Human Capital Racing to be a Game Changer for Disruptive Wins

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Abstract
There is one common critical factor that coincides and cross paths between traditional and disruptive business environments; it is the people. People are the key to organizations that thrive to make a dent in business by creating a difference in the way they want to operate. In this study/ research we will focus on strategic options that could aid in disrupting and invoking the eccentric capabilities among the people that aids them to carve a niche in building themselves a global human resource. The research was explored using PLS-SEM method as it is the unrestricted incorporation of variables in the path model and the evaluation of the measures are identified and presented.

Keywords: Competitive advantage, Deterministic thinking, Disruptive innovations, Eccentric Skills, Experience curve, Intellectual Capital, Knowledge Index, Sustainable hiring, Value chain frameworks.

1. INTRODUCTION:

1.1. Background:

Human resources needs are easily replaceable assets of any enterprise. Over a period of time HR have emerged from being operationally required to tactical important, then become strategically important and as the era is moving towards the disruptive phase of the industrial development, these assets are getting increasing important and are being considered to be strategically significant in the growth of the organization.
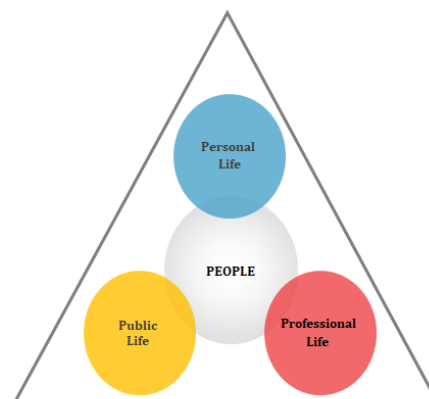

Figure 1: Association of DV with MVs

This change has not just happened over night or all of a sudden through some revolution, organizations over a period of time with market focus have consciously groomed some of the top skills that have aided the organizations in turning the growth tables drastically and spin success in the favour of shareholder by building economic wealth by creating differential innovative against the competition in the segment of its operations.

Top skills should be hired and nurtured with the intent of cultivating high performance talent and not just operationally efficient resource; who can yield high productivity of the day. Most of the time it often than not assumed that HR team is just responsible to fill the open position of the organization by making sure that the new hire is fit for purpose of the day. This intent actually pushes the thought to the extent that one can start thinking whether we really need HR as a function to be part of the organization at all.

However the recent trends indicates that the importance of HR is more now than ever, the prevalent work eco-system that the managers face are highly competitive and warrants to build teams that can transform into intellectual human capital due to the disruptive nature of businesses and the way the organizations are demanding excellence at par in performance. Such effort to build excellence in competence is a continuous process and not a onetime meal for managers. HR teams thrive to make sure that such talents are continuously groomed

by adequate training, teamwork programs and ensure career programs are clearly laid out to resources for choosing the best options and ensure that they give their best.

Traditionally, Organizations were built to focus on building human resources to for mass productions as part of industrial revolution. Resources were looked up as a staffs with a certain skill to perform and paid for. This however gradually improved by coaching the skilled and most skilled resources with trainings that could improve their operational efficiency and improve the overall productivity and performance of the organization. This was done by endowing some strategic HR management policies and practices. However this was dealt with excessive challenges when resources across various functions were brought to function on a single task (Ericksen& Dyer, 2004; Lovell, 2009). This could not do much of a justice to either the work force or the employers as the focus of the development was more towards improving the operational efficiency of the force and not improving the force's inner characteristics and no individual motivations were taken into considerations. Consequently the importance of process driven culture was felt and organizations started building processes along with the policies and practises, these processes enabled a set of metrics and performance indicators to be measured and improvisations was planned.
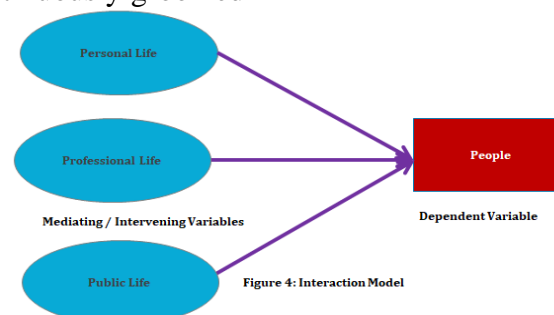

Figure 4: Interaction Model

Eventually the importance of build work force that could not just remain productive

or ultra-productive for a greater yield, but would require to serve as a deterrent work

force for the growth of the organization and remain to function as a competitive force for the sustenance of the very organization against the disruptive forces in the market.

