

Factors Affecting Internal Human Resource (HR) Consultant in Organizations: An Exploratory Study

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Abstract:

The objective of this research is to understand and explore the factors that consider for becoming an effective internal human resource (HR) consultant in the organization. For achieving this objective the researcher uses the exploratory study as a purpose of research. Six preeminent factors in the competency of internal HR consultancy are measured. They are HR functional knowledge, Knowledge of business and HR strategy, Employment Relations, Change Agent, HR Business Partner (HRBP), and HR Leadership. The center of the attention of this paper is mainly on qualitative approaches. It investigates and studies numerous published materials. Research and books proved that the above-mentioned factors play a pivotal role to become an internal HR consultant in the organization. The proposed internal HR consultancy model presented in this paper highlights the prime factors that are needed for internal HR consultant role and this model also helps both internal clients and organizations to rethink their current HR approaches, process, and strategies to the internal HR consulting processes. This research serves as an exploratory study that can be expanded more broadly in the future.

Keywords: Internal HR Consultant, HR Functions, Employment Relations, Change Agent, HR Business Partner, HR Leadership.

1. Introduction:

At our workplace and in our leisure time we are often confronted with difficult people and embarrassing situations and they seem to come at us from every angle. Why are some people just complicated to get along with? In a social situation, people may choose whether or not to spend time with this kind of people. But, at the workplace, that luxury is not available. People need to work alongside with these dissatisfied, demotivated people by maintaining effective working relations with them. But the problem is that, is it the way to achieve organizational objectives, of course not (Mannering, 2000). Today, no organization wants to hire wrong persons just to end up by firing them. They

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don't want to have people who will not do their best, and they even won't want to waste time with useless interviews. In that case, HR professionals play a pivotal role here. Organizations are looking for effective, knowledgeable and experienced HR specialists who will be hiring right persons for organizations, assuming that hiring right persons will result in a satisfactory relationship in between management and workforce (Mannering, 2000). Besides, organization's success widely depends on recruiting right people at the right time and placing them in the right positions. In addition, managing a HR is now well considered as one of the most significant skills for employability in the business. Being skillful to communicate, enable others to complete work, and meet targets are possibly the most important abilities now (Mannering, 2000). Truly qualified employees can understand the objectives of their company and give their full efforts for achieving them.

Furthermore, the way the people are managed may create or demise businesses. Business professionals are repeatedly claiming that traditional ways of doing business needs to be changed (Khan, 2017). They assert that organizations require work process re-engineering, restructuring, information technology, outsourcing, merger, acquisition, etc., (Mullins, 2006). They also aver that organization should get rid of traditional HR which mainly deals with functional areas – recruitment to retirement. Rather HR should now deal with more strategic issues related to changes as stated above (Khan, 2017). To address such strategic issues, organizations need HR professionals and consultants who can take these big initiatives. Because any change requires employee acceptance and such acceptance enhances implementation of changes by the employees. To make employees accept changes and implement them properly, HR consultants can play a crucial role. Because, HR consultants may explain vision, mission, and objectives of the organization; what culture to form for the changes; and what ways of work to adopt, etc. to employees (Holbeche, 2010). To play such a role successfully, an internal HR consultant should possess a combination of characters from several dimensions. HR leadership (Holbeche, 2010; Rao, 2013; Munson, 1992; Clegg & Birch, 2002), knowledge of business and HR strategy (Holbeche, 2010; Bell, Lee, and Yeung, 2006; Ulrich & Brockbank, 2005; Vosburgh, 2007), HR business partner (Ulrich, 1997; Kearns, 2002; Caldwell, Thornton, and Gruys, 2003), employment relations (Armstrong, 2006; Dessler, 2008; Hackett, 1996; Torrington & Hall, 1995), change agent (Mullins, 2006; Hammer & Champy, 2004; Vosburgh, 2007), HR functional knowledge (Price, 2007; Dessler, 2008; Armstrong, 2006; Ferguson, 2017) are some of the most important ones.

