

**Xavier University Bhubaneswar**  
**University Dialogue Series (UDS)**

**Date:** 28 October 2016

**Time:** 3.30 pm

**Venue:** Class Room 12

**Need for Indigenizing HRM Research?**

**Speaker:**

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Human capital is increasingly emerging as the differentiator between great and average companies. Human resource management (HRM) practices can augment a firm's human capital by improving employee competency and motivation. Human competency and motivation are both partially shaped by the socio-cultural norms of the particular society. Most HRM practices have emerged from the North American—European cultural milieu. This suggests that there is scope for research that (i) tests for the effectiveness of HRM practices in other cultural context and (ii) enriches the theory of HRM by incorporating the concepts from non-Western cultures.



This conceptual paper aims to explore the possibility of incorporating concepts that originated in India with the broader HRM literature. India with its 5,000-year civilization and rich heritage of philosophical thought has developed its own way of thinking and doing. For example, work (karma) is central to Indian philosophy but in ways different from its role in Western philosophy. Some work has been done in integrating Indian epistemological concepts with HRM practices (Pio 2007; Pio 2005a; Pio 2005b; Pio 2005c; Pio 2005d) but they suffer from problems such as misspecification of terms and over-generalization.



The paper is still in the exploratory stage. It reviews the sparse existing literature on this subject and analyses current HRM practices through the lens of Indian epistemological categories and dimensions of national culture. The shortcomings of these approaches, especially the national culture approach, are identified.

**Key Words:** HRM, Competency, Motivation, Culture.

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