"Human Resource Management, in theory and in practice, encompasses a multidisciplinary field, bringing together a diverse body of scholarship from various social science disciplines that are concerned with managing work and people" (Bratton & Gold, 2017, p. 4).

Resource Management in the "firm's performance which focuses on the alignment of Human Resources as a means of gaining a competitive advantage" is evolving (Çalişkan, 2010, p. 102).

*It is very important to measure the life expectancy of **competitive advantage**, as this is one of the key characteristic of strategies pursued by competitors and if the firms believe that their resources are the key to competition then retention andappreciation of such valued resources is an important and tangible measure in the pursuit of success for the firms which can have a better life expectancy of their product or service by retaining the key skills that can continue to innovate and evolve.*

Any organization that is looking for growth in a sustainable manner with rapid disruptive advantages shall have to go through the rule called differentiation by innovation and in the process, they cannot overlook at sustainable factors influencing such growth that could manage and get through severe competitive head winds. It is imperative for such organizations to bring lot of value by enabling the human capital to be able to build skills through the portals of personal, professional and public domains where they can create the win acumen for the organization.

The **value chain frameworks** of next generation organizations driven by millennials are considering human resources as a core function and not as support function for their organization and often hiring is being discussed as a very strategic level as a tactic to deal competition and critical positioning for organization's growth trajectory. This is becoming a common trait in start-ups with highly **deterministic** thinking. Most importantly in the balance score cards of such firms, the organizational KPIs do make a mention of critical HR analytics to drive for **sustainable hiring**.

Often highly talented and creative resources possessing the design thinking skills have been instrumental in creating **disruptive innovations**. Often such innovations are capable of turning non-customers into customers while trying to appeal to the main stream customers.

The skill pills are carefully constructed to address the core issue of the study that the people are the core of the organizations and to acquire, nurture, retain and promote people, organizations have to focus on the 3 intermediating characteristics of people's life; (Personal, Professional and Public) that aids them to become the intellectual human capital which is the breaking point of excellent at par performance.

Leading Management Gurus have always emphasized on the fact that grooming people of the Human resources in only one aspect (single P) would not yield a complete and comprehensive goal of transforming them into future leaders and intellectual human capital for organization's competitive appetite, rather all the Ps are a must to go hand in hand for ensuring the sustainable growth in the development.

1.2. Research Problem:

Organizations often do not consider Human Resources as an important asset and does not lay any strategy to nurture and retain intellectual talent and think human resources as staffs who are required to perform the day's job.

Emerging trends however picturesque things all together differently and that the demand for highly intellectual skills is on the rise and it is expected that if the organizations are serious about their willingness to compete and remain

relevant in the market and serve their customers with highly lucrative products and services, then they are bound to hire highly intellectual skills and not just employ them but to nurture and groom them in order to innovate new ideas and build products which would can aid these organizations to focus on building a very competitive and sustainable business models and allows them to draw their growth plans by adopting highly innovative resources with skills that can build intellectual capital for them and let them to boldly combat disruptive market. These intellectual resources are trained to consistently focus on some of the key dependent variables which are very extraneous and intervening for a large competitive battle.

The problem statement of the research has been built on studying those key dependent factors or elements (variables) and their relative (associative) impact on each other which are far more important to nurture such competitive resources.

1.3. Objective of the Study:

Large organizations look for resources with skills that contain some of the key leadership qualities by nature and try to build some through nurturing them extensively. This study analyse the key characteristics of interest that influence the key skills of the resources and help in nurturing their skills for innovative growth of the organization. These characteristics aid the resources in delivering quality results and building high performance organization and enable it to participate in disruptive competition.

1.4. Significance:

This study underlines that the human resource factor is not a secondary or lesser influencing factor in laying out the strategic **Business Model Framework for Disruptive Businesses**.

