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**Chh. Shahu Institute of Business
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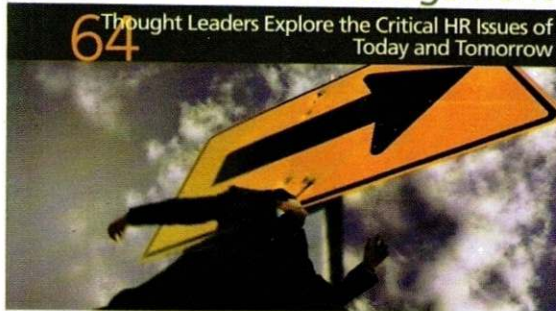
This issue of SAJMR is dedicated to the fond memory of Late Prof. Dr. A. D. Shinde a renowned Chartered Accountant and Founder of SIBER Trust. It was his vision and untiring efforts that has led to the creation of the educational empire in Southern Maharashtra. Number of students from all over the country and especially students of rural areas have been immensely benefited from the educational programs initiated by Dr. A. D. Shinde. In his memory on the first anniversary, Dr. C. Rangarajan, Chairman, Economic Advisory Council to the Prime Minister of India delivered the first memorial lecture. We are happy to publish this memorial lecture as a lead article in the current issue.

Keeping in view the interdisciplinary approach of the journal the articles ranging from the fields of economics, finance, marketing and health care services have been selected for the present issue. All these articles are comprehensive in their coverage and use latest statistical tools for analyzing both the primary and the secondary data collected. These statistical techniques include factor analysis, reliability test and techniques of hypothesis testing and others. We are sure this issue of SAJMR would provide an excellent reference material both for the researchers and students from different disciplines.

As a continuing feature of the journal we have incorporated a Case Study for the benefit of the readers. This is followed by a book review on Future of HRM. In all the present issue covers wide range of issues from management area along with a case study. It is expected that these articles will provide new insights to readers and thereby encourage them for taking up further research on these lines.

Dr. T. V. G. Sarma
Editor

The FUTURE of Human Resource Management



Edited by

Mike Losey Sue Meisinger David Ulrich

“The Future of Human Resource Management-64 Thought Leaders Explore the Critical HR issues of Today and Tomorrow” is sponsored by Adecco in conjunction with the 11th world HR Congress Singapore, 2006. This is an anthology of articles by some of the most renowned intellectuals of the world. The articles envisage plausible and practical set of thoughts and means to bring to the fore of the standard of HRM in the global context as a decision science. This anthology comprise many of the articles examining the issues and trends facing today's HR professionals, this one-of-a-kind work presents a wide range of new, enlightening and thought provoking perspectives from 64 leaders of the HR field. This culmination of thoughts of 64 powerful leaders may become a reality of the further course of HR activities. This influencing voice may become not only course content for the MBA Colleges, but course material for the HR program and a tool for the practicing HR professionals in particular also.

This book opens with an introductory article “The future of Human Resources” by Michael R. Losey, Sue Meisinger and Dave Ulrich. They

The Future of Human Resource Management

Edited by Mike R. Losey, Sue Meisinger and David Ulrich

John Wiley and Sons, New Jersey,
USA (2005); Pages: 424

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have succinctly discussed HRM as a profession and the key to HR success. The last part of this introductory chapter explains the further HR requirements and why it is needed and discusses the logic of each section included. The choice of articles is excellent, providing a number of different perspectives on the responsibilities and duties of HR in the future. According to the editors, these nine sections could be the logical sequence of chapter headings of future HR text books which focus more on outcomes and results, not action and activities. The total nine sections include 45 chapters. Our attempt is to introduce this book and make a section wise review for the benefit of HR fraternity and business community.

