
Dear to Dare – need for human resource virtuosity Re-thinking approach and execution! A mixed method study in Indian Context

Ruchi Pathak
Meghna Sharma

Faculty- International Business and Strategy- AIBS
Amity University, Noida (UP), India

Group Captain (Dr.) Ashvini Chawla

Faculty of Management Studies and Advanced Technology
Airforce Technical College, Bangalore, Karnataka, India

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Abstract

Purpose of the paper: There are many possible explanations for understanding why few organizations achieve sustainable competitive advantage through its management of human capital over the years considerably fail to survive successfully in business. It is pragmatic that lack of conceptual precision on the present human resource practices in organizations lead to contradictory conditions to define the human resource constructs limited to administrative role. To overcome this scenario our study highlights the greatest underlying factors is capturing and managing the employee's responses and how these responses can be absorbed towards meeting the business imperatives and to identify employee perceptions on managing human responses and significance of the role of human resource managers in nurturing a conducive work environment.

Research Design: For this study, a mixed method research design is used. Primary data has been collected through 10 in-depth interviews and a self-administered questionnaire with thirty-one parameters was developed and 386 leaders in diverse sectors within industries from India were included for the study over a period of one year.

Findings: From the qualitative analysis five themes developed; David and Goliath; Stranger in Homeland; Autistic Dimension; Competency Trap and Independent Free Agents. Quantitative analysis based on employee perception on managing responses discovered five crucial factors: Locus of Governance; Executive Socialism; Intensified Reassurance; Converging Differences and Oligarchy to understand the need for capturing and managing human responses.

Practical implications: The data from the study reveals that the HR team in organizations need to get people who will succeed in current business environment or else they need to change the organizational environment by creating psychological safety, diluting competency trap, ensuring that human response is every one's responsibility, consistently managing human responses and creating result-oriented schedules.