2. LITERATURE REVIEW:

Abstract of Literature:

Marcus Buckingham (2005) study of Harvard Business Review, Marcus said (What Great Managers Do by Marcus Buckingham, 2005), the most important job of a manager is often to turn one person's particular talent into performance and to achieve this it is not enough if the manager is skilled to manage the team professionally, they should also have the ability to ensure they connect with the talent personally and bring out the best in them. The main objective of the study is to analyse and identify the significance of public life of these managers which is their public life would influence in shaping up the team and train them with key characteristics of interest to cultivate them as future leaders of the enterprise. **Dependent variable was** Public Life and **Independent variables are** Extrovert, Unbiased, Impartial, Friendly, Poise and Visionary. The result of the study was that these independent variables are having high and direct impact on the dependent (intermediate) variable of the individuals who are considered to be in leadership position of the organization and play a significant role in organization team building.

The HR department is responsible of managing people (Garavan 1991, 2007; Swanson 1998; Tsui 1987). Various studies states how people management impact specific organizational outcomes (Han et al. 2006; Tseng and McLean 2008). We perceived the relative lack of people management research in HRD (both strategic and transactional) as a gap in the literature. In this study, we considered people management as the basis for assessing HRD contributions. It is observed that motivations and preferences of managers in public life may differ by sector (Rainey 2003, 237–47). Government Managers, especially in higher ranks, tend to place higher value on challenging and important work (Crewson 1997), which provides the opportunity to have an impact on public affairs or public policy or work on behalf of the public

(Frank and Lewis 2004; Houston 2000). Private sector managers are more concerned with intrinsic rewards such as a sense of accomplishment than monetary incentives (Crewson 1997), whereas private sector employees are more likely to value extrinsic reward motivators such as high salary and shorter work hours (Houston 2000). People working in established companies do value job security and find it an attractive aspect of their work setting (e.g., Frank and Lewis 2004; Kilpatrick, Cummings, and Jennings 1964; Rainey 2003). Karl and Sutton (1998) find that today's workers place more emphasis on job security, compared to workers of the 1970s and 1980s. Probability of women having positions of authority as a manager remains low (Jaffee 1989), with men's odds of reaching top managerial positions being 1.8 times higher than those of women (Wright, Baxter, and Birkelund 1995). Article presents empirical support for the important role that employee reward preferences, in particular, PSM and career advancement motivation, play in shaping public managers' perceptions of the public and private sectors. In addition, these findings support previous research on the relationships between red tape and sector perceptions.

Abstract of Literature:

Dr. Diana Haladay (2015) School of Business Administration, Canadian University Dubai, Diana explains about this paper and how it examine the lived experiences of Human Resource (HR) managers from 32 large-scale private and semi-government companies in the United Arab Emirates (UAE). In 2014, the HR managers (n=32) from recruitment and training and development divisions were interviewed to gather data on the nature of their talent management programs. The United Arab Emirates (UAE) is one of the fastest growing economies not only in the Arab region but most significantly in the international market. As it moves towards higher economic growth and prosperity, it faces increasing challenges to stay ahead of competition as more international players enter the market. This study analyses whether or not the human resources teams in the UAE are keeping pace and are able to manage its human capital to compete in the global arena? In line with the UAE"s effort to develop its human capital and its agenda to sustain a competitive advantage.

Human capital is perceived as the ultimate source of competitive advantage in a fast-paced changing global environment and knowledge-based economy (Personnel Today, 2005); (Lawler and Edward, 2008). Thus, HR plays a strategic role in creating competitive advantage (Albulescu and Dascalu, 2013; Choo, et al., 2010; Development and Learning in Organizations, 2009; Dustin, et al., 2014; Lawler and Edward, 2013; McCartney, 2011; Miluwi, 2012). Leadership development, performance management, succession planning, and the identification and assessment of employees with high potential are the four key areas identified by HR managers. These four areas are vital in retaining talent and sustaining competitive advantage in the long term (Managing Credit, Receivables and Collections, 2013). The primary issue that needs to be addressed is that of HR becoming more strategic and moving from a purely traditional functional model to a more comprehensive strategic model. This means that HR managers need to shift their role from being traditional, transactional departments to being more transformational and "strategic architects" that enable the organization to build talent both for short-term and long-term perspectives.

3. METHODOLOGY / METHODS:

3.1. Research Philosophy/Approach:

This article is condensed by exploratory research and the methods applied are based on qualitative surveys conducted by identified samples and analysis of

hypothesis. This literature is influenced by the two major transformations of Human Resource Management the past 25 years. The first transformation was "from being the field of personnel management to being the field of human resource management". The second was "from being the field of human resource management to being the field of strategic human resource management" (Çalişkan, 2010, p. 105).