1.1. Consultancy and Role of Internal HR Consultant

A consultant can counsel employees properly and can make strategic decisions for the company. In general, consulting is providing independent services to meet a variety of client needs in exchange for money (Nash, 1999). Consult means to "ask advice of, seek counsel from". The principle is that a consultant provides information to the client that the client is unable to provide for itself. Consultancy is all about developing a positive relationship with the people (Heneghan, 2009). A consultant should have the ability to counsel other people. Basically, counseling is a technique to answer the client's problems quickly (Redman, 1995). A consultative professional should have good diplomacy, communication, and interpersonal skills, strong capability to demonstrate own value addition to the organization, ability to communicate, truthfulness, courageous, problem-solving ability, self-confident, good imagination and judgment capability, psychological maturity, good physical and mental health, stability of behavior and action (Nash, 1999).

Internal HR consultants work with only one company's divisions, subsidiaries and new acquisitions and also the money they receive is their salary. Their first client is their employees, then managers and organization as a whole. They advise organizations on any aspect of human resources. They possess the necessary knowledge about people management and know about how to shape motivation of the people. Thereby, they are named as internal HR consultants. Primarily, they advise on HR plan, recruitment, training, performance management, job evaluation, compensation and benefits, employee motivation and retention, organizational restructuring and workforce diversity. They also handle organizational disputes. They make positive relationships with the collective bargaining (Nash, 1999). To deliver a sustainable superior performance all the way through people is the HR's final intention. This plan broadens HR beyond its customary heartland. So, they lead and smooth the progress of the way and focusing more on the business (Holbeche, 2010). In some way, HR must ensure that they properly administered transactional and officially authorized parts of the HR jobs and then a big leap for getting opportunity to develop the strategy, structure, and skills to go forward into an internal HR consultancy with the intention of dealing with talent, strategy, and change-oriented matters. Good news is these are learnable skills and HR professionals are willing, ready and even able to make this transformation. In contrast, the bad news is a very small number of organizations training their HR experts about these necessary skills (Vosburgh, 2007). Today, every HR

professionals are becoming more strategic and their goal is to add value to the business. In transactional approach HR professionals area of interest is recruiting, training, employees' pay and labor relations, their client is simply an employee and their business is based on transactions. Conversely, the arena of strategic approach HR professional's interest area is the strategy, organizational culture, and policy, the client is not only the employee but also the managers and strategic change or transformation approach is the basis of their business (Green, 2002). Now, HR experts and business experts both have the chance to realize the history which brings them to their current successful situation. They achieve this by doing necessary transformation and viability of HR function. The profession of HR has developed significantly and it's changing with the continuous change of economy and business (Vosburgh, 2007).

2. Problem Identification and Research Support from Others

Companies usually devise well thought out strategic plans which are supposed to be successful in reality. But, the evidence says that this is not what always happens. The absence of coordinated efforts from all functional areas may be one of the reasons for this. Companies fail to achieve coordinated efforts because during strategic planning process participation of all functional areas are not ensured. HR is one of such ignored areas. Therefore HR people cannot play a vital role in the board meeting and help to make important decisions (Vosburgh, 2007). In one hand, there is a contribution to the internal HR consultancy role which is observed from other research. It is studied that the role of internal HR consultant inherently contains dimensions of change agent and business partner role (Long, Ismail, and Amin, 2011). Besides, in order to become an effective and successful internal HR consultant, practitioners of HR should be adept in internal politics, self-selling, questioning, listening, presenting, and graciously accepting. Further, it is also observed that only three chief elements are measured in the competency of internal consultation. This includes knowledge in the area of project management, internal coaching ability, and the ability to be a solution provider (Long et al., 2011). Moreover, the following key roles of HR are essential for adding value to the organization and also key to the internal consulting role: strategic partner, administrative expert, change agent, an expert in employment relations (Vosburgh, 2007).

On the other hand, the relationship between internal HR consultant and the four factors i.e., HR functional knowledge, Knowledge on business and HR strategy, HR business partner, and HR leadership has not yet been studied. So,

it is momentous to address these four factors along with change agent and employment relations and its contributions towards efficiency and success of internal HR consultancy role. Researcher, therefore, analyzed these six factors and showed that these six factors have a great impact on developing an effective internal HR consultant who could continuously add value to the organization.

