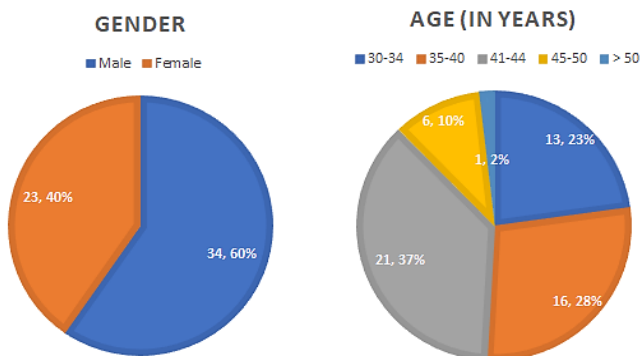


Fig.1: Demographic Analysis

It is observed that the majority of the respondents are highly educated male with significant amount of project management experience were familiar and agrees that Agile-HRM would have a greater impact on the organization.

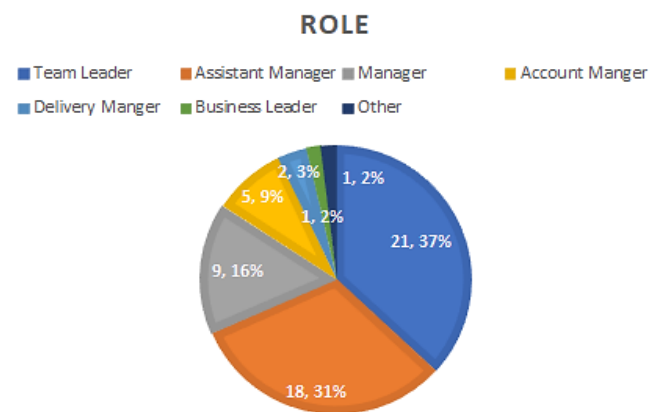


Fig. 2. Role of the repondent

### A. Data Analysis

An exploratory factor analysis is done for the collected data from the 57 respondents. Principle Component Analysis is used as an extraction method and Varimax rotation method is used with Kaiser Normalization method. As KMO measure of sample adequacy index is 0.763, which is > 0.6. hence the given sample size of 57 can be termed as adequate for the analysis. There is a strong correlation within the components as Bartlett’s test of Sphericity is statistically significant with p = .000 and df 21. Two-factors are identified out of seven components with the 2.82% of variance. The rotated component matrix depicts that two factors with Eigen value more than one were extracted with the loading of individual components on factors more than 0.638.

**TABLE I: DESCRIPTIVE ANALYSIS**

**Descriptive Statistics**

	Mean	Std. Deviation	Analysis N
V1	4.28	.648	57
V2	4.19	.693	57
V3	4.14	.789	57
V4	3.88	.825	57
V5	4.04	.778	57
V6	3.96	.755	57
V7	3.84	1.099	57

**Component Score Coefficient Matrix**

	Component	
	1	2
V1	.393	-.239
V2	.365	-.153
V3	.256	.037
V4	.199	.108
V5	.109	.233
V6	-.087	.411
V7	-.255	.509

**TABLE II: kmo & BARTIETT'S TEST**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.763
Approx. Chi-Square		216.017
Bartlett's Test of Sphericity	df	21
	Sig.	.000

**TABLE III: ROTATED COMPONENT MATRIX**

**Rotated Component Matrix<sup>a</sup>**

	Component	
	1	2
V1	.793	
V2	.820	
V3	.754	
V4	.685	
V5		.672
V6		.836
V7		.851

**Total Variance Explained**

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	2.771	39.581	39.581
2	2.297	32.821	72.402

Extraction Method : Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Two factors-

1. Management and Control

It includes-Impacted overall incurred Project Cost, Impacted project schedule intended towards delivery

Improvement in overall feedback mechanism and Reduction in time taken to replace any team member

2. continuous improvement

It includes- Growth factors, Continuous Improvement through real time continuous feedback and value addition

**V. CONCLUSION**

Agile HRM practices implementation will lead organisational efficiency. Most of the management practitioners agree that agile HRM methods could save a lot on cost and improves efficiency of HRM as well Agile HRM practices helps immediate response to resources. With reference to this study and analysis we can conclude that relationship between the Agile-HRM practices implementations and productivity is a direct. Agile practices in HRM are not adopted in several organizations. Hence it is recommended that adopting to these practices, organizations can improve on Productivity,

efficiency and effectiveness. Management Control and Continuous improvements are two most important factors regarding the implementation of Agile-HRM practices.