3.2. Research Strategy:

High light the key determinants or characteristics of Interest such as the 3 Ps of life (Personal, Professional and Public); that influence people in their daily Domain of Life and how important it is to identify, nurture and retain such people and transform them into human intellectual capital who can become organization's most strategic assets to face disruptive business challenges and evolve successfully through leading innovations.

Induce the culture of developing human resource capital for organization's sustainability through profuse focus on strategic human resource formation using deep analytical insights on key performance parameters.

3.3. Research Context:

It is significant to notice, the evolution of human resources (people) from being just a support function to become a strategic function for leading enterprises has immensely changed the organization's performances against their competitive forces and place them well for any disruptive situations in the business world.

Therefore the study explicitly helps in asserting the fact that Human Resources are more strategic for organization and needs to be acquired, retained, nurtured and built upon as a key deterrent for the success of an organization in order to be competitive and sustainable on a disruptive environment.

3.4. Sample Selection:

Sample selection has been through survey questionnaires sent through digital medium and responses were received from various identified groups of samples. These individuals groups have experience as work force in various fields of the organization work sector.

3.5. Data Collection Methods:

Online Survey Questionnaire through mails, whats app and other digital platforms

4. DATA ANALYSIS & FINDINGS:

4.1. Model:

Since there are more than 3 variables involved in the study, the article applies multivariate data analysis method and the model that has been put to use is Partial Least Squares Structural Equations which studies the discriminant validity and influence of the independent variables on the dependent variable through its mediating variables. The tool used in the simulating the regression model of the partial least square is Smart PLS.

The **Dependent Variable** (People) is the variable of primary interest to the research, Units of Analysis are considered to be the key elements for this study and analyse the influence of a total of 58 independent variables on the key characteristics of interest that enables the **Human Capital to become a game changer for organizations that are betting heavily on Disruptive Wins.**

The research implies the following hypothetical inferences that are being put to study using the statistical model, which is as follows;

1. IVs significantly and positively contributes to MVs.
2. MVs significantly and positively contributes to DV.
3. IVs directly and positively contributes to DV.
4. MVs mediates the effect of IVs on DV.

4.2. Statistical Analysis of measures for correlating the study:

In sequence, the first aspect to be observed of the measuring models is the Convergent

Validities obtained by the observations of the Average Variance Extracted - (AVEs). Using the Fornell and Larcker (HENSELER et al., 2009) criteria, that is, the values of the AVEs should be greater than 0.50 (AVE > 0.50). The AVE is the porton of the data (nonrespective variables) that is explained by each one of the constructs or LV, respective to their groups of variables or how much, on average, the variables correlate positively with their respective constructs or LV. Therefore, when the AVEs are greater than 0.50 we can say that the model converges with a satisfactory result (FORNELL & LARCKER, 1981).g
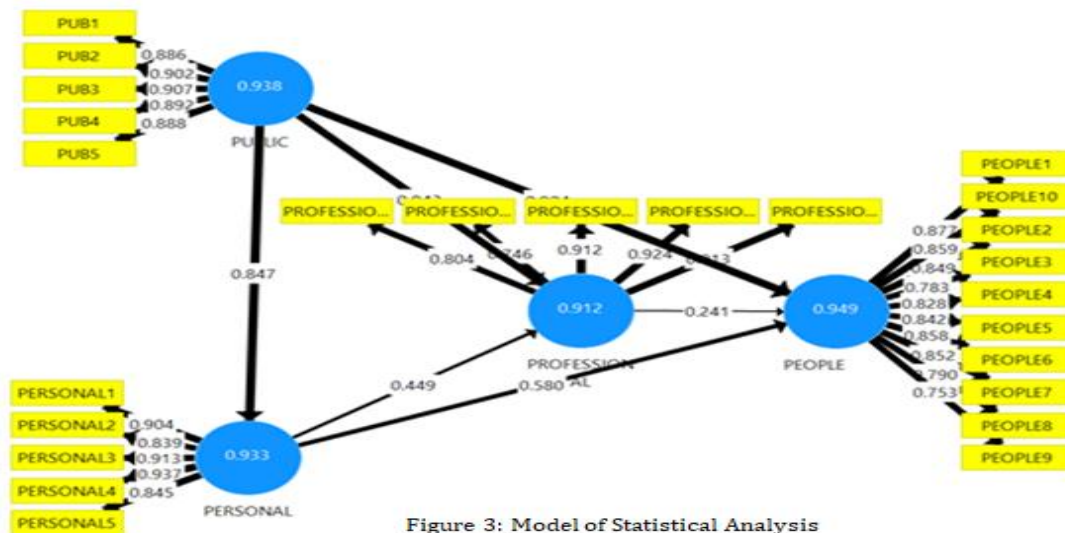