3. Research Objective

The objective of this study is to explore the factors that make an effective internal HR consultant and also how a person becomes successful internal HR consultant by giving advice at his or her organization by hiring the right people for the right positions. Simultaneously, appraising, developing, and motivating them for ensuring highest employee retention and organizational productivity as well. In addition, the aim of this research is to show that internal HR consultancy is not only about developing and managing good human resources or a good HR team for the company but also making a sustainable difference to the fortune of the organization, internal and external stakeholders at large.

4. Research Philosophy

Interpretivism research philosophy is used in this research paper. Interpretivism research philosophy helps researchers to be aware of the differences between human roles (Saunders, Lewis, and Thornhill, 2009). This research is all about how to manage people successfully by being an internal HR consultant in the area of HRM. Interpretivism research philosophy gives importance to people, more specifically on the differences between conducting research amongst people. Interpretivism research philosophy is value bound, qualitative, motivation related and focus on the realistic situations (Saunders et al., 2009). More to the point, the main approaches of interpretivism philosophy are: the research is conducted on the basis of collecting qualitative data, not the quantitative data, a humanist approach, not scientific approach (Collis & Hussey, 2009). And the area of this research work is all about humanist, which is the main reason for choosing interpretivism philosophy.

5. Research Methodology

How can we create a position for an internal HR consultant in the organization, how this internal HR consultant can work for an organization and what factors are responsible for making this internal HR consultant successful in the organization are the main issues of this study. To achieve these goals,

exploratory research techniques were used in this paper. The exploratory study emphasizes on how to discover new occurrences in the arena of a chosen research topic, to look for new imminent, and to explore the literature (Saunders et al., 2009). Exploratory researches are conducted when researchers in a particular area are not abundant and few theories are available (Collis & Hussey, 2009). To explore this, researchers applied secondary data analysis as well as personal observation method. Sources of secondary data are magazines, journals, articles, books etc. Information collected from these sources are extensively reviewed to know about internal HR consultant concept, what work they do for the organization and what factors may make them effective. Personal observation method covers a researcher's job experiences from here and abroad.

6. Literature Review

Businesses are now global and internet enabled. Nowadays, employees are recognized as the most valuable resources for the company, and the HR department focuses on organizational talent, retention of the employees, capability, and taking the challenge to an effective consulting organization by producing internal HR consultants for the future of the business. Over the last century, HR experts changed and developed significantly. They have got the opportunity to work with business leaders and to understand properly the history of the business that takes us to our present places. Dave Ulrich in his book "Human Resource Champions" said, HR considered necessary for HR. HR is needed for HR manager to become a strategic partner of the company by aligning human resource and business strategy, by managing organizational transformation and change and by managing firm's infrastructure with implementing work process engineering (Ulrich, 1997). In fact the demand, expectation, living standard, buying capability, choice of the customer and the economic condition of the country is changing day by day. Work process engineering brings high customer loyalty by meeting their demand for high-quality products and ensuring low price and quick service (Ulrich, 1997). In order to achieve the objective of this paper, six principal factors in the competency of internal HR consultation are measured and demystified.

6.1. First Factor: HR Functional Knowledge

The term Human Resource Management (HRM) describes functional activities of HR. HRM deals with the process of employees from successful induction to retention, retirement or release of the employees. In this factor, we set out to

understand the purpose of HRM by explaining HR function. HRM put forward on theoretical insights and practical support in the area of managing people, for instance, recruitment, selection, performance management, teamwork and organizational planning (Price, 2007). In earlier times, the HR was named as personnel management. Today, personnel management is mostly replaced by the term HRM and HR.

