Reinventing Anthropological Dimensions for HR Progression: Conceptualizing a Measurement Scale

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The unprecedented Covid-19 pandemic ruined the business hemisphere across the globe and thus organizations are on the pathway to restore people, planet and profit. At this intermittent phase, the relevance of anthropological dimensions at work sphere for building an agile and resilient organization that can sustain in both normal and crisis times is quite realistic and pertinent in present environment. The essential objective of the present paper is to identify the prominent domains and related items that may be considered in redesigning work-place anthropological dimensions and to set up structured scale in tune with anthropological traits. The main source of conceptualizing the research scale is formulated from the detailed literature survey involving essential considerations of the paper viz. character strength, human psychological behavior, behavioral implication on business education, mind purification, culture, personality & values. From the literature explicated in the paper, a clear attempt has been made to identify five broad domains and the items considered for the study. The five broad domains identified are Doman A: Character strength, Domain B: Human psychological behavior, Domain C: Behavioral implication on business educations, Domain D: Mind purification on human behavior, Domain E: Ethical dimensions on human behavior. A structured scale in the clear nomenclature of "CPBME" scale has been developed with the potential for future scope of the study. "CPBME" scale implies C-Character, P-Psychology, B-Behavior, M-Mind, and E-Ethics. The study makes a modest attempt to uphold the potential of human anthropological avenues as a revitalizing HR element in the digitalized business hemisphere.

Keywords: anthropological dimensions, behavior, human, workplace

HR ALIGNING ANTHROPOLOGICAL MAGNITUDES

Managing human resource at the workplace is undoubtedly a critical exercise in the present age of information, communication and technology. Living and working in digital age has increased the work efficiency and shaping dimensions of work through professionalism with perfection. Connecting people factor at workplace have embraced human resource potential to retain the position of absolute powers overriding technology as people bring in growth and development. The focus on the human side of management began to emerge in viewing human resources and skill pool channelizing a store-house for sustainable competitive advantage (Grafton-Small 1991). With the advent of agile methods and techniques amidst VUCA environment, organizations are opting towards adopting anthropological perspects of human

behavior, attitude, and skills leading to unique changes in the HRM landscape. Employees' behavior at the workplace is the most important dependent variable in organizational psychology and work culture. In the present millennium, harmonizing psychology between employer and employee is rapidly ongoing practices towards organizational transformation (Le Deist & Winterton 2005).

REVIEW OF LITERATURE

Character Strength: Role in Decision Making Behavior

For decades the concept of character centers on through psychological attributes and deep-down characters of people in a particular situation. Dimensions of human character defines individual character strength inventory based on caring leadership, inquisitiveness and self-control. In the present digitalized era, the notion of character strength has emerged as one of the prime domains for decision making and everyday thinking process in the business hemisphere. Research reveals that leadership is the key component in determining strategic decisions both in public and private arena. The leadership behavioral pattern poses a relationship with cognitive style projecting higher platform on leadership due to the reason for relying on their intuitions (Naumova, 1988). Simultaneously it can be witnessed that caring predicts pure pro-sociality with preferences expressed through disliking and reliance on intuitions. On the contrary, inquisitiveness is characterized by strategic flexibility with attributes of efficiency. The foundation of character pillar can be projected in figure 1.
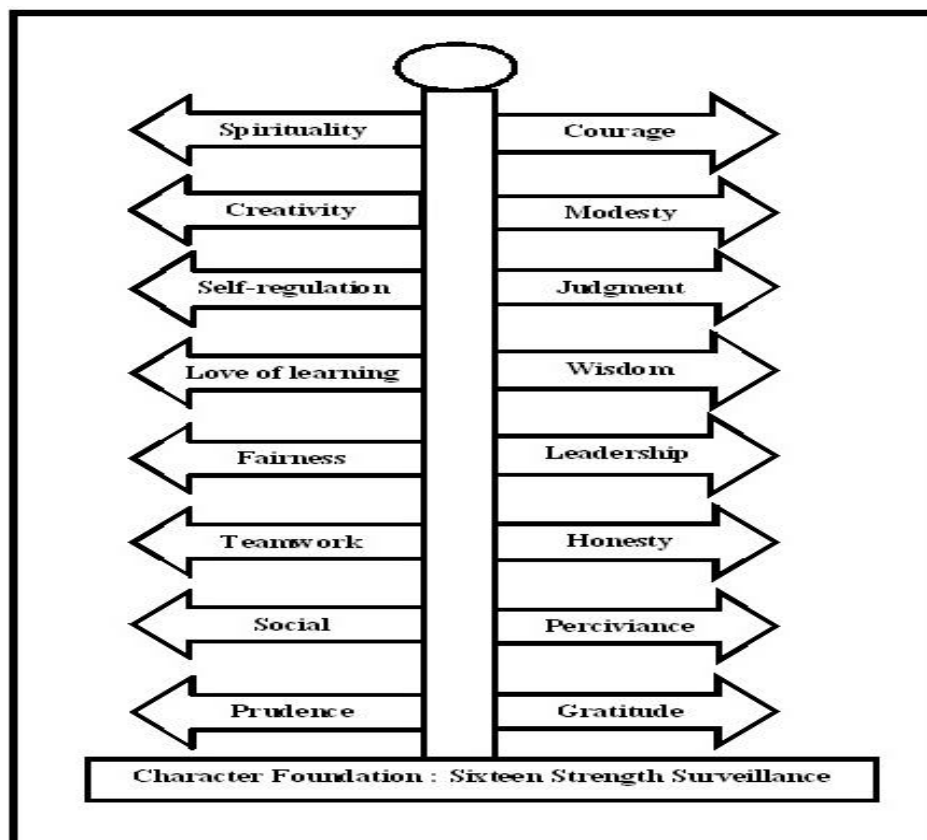