## .REFERENCES

- [1] P. Cappelli and A Tavis, A' HR Goes Agile'. Retrieved February 2020, from <https://hbr.org/2018/03/the-new-rules-of-talent-management#hr-goes-agile>. 2018.
- [2] H Alaidaros, M Omar and Romli, R. 'The Key Factors of Evaluating Agile Approaches: A Systematic Literature Review. International Journal of Supply Chain Management, 8(2), 954-964. 2019
- [3] Denning, S. (2019). Lessons learned from mapping successful and unsuccessful agile transformation journeys. Strategy & Leadership. 2019.
- [4] Deloitte "Rewriting the rules for the digital age."2017 Deloitte Global Human Capital Trends. Deloitte University Press, 2017. Web. Jan 2020.
- [5] S Denning."The emergence of Agile people management", Strategy & Leadership, Vol. 46 No. 4, pp. 3-10. 2018.
- [6] S Denning." Lessons learned from mapping successful and unsuccessful Agile transformation journeys". Strategy & Leadership, 47(4), 3-11. 2019.
- [7] S Denning. "The emergence of agile people management. Strategy & Leadership, 46(4), 3-10. 2016.
- [8] [8] S Denning. "How major corporations are making sense of Agile. Strategy & Leadership, 46(1), 3-9. 2018.
- [9] S Denning. "The ten stages of the agile transformation journey". Strategy & Leadership, 47(1), 3-10. 2019.
- [10] S. Denning, " Why Agile can be a game changer for managing continuous innovation in many industries", Strategy & Leadership, 41(2), 5-11, 2013.
- [11] T Dingsøyr., Nerur, S, Balijepally, V and Moe. N.B, " A decade of agile methodologies: Towards explaining agile software development, The Journal of Systems and Software, 1-9, 2010.
- [12] H Gieles , & Meer, W.V.D. "Talent management as the beating heart of an Agile Organization. Retrieved February 2020, from [https://humanresources.report/Resources/Whitepapers/afd72426-b34a-4eed-8e03-cfc4c171f1d4\\_Prowareness-Whitepaper-agile-hr.pdf](https://humanresources.report/Resources/Whitepapers/afd72426-b34a-4eed-8e03-cfc4c171f1d4_Prowareness-Whitepaper-agile-hr.pdf), n.d.
- [13] D. Hodgson. "Controlling the uncontrollable: 'Agile' teams and illusions of autonomy in creative work. Work, employment and society", 27(2), 308–325. 2013.
- [14] M. Högfeldt and L Lindwall. " Human Resources' Role in an Agile Transformation – A Case Study at Volvo Cars", Chalmers University Of Technology, Gothenburg, Sweden. 2018.
- [15] L.S. Holbeche., " Organisational effectiveness and agility, Journal of Organizational Effectiveness: People and Performance, 5(4), 302-313, 2018.
- [16] G Huzooree and Ramdoo, V.D. (2015). " Management. International Journal of Computer Applications", 11(5), 10-15. 2015.
- [17] D Jaggars and Jones. " Performance Measurement and Metrics". Emerald Publishing Limited, 1467-8047.2015.
- [18] M.L. Joroff, W.L. Porter., B Feinberg andC Kukla. ,"The agile workplace, Journal of Corporate Real Estate", 5 (4), 293-311.2015.
- [19] I.A Khan and Madhavapeddy, S. "Agile Future of Human Resource Management, International Journal of Management and Applied Science, 2(11),48-50.2016
- [20] S Lauby. " Using agile recruitment to overcome the top challenges recruiters face". Retrieved February 2020, from <https://www.mindjet.com/blog/2019/06/using>

- agile-recruitment-overcome-top-challenges-recruiters-face/. 2019.
- [21] S V Shrivastava & U Rathod “ Risks in distributed agile development: A review. Procedia - Social and Behavioural Sciences”, 133, 417 – 424. 2014.
- [22] K Tran. “ Agile Recruitment: Is it Better than the Traditional Approach? Retrieved January 2020, from <https://blog.trginternational.com/agile-recruitment-is-it-better-than-the-traditional-approach>. 2018.
- [23] J Wiles. “ Why You Need a More Agile Recruiting Approach. Retrieved February 21, 2020, from <https://www.gartner.com/smarterwithgartner/why-you-need-a-more-agile-recruiting-approach/>. 2019.