Editorial

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Biographical notes: Robert Fouchet is a Doctor, Professor in public management in Paul Cezanne University (Institut de Management Public et de gourvernance territoriale). He created the CESMAP (Research Center in Public Management) and developed many researches, focused on public organisations performance, measure of public policy, management in public sector. He organised many international seminar, and actually hosts the annual conference of EFMD in public sector Management Development. He is an active member of other international research groups like EGPA, EIASM, EUA. Guest Editor for a special issue of *International Journal of Public Sector Performance Management*, Inderscience Publisher.

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There is no need today to justify the involvement of managers in human resources, at all levels of the organisation; it is required for competitive and effective management. However, these central problems of human management and inter-individual relations in the organisation are strongly related to the specificity of each structure – not only at the level of their activity and their style of management, but also in terms of internal organisation of services.

Thus, the question of organisational change arises in terms of human resource management. Today, all kinds of structures, public or private, large or small, local or international, are brought to follow movements and fast changes, in harmony with their direct environment. These organisational changes can be desired, caused or sudden. They can be the result of an external need like the introduction of new technologies, for example.

Thus, in this framework, the organisations must secure their survival and durability, and must thus operate radical changes, even brutal, in their management. The HRM is not

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excluded from these processes. As central subjects of global management of the structure, managers must reorganise the work and human productivity in an ever -changing world.

These changes simultaneously introduce managerial capacities mobilised by managers, but also an internal capacity of reduction of the resistance to change. We will observe, through papers suggested here, several angles of incidence of this central suggestion in contemporary human resource management.

Firstly, we here propose a paper, with Johanna Habib, on the effects of introducing new technologies in the management of organisation, and we try to show that these changes can either produce mobilisation at work or a feeling of individual equity. These concepts are directly linked to human behaviour in organisations, and Antoinette Lovichi-paita's paper helps understand the interactions between this kind of position and HRM. It underlines the role of anxiety in work and its impact on human resource management in the framework of structural reorganisations.

Kerttuli Visuri proposes a paper that focuses on writing by experts in knowledge-intensive, innovative work. This paper describes attitudes towards writing in knowledge-intensive work. Experts spend a large proportion of their working hours in writing or writing-related activities. This paper describes a study that illustrates attitudes towards writing in knowledge-intensive work.

The contribution of Juan Cegarra-Navarro and Maria Teresa Sanchez-Polo studies the relative importance and significance of individual unlearning on the organisational relearning. They analyse its effects on the creation of relational capital in organisations on 130 SMEs in the Spanish telecommunication sector. They show that individual unlearning has an indirect effect on relational capital through organisational relearning.

Jyotsna Bhatnagar shows that in some Indian organisations a mature Human Resource Information System (HRIS) exists and remains a transactional process that does not leverage the associated critical strategic nuances. The authors prove that adaptive organisational learning and generative organisational learning are reflected in the implementation and use of these systems in India. We thus see the implications of organisational efforts in the development of learning capability and the role of human resource management in driving changes.

Katarzyna Grzybowska shows the neccessity for companies in the marketplace to have a quick and painless process of adaptation and adjustment to new market demands and expectations, including consumers' demands. Author shows here that, the more frequent the changes take place around us, the less frequent the use of solutions is found to deal with current problems.

Lastly, Solange Hernandez and Nelly Scotti explain how to succeed in a HRM challenge, in case of high level of resistance to change in organisation of health management. Actually, the resistance to change is often considered as an inevitable incident, an unavoidable obstacle with the normal progression of the reform and innovation. This vision makes any 'cold' analysis of the difficulties encountered by the intentional action of change optional and thus in the ways of remediating it. From their point of view, the idea of a resistance to change would be, sometimes, justified in organisations.

Our aim here, through these different contributions, is to show either techniques or types of management to succeed in HRM in the framework of the restructuration of organisations. In this way, these papers show how difficult it is to manage workers in a constant structural evolution.

These various contributions make clear three essential points. First of all, one realises here that in organisations undergoing change and evolution, one of the prime objectives is training the staff in new technologies. Indeed, correct use of the information systems appears paramount for the control of organisational change. When the question of fast change in organisations is tackled, systems should adapt to manage human resources. We then see, thanks to these accounts, that the positioning of actors within the organisation is of primary importance. The questions put here cover essential subjects such as the positioning of workers in the structure, within a chain of services or products, its upgrading capabilities.

Consequently, the third essential point developed here is the level of responsibility for each one and the possibility of some autonomy. If all appears to separate private and public organisations, the human being, within organisations, undergoes the same by-effects. It is a question of carrying out a true effort on the human positioning so that he preserves his place in the structure. Which role does he play in this evolution? In the public sector, as in the firm, one has the same type of feeling, but different ways of reaction: It is a question of being protected from the consequences of this evolution … i.e., demobilisation at work that flashed back later on the human resources within the meaning of personal balance. Thus, if in the private sector one speaks about a personal effort for adaptation in order to preserve the job, in public organisations the same effort of adaptation does not call the job in question, but the human being. The civil servant, because of his particular status, has the obligation to pay attention to the efficiency of his job in the market. The consequence is thus different according to the type of structure. The human being is marginalised in the organisation, and the impact on psychic and personal balance is obvious. Authors consider it is an main question for employees. It has to be managed.