Figure 1. Pillars of Character Foundation

From research study, it projects that general pattern on character strength primarily based on caring inquisitiveness and self-control. It is also focused that those who are high on caring broadly includes older and female population and mostly less educated, more religious, social conservative, and economically liberal. On the contrary, high leadership strength is mostly noticeable towards male population with well-

educated background and both socially and economically conservative in nature (Olila 1991). Moreover, those who are high in inquisitiveness comprises male younger generation with characteristics of knowledgeable and less wealthy background. It can also be observed that self-control characteristic is prominent among male older population with erudite and economically conservative status (Peterson & Seligman 2004). Leadership attributes in efficient behaviors in response to inequity. Leadership also reflects unique cognitive style relationships with those high on leadership liking to reason but relying on their intuitions. Caring is associated with other intuitive decision-making strategies. It can be commented that predominantly leadership attributes showed interesting relationship with caring and inquisitiveness where high inquisitiveness is dominant with cooperation and coordination whereas self-control is closely associated with patience in decision making situations. Character strength acts as a panacea for building behavioral pattern indicating economic behavior reflecting successful indicators in organizational development process (Snowden et al. 2007).

Unfolding Architectural Component of Human Psychological Behavior: An Outlook

Human factor is the most crucial element for organizational functioning. Minds, thoughts, emotions, sentiments all are amalgamated in contributing psychological attitude of human behavior at workplace. For fulfilling the most desired organizational objectives, the impact of interior architectural design of human elements matters most. An intricate understanding of suitable architectural design with psychological status of the occupants truly reflects the humanitarian characteristic in today's modern organizational structure (Borucka 2015). For achievement of interior architectural design different dimensions identifying design problem for human, psychological status of residence and users, environment behavior are collated. The fruitful relationship between human behavior and built environment is projected in figure 2.
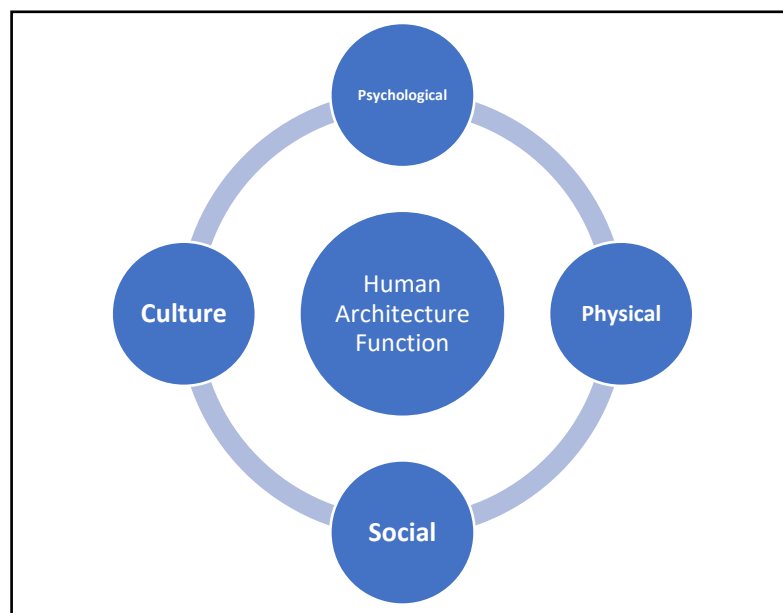