The overall aim of HRM is to make certain organizational effectiveness and success in the area of productivity through people. The role of a personnel department is to help with the attainment, advancement, and retention of the human resources compulsory for the triumph of the business. HRM is dealing with people and managing them as an organizational resource (Armstrong, 2006). Alternatively, Dessler (2008), defines HRM in a bit different way that means where he stresses more on HR function. From the viewpoint of Dessler (2008), human resource management deals with HR policies and practices involved in carrying out the employees or human resource aspects of an organization position, which includes employee hiring, selecting, training, appraising, reviewing their performance and then motivating them. From the above two definitions, it is stated that Gary Dessler more valued the people as an important resource of the organization. In that case development of people and organization is the vital issue for HR professionals, which is achieved through proper practices of HR functions. Therefore, in order to be a successful and effective internal HR consultant, they need to be knowledgeable in the area of HR functions. HR requires mastery of following prominent functional areas: job analysis, workforce planning, recruitment and selection, employee orientation, training and development, performance management, employee incentives, compensation, benefits, rewards, compliance, terminations, employee and labor relations, health, safety and fairness concerns (Brunot, 2017; Ferguson, 2017; Dessler, 2008; Nyausaru, 2014; Armstrong, 2006; Skeats, 1991; Hackett, 1996; Barker, 2000; Roberts, 2003; Kikoski, 1998; Munson, 1992; Stark & Poppler, 2009). HR portrays an in-depth list of personnel duties and functional activities at the heart of every organization (Ferguson, 2017). Because, the primary purpose of the organization is to employ the capable and adept workforce and withhold it for fulfilling the personal, operational and organizational business objectives.

6.2. Second Factor: Knowledge of Business and HR Strategy

HR is not only about delivering great people strategies but also delivers great organizational strategies (Holbeche, 2010). A sound knowledge of business and

HR strategy helps an internal HR consultant to take actions relevant to the organization to become an effective internal HR consultant. To form a useful purpose and to obtain the desired result every successful organization unavoidably relies on the ability and skill of people. Understanding of business strategy and its language recognize an internal HR consultant to be successful. He or she has to know how the business makes a profit and also able how to satisfy their employees (Bell et al., 2006). Every internal HR consultant should know about the company's mission, vision, goals, and objectives. They should know about companies' long-term goals and on the basis of that what is company's mission activities. Formulate and execute HR strategies and practices which produce competencies and behaviors of the employees that organization needs to attain its strategic aims (Dessler, 2008). As a result, an internal HR consultant can utilize its human resources by aligning HR strategy with the business strategy. Area of the business strategy includes HR strategy, talent management, organizational culture, innovation, and renewing growth and development (Vosburgh, 2007). Therefore, HR's highest and utmost opportunity is to contribute to the business strategy and having a good business knowledge increases overall business performance (Ulrich & Brockbank, 2005).

6.3. Third Factor: Employment Relations

Employee relation is concerned a good professional relationship between employee and employer in the organization (Armstrong, 2006). Besides, employment relations are a convincing and difficult part of a study which engages good relations, regular connections and effective communications of employees, employers, trade unions and government on an expected basis. To ensure a good employment relations, HR professionals, like an internal HR consultant must maintain day-to-day interactions with their employees, practice all HR functions effectively, ensure justice and fair treatment in the workplace, maintain employee health and safety and fair disciplinary procedure and also to ensure an effective labour relations and collective bargaining (Armstrong, 2006; Dessler, 2008). At the same time, they should have ensured a good health and safety environment for the employee, arrange training on how to reduce hazards, provide clean water, and prohibit the use of drugs, alcohol, and smoking (Armstrong, 2006). Labor relations act gave union's legal shield and granted employees the right to unionize, to engage in concerted activities for the purpose of collective bargaining (Dessler, 2008). The main issue in collective bargaining is about pay rate. It helps to watch over

employer practices and ensure that employees get their rights and to show and emphasize their power, they are legally allowed to know the salaries of their employees (Dessler, 2008). Employees who are represented by the trade unions have the power to sway the decisions regarding pay level and conditions of work.

Moreover, the employment relationship is calm, cooperative and acquiescent, so to keep this smooth relation an HR professional can become a successful internal HR consultant by having a sound knowledge of a disciplinary procedure. As for example, dismissal of an employee. When a business decision requires dismissals, because of redundancy or on the grounds of employee deficiencies; human resources are removed in much the same way as any other factor of production (Dessler, 2008). So, HR experts can do or have the right to dismiss their employees for numerous reasons i.e., incapability, redundancy, continuous bad behavior, and misconduct, breaking the organization's law etc., under fair dismissal process (Torrington & Hall, 1995; Hackett, 1996; Dessler, 2008). Likewise, they must be careful about unfair dismissal procedure as well. They have to be highly aware of the grounds on what basis they can dismiss their employees, otherwise, it will consider as unfair dismissal (Hackett, 1996). Therefore, an internal HR consultant must have a better understanding of employee and labor relations in order to be successful in organizations.