Figure 3: Model of Statistical Analysis

Approach	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
PUBLIC	0.938	0.938	0.953	0.801
PROFESSIONAL	0.912	0.911	0.935	0.744
PERSONAL	0.933	0.934	0.949	0.789
PEOPLE	0.949	0.950	0.957	0.689

Table Data Source: Survey, Table Design Source: SmartPLS

The analysis of above table shows only one of the two constructs or LV (Environmental concern IND) of the SEM presents an AVE value of > 0.50. In these situations the observed or measured variables should be eliminated from the constructs that have an AVE < 0.50. The figure shows that SEM with seven variables displaced from their original positions and that they present factorial loads of smaller values. Explaining more clearly, the AVE is the average of the factorial loads squared. Therefore, to elevate the value of the AVE, the variables with factorial loads (correlations) of a lower value should be eliminated.

After guaranteeing the Convergent Validity, Cronbach's Alpha (CA), Composite Reliability (CR) (-ρ), and Dillon-Goldstein's (rho); were measured to observe the internal consistency of the values. The traditional indicator Cronbach's Alpha (CA), is based on the variables inter-correlations. CR is the most fitting to PLS, as it prioritizes the variables according to their reliabilities, while the CA is very sensitive to the number of variables in each construct. In most cases both CA and CR are used to evaluate whether the sample is free of biases, or even, if the answers – in their group – are reliable. Ideally CA values above 0.60 and

0.70 are considered fitting in exploratory studies and CR values of 0.70 and 0.90 are considered satisfactory (HAIR et al.,

2014). The Table demonstrates that the CA and CR values are adequate.

	R Square	R Square Adjusted
PROFESSIONAL	0.768	0.767
PERSONAL	0.717	0.717
PEOPLE	0.925	0.925

Table Data Source: Survey, Table Design Source: SmartPLS

The Discriminant Validity (DV) of the SEM, which is understood as an indicator that the constructs or latent variables are independent from one another (HAIR et al., 2014). There are two ways: observing the Cross Loading – indicators with higher factorial loads in their respective LV (or constructs) than in others (CHIN, 1998) and the criteria of Fornell and Larcker (1981): Compare the square roots of the AVE values of each construct with the correlations (of Pearson) between the constructs (latent variables). The square roots of the AVEs should be greater than the correlations between the constructs. Analyzing table 3, it clearly states that the factorial loads of the OVs in the original constructs (LVs) are always greater than the others. In principle, this means the model has discriminant validity based on

the Chin criteria (1998); but when the criteria of Fornell and Larcker (1981) (see table below) is being used we can note that the model can be improved to guarantee the DV. The SmartPLS supplies the cross load values in the report. The software removes each OV from the original LV, places it in another LV and recalculates the factorial load, one by one, until the value of all the factorial loads of all the OVs and LVs are determined (see table below). Therefore, going back to the report, you can remove the correlation between the LV, transfer the data to another program, for example, Excel, in conjunction with the table PLS Quality Criteria, where the AVEs are, to calculate the square roots of their values.

4.3. Discriminant Validity: Fornell Larcker criteria:

	PEOPLE	PERSONAL	PROFESSIONAL	PUBLIC
PERSONAL	0.929	0.888		
PUBLIC	0.904	0.847	0.843	0.895
PROFESSIONAL	0.892	0.841	0.863	
PEOPLE MGT	0.830			

Table Data Source: Survey, Table Design Source: SmartPLS

4.4. Cross Loading:

The analysis of table 4 shows that the values of the correlation between the LVs Declared purchase IND and Declared purchase Others (0.735263) is 0.025 or 2.5%) than the square roots≈slightly larger (of the AVEs of these same LVs (0.709911 and 0.709875). Generally, being that the values indicated have little

difference, one option could be to leave the model as it is without any alteration, but exaggerating the accuracy, new OVs should be removed. Those variables (one by one) that have smaller differences in the factorial cross loads should be removed, that is, those OVs that present high correlation values in two constructs (or LVs).