Figure 2. Collating Human Architecture Factors

The psychological impact of human identity defines that there is a complex interaction between a person and a space. At this juncture, psychological identity blends with interior architecture both on large scale and small-scale domains in accordance with culture and tradition from time to time (Trouillot 1982). It is quite imperative that in order to recognize identity the inbuilt factors also contribute in shaping identity with a perspective of self-expression in the form of structure comprising family, relatives, and child resign methods (Moore 1979). It can be witnessed that seven prime human attributes viz. development and hazard taking, tender loving, care, execution direction, individual direction, hospitality and group direction constitute human personality architecture structure at workplace. Research reveals that there is a significant

connection between organization culture and employee expansion wherein business anthropology significantly enhances HRM practices and procedures (Helmers 1991). The comfort space of employee rests on the region of concurrence with individual identities as the extent of realization of each person is perceived through invisible shelters at least extraordinarily (Wallman 1979). The most common psychological impact predominant at workspace can be traceably linked with safety and health concern. It is very much connected in building indoor environmental quality and individual attachment. The array of allied psychological attributes of employee behavior can be outlined through aesthetic aspect playing an integral role in the emotional satisfaction of an individual projecting human sensitivity and understanding in expressing perception (O'Brien 1984).

The Crux of Theory and Practice in Business Education: A Behavioral Study

One of the most widespread assumptions in the business world recommends that there is a direct connectivity between theoretical foundation and practical exposure in the business hemisphere. The present-day business sphere is dynamic, ever changing, fluctuating, and focusing towards qualitative excellence at par. The pros and cons of business education is not solely restricted to work-floor but widely disseminated at every layer of organizational hazards. The notion of business education is nothing new and can be traced back to the interdisciplinary concept of business administration propounded by Adam Smith in the 18th century era. The multifaceted disciplines of liberal art ranging from economics, sociology, psychology, political science, and very recent concept of cultural anthropology – all conglomerated towards building holistic theoretical paradigms for global business platform. Nevertheless, approach towards education is not solely confined with compartmentalization of knowledge but a bridgeway connecting education and practice oriented for business fraternity at large. Studies suggest that due to lack of basic understanding between traditional paths of education with popular business techniques creates a gap leading to illusion, misconception, and undesirable outcome. The fussy idea of the relationship at times creates a path way of creative destruction affecting better education models and business techniques. A clear-cut linkage between academia and business needs to be formulated for fertilizing better result both in business education and business terrain. The proponent of business education has the potential to provide useful techniques for the upcoming business entrepreneur with the capacity to transform organizations to achieve fruitful outcome. A holistic view of business with education needs to be cropped through better understanding of the nexus between theory and practice. It is quite imperative that in the process of understanding knowledge creation and business prosperity, the best way has to be assessed between theory and practice. In the present digitalized business platform, the successful formula for business houses vests on exploring, adopting and practicing deep linkage between theory and practice of business education for sustainable organizational life (Zhao & Smillie 2015).

Mind Purification: The Life-Blood of Human Behavior

The trio elements body-mind-soul is the fundamental ingredient behind any behavioral activity. The concept of Buddhist epistemologies enlightens the aim to develop right view, right contemplation and right action for individuals to attain the desired goal. In the organizational terrain, it is the mindfulness and insight harmonizing individual life and performance at the work-platform. In the present-day business environment, blending of Stimulus-Organism-Response is quite imperative for workforce rejuvenation and progression in the coming days. The roots of mind purification can be well understood with the truth that mind is the master of all intentions and events. With purification of mind, the doors of perfection, knowledge and wisdom opens for fruitful action eliminating non-productive views and assumptions. Mind is the enacting agent and sources of knowledge, wisdom, insight, tranquility and disciplines that continue to be the contributory factor for developing human potentials at the organizational ground. Purification of mind is the essence of all actions, attitudes and attributes for attainment of any organizational goals. A purified mind leads the way towards perfection and gains a tranquil state of wisdom and knowledge for executing the set of duties and responsibilities entrusted upon (Bowie 2000). A crystal-clear picture of mind portrays a holistic mode of consciousness whereby unfolding the awareness strata of an individual at every level of organizational activity. Studies from Buddhist literature reveals that mind-object is considered as