6.4. Fourth Factor: Change Agent

Business is dynamic and the change process of the business is imminent and incremental. Without skilled human resources, a company can't survive in this changing business era. Most of the organizations are involved in the change process to improve their overall business performance. From the viewpoint of HR consultant, it's an inevitable and predictable part of organizational life. Moreover, an organization is not a standing tree. It's a dynamic process. Organizational design involves grand redesign of the whole organizational process (Armstrong, 2006). Besides, organizations' internal HR change agents focus are; 1) work process re-engineering and 2) downsizing etc. (Vosburgh, 2007). When an organization goes through change process for the company, for example by doing work process engineering, restructuring, downsizing, setting up new information technology, outsourcing, a shift to a new location, merger and acquisition that time most of the employees experience a sense of loss (Mullins, 2006).

Firstly work process re-engineering, as for example which is changing the

current working ways with involving new technology, thoughts, and new concepts, putting the new design into effect and achieving remarkable improvements. According to Hammer and Champy (2004), reengineering is all about going back to the beginning and inventing a better way of doing work. However, because of organizational change employees think that they will lose their job, working hours, salary, loss of colleagues, not only that but also they resist to change the difficulty of learning new skills, coping with new working ways, they feel job insecurity and finally, it turns into organizational stress. As a result, it creates a negative effect on employees' personal life and organizational productivity. It is kind of obvious and crucial that HR people in the organization can change organizational traditional process by taking initiatives like restructuring, re-engineering, etc. But the most important question is how and by whom they are going to implement it. The answer is obvious and that is, "by employees". Besides, an organization wants to keep people who are challenging, creative, thirsty for learning new ideas, techniques and clearly, they are not resistance to change. Before initiating any change process make sure that employees are not resisting the change process and it is related to the company's mission activities (Withers, Williamson, and Reddington, 2010). Therefore, before implementing work process re-engineering in the organization an internal HR consultant should foster their employees by arranging training program on how to cope up with numerous changes; like new working ways, organizational culture, and customer service to avoid any resistance from them.

Secondly, downsizing as for example is another part of the organization's strategy by which an internal HR consultant can trim down their unnecessary employees or workforce during recession time that is intended to improve organizational performance. From management's point of view, downsizing is an organizational strategy which involves trim down the size of the workforce. Alternatively, according to affected employees and survivors downsizing is a group of stressors related to workforce reductions which require cope up and adaptation with the new processes. Some employees are negative and even express aggressive behavior when they heard that downsizing decision leading to the layoffs (Vosburgh, 2007). Therefore, an HR consultant can play a vital role in communicating properly with the employees and management through analyzing recent economic situations. To become a successful internal HR consultant it is very important to have a sound knowledge of organizational change process and also to act as a change agent in the organization. At the same time, they must understand and properly communicate to their managers, subordinates, and employees about the upcoming changes in the organization.

6.5. Fifth Factor: HR Business Partner (HRBP)

An internal HR consultant as a business partner is a different role. The position HR business partner serves as a consultant to management on HR aspects and is responsible for aligning business objectives with workers and management in designated business units (SHRM, 2018). HR experts are adding value to the business as a HR business partner (HRBP) by incorporating business strategy with HRM practices (Caldwell et al., 2003). In that case, for achieving highest competitive advantages and also for achieving organization present and future objectives, an internal HR consultant should be working very closely with the head of every operational department (Kearns, 2002). As a result, an internal HR consultant will be able to know about the business and all departments' functional activities. So, it is easy for him or her to formulate a solution regarding a business problem and take part in the organization's decision-making process (Kearns, 2002). Further, to have a better understanding of HR business partnering role an internal HR consultant should be expert in administration, should be skilled to re-engineer the business process, work in the organization as a change agent, championing the employees by listening them effectively and supporting the business and HR strategy together by being a strategic partner of the organization (O'Halloran, 2017). According to Vosburgh (2007), strategic partnering is the first role and act as a business partner is the second most important accountability for HR experts. Besides, acting as a business partner is so highest value-creating activity for the HR practitioner by whom a company can ensure competitive advantage in the competitive business field (Kearns, 2002). Moreover, the competencies include knowledge of technological, strategic and financial capability; knowledge of recruiting, selecting, developing, appraising, rewarding, communicating and organizational planning; and knowledge of innovation, transformation, problem solving, relationship and role influence are needed for internal HR consultant for their HR business partnering role in the organizations (Ulrich, 1997). Therefore, internal HR consultant will be able to add value to the business by understanding business operations, HR practices, and change management and become accustomed to HR and actions of organizations to modifying business positions and conditions.