	PEOPLE	PERSONAL	PROFESSIONAL	PUBLIC
PEOPLE1	0.877	0.747	0.76	0.86

PEOPLE10	0.859	0.879	0.685	0.767
PEOPLE2	0.849	0.857	0.817	0.661
PEOPLE3	0.783	0.746	0.802	0.843
PEOPLE4	0.828	0.696	0.739	0.788
PEOPLE5	0.842	0.842	0.753	0.66
PEOPLE6	0.858	0.804	0.683	0.67
PEOPLE7	0.852	0.701	0.801	0.795
PEOPLE8	0.79	0.661	0.737	0.73
PEOPLE9	0.753	0.762	0.609	0.719
PERSONAL1	0.863	0.904	0.759	0.755
PERSONAL2	0.795	0.839	0.729	0.633
PERSONAL3	0.805	0.913	0.741	0.706
PERSONAL4	0.85	0.937	0.727	0.765
PERSONAL5	0.809	0.845	0.775	0.884
PROFESSIONAL1	0.828	0.851	0.804	0.68
PROFESSIONAL2	0.749	0.71	0.746	0.824
PROFESSIONAL3	0.749	0.679	0.912	0.702
PROFESSIONAL4	0.754	0.69	0.924	0.7
PROFESSIONAL5	0.737	0.662	0.913	0.706
PUBLIC1	0.8	0.759	0.769	0.886
PUBLIC2	0.803	0.783	0.746	0.902
PUBLIC3	0.796	0.754	0.716	0.907
PUBLIC4	0.799	0.726	0.773	0.892
PUBLIC5	0.846	0.768	0.768	0.888

Table Data Source: Survey, Table Design Source: SmartPLS

4.5. Fit Summary:

	Saturated Model	**Estimated Model**
Chi-Square	16832.978	16832.978
d_G	4.234	4.234
d_ULS	2.897	2.897
NFI	0.593	0.593
SRMR	0.094	0.094

Table Data Source: Survey, Table Design Source: SmartPLS

5. DISCUSSION OF THE FINDINGS:

H1: The association of all the 3 key mediating variables was absolutely consistent and the independent variables have correlated positively with their respective construct in signifying the aggregative association by which they are influencing these mediating variables.

H2: It is clearly visible and significant that the 3 key mediating variables, (Professional Life, Public Life & the Personal Life) are positively contributing to the significance and enrichment of the direct variable; People.

H3: It is also significantly proven that these independent variables are directly and positively contributing to the dependent variable; People, as each of the independent variable has more than 0.5 AVE (average variance extract), which shows a very good association of these units towards the element of study.

H4: The mediating effect of the 3 key intermediate variables; Professional Life, Public Life & the Personal Life has been noticed to be internally consistent which

was proven using the Cronbach's Alpha (CA), Composite Reliability (CR).

Additionally, the following inferences are also noticed by deeply analysing the variables, it was noticed that the influence of MVs are more or less equal on DV at an aggregated level.

The influence of Personal life on professional and vice a versa are also relatively co –efficient and are equally influencing each other with a range of 0.71 to 0.74

The influence of Personal life on professional and vice a versa are also relatively co –efficient and are equally influencing each other with a range of 0.72 to 0.75

Interesting the standard deviation was noticed to be relatively very lesser in case of public life on personal life and vice a versa where the co-efficients were almost equal without much of a variance, which was relatively marginal; 0.74 to 0.75. This significantly indicates that both these characteristics demonstrate similar traits during their respective time intervals.

6. CONCLUSIONS

The following summary and conclusions were drawn to facilitate a clear baseline of information gathered from the results and discussion.

The key findings reveal that most individuals participated in the study employ aggregative approach in implementing most of the key characteristics that are required for training and nurturing skills in the process of transitioning to a talent management approach. Admirable correlation was noticed between all people's soft skills and their interpersonal abilities that mandate them to remain and sustain innovative growth for the organization. The primary issue that got addressed is that, the HR organizations are becoming more strategic and moving from a purely traditional functional model to a more comprehensive strategic model. This clearly indicates that

HR managers need to shift their role from being just the transactional function to being more transformational function with strategic intent that could propel the organization to nurture human skills with intent to win big and scale higher. Managers' perceptions are important because they are directly related to organizational and individual morale.

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