

# Strategic Orientation of HR Managers in Mobile Communication Companies in South Asia

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## Abstract

*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 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 mobile communication companies in 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. The key personal factors that 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.*

**Key Words:** HR Managers, Strategic Orientation, Competency Deficit, Opportunity Deficit, Mobile Communication Companies

## 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 from the "boardroom" and from organizational leadership positions. In addition, the question of value addition and particularly "impact on the bottom line" has been raised (Ulrich, 1998).

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In this research, the HR Manager is meant to be a senior person engaged in Human Resources activities as an occupation; in other words, a manager with experience and qualifications, handling the responsibilities associated with the Human Resources function of an organization (Dessler, 2003).