6.6. Sixth Factor: HR Leadership

Generally, the leader focuses on people and inspires trust (Mullins, 2006). Without leaders team cannot perform well, without a good team organization can't achieve their goals and objectives and a team is a combination of people

who are led by a leader. A leader can lead, teach and empower people for making decisions about how to do the work (Mullins, 2006). Furthermore, HR leaders are like other business leaders. HR leaders provide direct or indirect service by acting as line managers with the team. The entire organization is their playing arena. HR leaders' use business processes as their products for production and effective delivery to the end users of the company. This service they ensure by using people as raw materials (Holbeche, 2010). HR leaders are concerned with people and it doesn't mean that they disregard the task (Clegg & Birch, 2002). HR leaders deliver direction to the employees, lead and influence them with courage, promote a team environment, motivate and develop employees and learn continuously (Holbeche, 2010). HR leaders bring a massive change for the company by integrating employee and organizational strategies. They solve problems, size up situations, determine solutions and take effective actions (Long et al., 2011). To become an HR leader he or she needs to be a good listener, should have a sense of humor, personality, good presentation and communication skills while working with the group (Munson, 1992). Although, HR leaders most of the time treated as facilitators, not value creators. Because, HR leaders train and groom leaders to become chief executives rather than become chief executives themselves (Rao, 2013). Though it is not possible for a HR leader alone to change the fortune of the organization, although by having HR leadership qualities as well as other five factors an internal HR consultant can change the fortune of the organization that's for sure.

7. Findings and Implications

It is been studied in this paper, the traditional HR experts basically focus on transactional function - hiring, training, disburse and industrial affairs. HR people work as a supporter. They develop leader and CEO without being one of them by themselves. They do not work for the core area of the organization (Rao, 2013). Here we see the problem and the problem is the traditional approach of HR activities. So, in order to achieve the ultimate purpose of this study, HR must think and work outside of their box. In one hand, could you imagine why teachers become head teachers and pilots with flying experience become the air chief marshals in the air force? The answer is, they belong to core areas of an organization, where they can comfortably manage major operations and activities as they have come from core functional areas. On the other hand, the people who belong to noncore functional areas play a supporting role to the people coming from core functional areas. In reality, this is what happens in the case of HR people and HR practitioners. They support chief executives rather

than stepping into their shoes. Basically, they are the kingmakers but who rarely become kings (Rao, 2013). So, in order to achieve this rewarding title, the researcher trying to prove that HR is the backbone of every organization, because they handle issues from recruitment to retirement, employee induction training to innovation training, assist executive to chief executives and train a learner to become a leader. In addition to HR functional activities, they should have taken part in the decision making process, organizational change process, leading the organization, act as change agent, act as HRBP and ensure a sound employee-employer relation in the organization. These knowledge, skills, and expertise required to transition from a traditional HR expert to an internal HR consultative practitioner.

In this study, it is observed that having a sound knowledge of HR functions and its strategic practice in business allow an internal HR consultant to maintain a good professional relationship between employee and employer. This employment relationship is one of the most prioritize responsibility for internal HR consultants. Because they are responsible for providing counseling, offering training and developing opportunities to the employees that make employees accept changes. This responsibility is essential which has made HR professionals as the key agent to changes. To make any change happens in the organization HR serves as an HRBP which is a consultant to management in the area of HR and aligns individual employee's objectives with business objectives. So, this massive value-adding internal HR consultant role will be much more successful with skills like direction, motivation, and lead as an HR leader.

