

Strategic Orientation Of HR Managers In Commercial Banks In South Asia

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The research problem was formulated as: "With the increased emphasis on human capital as a global trend, what is the extent of strategic orientation of Human Resource Managers in South Asia?" The objectives were to identify the personal factors as well as organizational factors that contribute to the strategic orientation of HR Managers and to identify the interactional effects of personal and organizational factors. The scope of the research was limited to selected high-performing Commercial Banks from Bangladesh, India, Pakistan and Sri Lanka. A mixed methodology involving a predominantly qualitative approach supported by a quantitative component was adapted. In-depth interviews were conducted with the Chief Executive Officer, Chief Finance Officer, and the Head of HR of each company. Quantitative questionnaires were also administered to capture additional data. The key personal factors emerged were tacit knowledge, conceptual skills, and business awareness. Leader's recognition of HR, conducive organizational environment and performance orientation emerged as key organizational factors. Interactional effects of the above factors were also discussed highlighting Competency Deficit and Opportunity Deficit.

Field of Research: Human Resource Management

1 Introduction

Human Resource (HR) Managers have to contribute as members of senior management teams striving towards profitable growth. A recent survey on emerging trends in HR (Ruona *et al.*, 2003) revealed that there is much concern about HR's absence in the "boardroom" and in organizational leadership positions. Also, the question of value addition and particularly "impact on the bottom line" has been raised (Ulrich, 1998). In this research, HR Manager is meant to be a senior person engaged in Human Resources activities as an occupation.

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