Section I: 'Understanding and managing people'

This section really examines the new employment relationships and how world's largest employer, Wal-Mart gets, keeps and grows people. In this section there are two articles on the same subject “Will there be labor shortage?” but with different conclusions. Peter Capelli concludes that there will not be a long term US labor shortage but Mike Losey says

there will be a shortage in the future. In the article "The motivators dilemma" James G. Clawson and Douglas S. Newberg emphasizes that managing latent energy of self and others is the key to leadership and HR managers should be able to identify the point at which the goals becomes ends that drain energy. They also stress on the fact that the goals should flow from inside-out energy of people and build on it instead of killing it. In his article, 'Get, Keep, Grow' Coleman Peterson gives new philosophy for HR managers, "GET good people, KEEP good people and GROW good people". According to him this practice helped him to reduce attrition rate from 70% to 44% within a short period of 4 years in Wal-Mart.

Section II: 'Invest in the next generation of Human resource Professionalism'

This section is about Human Resource education, Human Resource Career model, HR after outsourcing as a strategic business partner, moving beyond the role of strategic business partner and the new characteristics of HR professionals. All these chapters commonly emphasizes the knowledge, skills and abilities needed to become a successful HR leader and stress the fact that continuous learning and ability to adapt to changes are essential. In this section, HR practices at GM and AT&T are examined in the view point of how to make the function of HRM successful. Barclay and Thivierge emphasizes on experience and training needed to be successful in this field. Cohen suggests that HR education should be based on the expectations of employers and business community. The four Cs suggested by Meisinger: Competent, Curious, Courage and Caring really shows the characteristics of an HR Professional in the coming decades.

Section III: 'Learn to Master and play new roles'

As its name indicates, this section is about changing roles of HR in the dynamic context. Bruce. J. Avolio says HR will have a role of Chief Integrative Leader, who integrates the business functions through effective people management in the context of diverse culture, social networks and helps to link people across time and space. Wayne F. Cascio says, in future HR is going to drive business success and J.T.

Childs Jr. highlights the significance of workforce diversity. Other articles in this section throws light on the strategic role and importance of HRM, new rules for Managing HR and Human resource Management and Organizational effectiveness. Collectively all authors in this section admit that the role of HR is changing with additional responsibility of managing people with practices and organization. They also recognize the fact that the role of HR is attracting, developing and retaining Global leaders and diverse workforce who are guardian of their culture and value system and they bring managerial excellence and integration among different business functions.

Section IV: 'Discern, create, and adapt culture to business conditions'

This section focus on the role of HR in creating and delivering a culture which helps to run the company very smoothly and effectively. This section starts with a case study on cultural transformation at American express. The author explains the major role played by HR leadership in this cultural transformation. In the following chapter Pfeffer points out that HR can help in changing mindset of employees, which in turn can help in cultural change. The next chapter by Rao and Dewar explains the importance of creating an employment brand that is consistent with the customer brand with the help of an example of 'Washington Mutual'. In the next chapter Sartain explains how an HR manager can connect company brand with employment brand. The last chapter by Soupata is about the significance of team culture and he gives the live example of UPS and its value based culture from his own experience. The essence of this chapter emphasize the active role of HR leaders in shaping organization culture and HR's role in cultural change by leading the same.

Section V: 'Rethink organization as capabilities, not Structures'

This section is related to Organization capabilities and the role of HR in building it. The contributors in this section commonly stress a need for creating an identity of the firm in the stakeholders mind in the form of capability and the role of HR managers in

building these capabilities by designing proper HR practices. According to the different authors in this section, building capability through HR practices could be the right way of solving business problems not structural changes like removing layers, downsizing, changing reporting relationship etc. Beatty and Schneier emphasize the need for connecting workforce strategy with business strategy and HR strategy. The capabilities of an organization as identified by different authors are strategic clarity (Hewitt, Chapter 24) Foundation capabilities viz, to focus strategy, execute flawlessly, maintain a performance oriented culture and building a flexible organization (Joyce, Nohria and Roberson, Chapter 25) Intangible Capabilities (Ulrich and Smallwood, Chapter, 26) and Complex and Paradoxical capabilities (Chapter 27, 28,29). According to Dyer and Erickson the main challenge of HR managers is to making happen the paradoxical capability of building both a) freedom and flexibility and b) discipline and order.