Moreover, consultative HR spotlight on the strategic plan and organizational culture and contributing in innovative ways which impact output and competitiveness of the whole business (Green, 2002). Besides, an internal HR consultant can shape the business strategy through the championing of both internal clients commitment and external clients satisfaction of demand, lead the organizational change process and develop the performance of individuals and aligning performance with the strategic goals of the organization. Researchers also established that the enumerated six HR related factors namely,: HR functional knowledge, Expert in employment relations, Knowledge on business and HR strategy, HR as an organizational change agent, HR consultant as business partner and HR as a leader- play a vital role to make a successful internal HR consultant who can continuously add value to the organization. In this paper, six principal elements in the competency of internal HR consultation are measured.

The following proposed internal HR consultancy model spotlights the most important factors of an internal HR consultant:

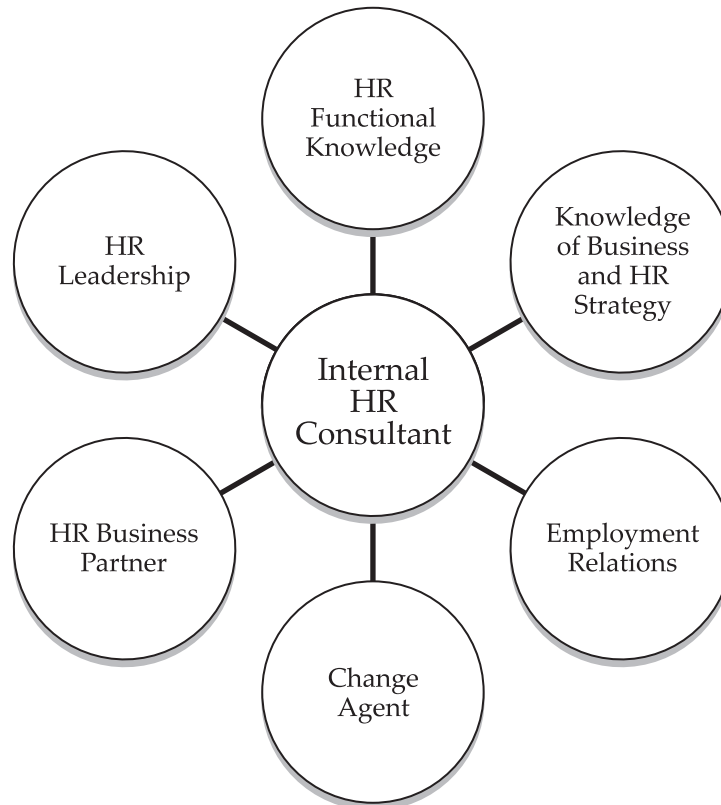


Figure-1: Internal HR consultancy model.

Source: Figure prepared by the researcher from Holbeche, 2010; Vosburgh, 2007; Bell et al., 2006; Green, 2002; Ulrich, 1997; Ulrich & Brockbank, 2005; Rao, 2013; Munson, 1992; Clegg & Birch, 2002; Kearns, 2002; Caldwell et al., 2003; Armstrong, 2006; Dessler, 2008; Hackett, 1996; Torrington & Hall, 1995; Mullins, 2006; Hammer & Champy, 2004; Price, 2007; and Ferguson, 2017.

8. Limitations and Directions for Future Research

Despite the fact that this research was carefully prepared, however researcher still aware of its limitations. The possibility to find other factors which are still unknown to the researcher perhaps affect the internal HR consultant performance. Besides, this research was based on interpretivism research philosophy, apart from this, researcher reckon it would be better if it was based

on empirical study aswell. This limitations are great inspiration for future research, where researcher wants to explore new factors and simultaneously wants to know how HR can add value to the business as HR Business Partner and HR Leader. So, HR value proposition for business is a timely theme in terms of our future research directions in this study.

9. Conclusions

According to Dave Ulrich (1997), HR should not be defined by what it does but by what it delivers results that enrich the organization's value to customer, investors, and employees. In this study, we realize that there are many factors that might help an internal consultant to be successful, but we believe that six crucial HR factors mentioned in internal HR consultancy model namely, HR functional knowledge, understanding of business and HR strategy, Employment relations, Organizational change agent, HR business partnering, and HR leadership are major determinants for the success of an internal HR consultant. Moreover, on the basis of above exploratory study, it is established that an internal HR consultant can become successful and add value to the company as a value creator, not just a supporter.

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