Section VI: 'See HR as a decision science and Bring discipline to it'

In the words of editors, "contributors in this section have turned their attention to how HR can use measurements analytics to define, make and accomplish decisions with exactness and confidence". Some HR Measurement Masters explained the use of scientific analysis in selection decision in retailing (Fitz-enz, chapter 30) and HR Accounting and its use in Human capital Management (Falmholtz, chapter 31) Other contributors in this section are Huselid and Becker, Lewin, John Bourdreau and Peter Ramstad. All of these authors have expressed a common feeling that Decision science tools and techniques in HR is essential and argue for a new discipline for the HR professionals and they wish to treat HR as a decision science. At the same time they agree that the science of HR should not replace the art of HR. According to them without scientific vigor HR will not reach its full potential. To make the professionals more scientific they suggest for undergoing certification programs and ensure that the scientific grounding will help to increase the credibility of HR professionals.

Section VII: 'Create mutually collaborative ventures'

The all articles in this section argue that an integrated business management or Collaborative effort is needed instead of working as silos like HR, Finance, and Marketing etc. HR has a great role in achieving this collaboration and cooperation among functional departments and the real role of HR Manager will be synergizing the whole organization and help the whole be greater than the parts by ensuring free flow of communication and ideas. Different authors put forth different models to bring collaboration and cooperation in the organization. According to Culbert and Coget give the two-way model of teamwork where both the managers and the subordinates give inputs for each others performance. Gratton used the example of Nokia to explain about how they bring horizontal cooperation in the organization and Seeman highlights the importance of power in creating collaboration and cooperation. This section clearly says that an organization is organic and the role of HR will be maintaining and adjusting the structure according to the context and should ensure the free flow of information.

Section VIII: 'Responding to social expectations and public policy and the renewed importance of ethics'

In this section HR is considered as an agent for detecting and preventing corporate fraud and as an expert of public policy and social issues related to business. According to authors to ensure business faith and justice strong HR practices are needed. This section emphasizes on the fact that HR leaders must show courage to make decisions against unethical practices and should be involved in identifying and act on ethical violation. Richard Beaumont suggests that HR leaders are the most appropriate management representatives to help develop a more systematic approach to social and public policy issues. According to Patricia Harned HR should take a leading role in ensuring ethical practices with total involvement of HR professionals across the organization. The authors commonly suggest that public policy and ethical issues will be very important in the

coming decades and also admit the fact that clear, viable and practical ethical conduct can increase employee commitment, customer share and investor confidence.

Section IX: 'live globally, act locally'.

The Chapters 41 to 45 is related to 'live globally, act locally. It is a mantra for the HR managers in the global context. When companies go globally for talents, the real challenge is a multi dimensional puzzle lies at the crossroad of national culture and corporate culture. Attracting, developing and retaining talents in the context of globalization are the most important challenge according to authors in this section. Developing expatriate HR managers/global HR manger is a daunting task as global HR is much more attuned to a nation's history, language and culture. The contributors in this section shared their global experience and emphasize the importance of maintain a balance between Global and Local practices. The most important finding from this section is that there are some Universal best practices but there are also important regional best practices, this shows the importance of need for a right balance (Chapter 44). This section concludes with a remark that HR professionals are not immune to Globalization. In chapter 45, Arthur Yeung shares his experience of Managing HR in the Chinese context and also explains the role they play now and what roles they must play in future.

The book definitely covers quite a lot of ground when it comes to HR practices in the changing context. The eminent authors have covered a wide range of topics and provided a broader and lucid view, summarizing various changing HR roles. Overall, this book is an inspiring read for all HR Managers and Students and Faculty. In summation, the book is insightful and rich in content and all the contributors tried to put a right spirit without leaving from the core of HR as an emerging Discipline with scientific grounding. For the interested reader, it gives a kaleidoscopic vie of new age Organizations and changing role of HR. Recommended to all who study HR as part of their MBA program and all who practice HR in the global context.

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