a stimulus, and simultaneously mindfulness is a quality of consciousness which becomes active as stimulus ascends. The association of mind with affection can be projected in figure 3.
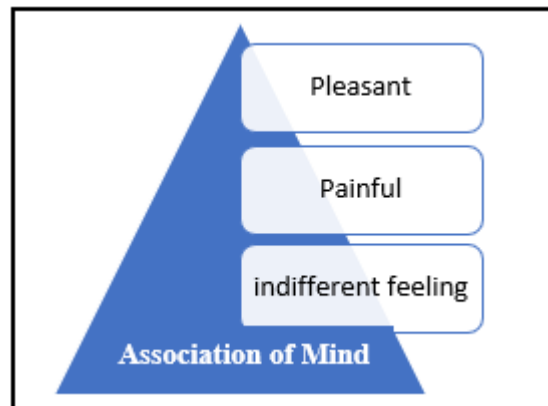

Figure 3. Layers of Mindfulness

The benefits of mindfulness play a pivotal role in determining human behavior. Mindfulness can be viewed as a skillful activity which can be experienced through learning and meditation. The urge for learning gradually builds up with the process of eliminating ignorance through grasping of conglomeration viz., form, feeling, perception, mental formation and consciousness. The panacea for purified mind and mindfulness of an individual rests on continuous efforts to eliminate the distractors of the mind until achieving the most desired goal both at personal and organizational level (Freeman 2000). HR managers today already possess in-depth knowledge, mindfulness and nature of their work which helps them to realize with a social anthropological approach. HR management is a social approach and is embedded with an understanding to encourage the interconnectedness of believing and valuing human behavior enthralled by surface resemblance to anthropological phenomenon. According to corporate anthropology foundation, corporations need to improve their self-knowledge and anthropologist thus can help them to resolve problems of cultural diversity openness which sometimes cause hindrances to value creation and mind purification process among the workforces (Marcus & Fischer 1986).

Perspectives of Culture, Personality & Values: Building Bricks of Human Attributes
The trio element of culture, personality and value have evolved as the prime indicators in predicting, analyzing and determining human behavior at organizational terrain. In recent times, the diversity of the emerging global environment blended with diversity of human psychology has contributed a mammoth share towards building pathway for organizational development. The increasing waves of organizational management of present-day business houses creates a cutting competitive edge with connectivity to personality traits and values. With changing business environment, dimensions of cultural management indicate the cultural intelligence which has become the most pertinent issues in cultural anthropology (Cromer, 2019). Broadly culture is the assimilation of traditional values, beliefs, ideas, customs, skills, arts and language of specific community, group and region. Few years earlier, the notion of personality revolves around as the primary criteria for engagement of employees for a specific assigned task. With the changing facets of human resource potentials, personality has evolved as the most crucial element in the domain of cultural and organizational concerns of people management. In the late 90s with advent of globalization journey, the array of culture-personality-values became the most desired dimensions of human attributes. A close proximity between culture and values highlights personality as antecedent to values and can be visualized on the basis of experience and social expectations. The three core components of an individual can be understood in the context of basic tendencies, characteristic-adaptation and self-concept (Davis 2019). Studies acknowledge that values exist at the interface of the environment and indigenous basic nature manifested in personality. In the post-pandemic platform, the anthropological aspects of cultures, values

and personality has made a drastic makeover in the organizational hemisphere. The relevance of varying value systems, cultures, personality is quite pertinent in the present working environment with optimistic, impactful satisfaction from life and job for 21st century work-force at large (Niemiec 2013).

RESEARCH OBJECTIVES

Although studies in the field of Human Resource Interventions have been conducted in management literature, but hardly a handful of studies in the context of anthropological perspective on HR interventions and its applicability in the workspace have been explored. Moreover, nothing much have been investigated on application of anthropological dimensions in the public work sphere. No apt measurement scale for assessing the reality of application of anthropological magnitudes in the government departments have been conceived so far. Considering this phenomenon as a research gap the key objective of the study focusses on:
1) To design a measurement scale for assessment of anthropological interventions
2) To identify prominent domains and items for formulating measurement scale

In light of the stated objectives select, government departments primarily engaged in the productive and development activities of the state viz. the public department of Labor and Commerce & Industries have been considered in the study. A brief detail of the two departments considered for formulation of the scale are enumerated as:

- *Labor Department:* This department is entrusted with the administrative enactments and to promote fruitful industrial relation. Labor department of Government of West Bengal is dedicated to serve toiling masses comprising underprivileged, backward, poor, deprived, down-trodden population of the state of West Bengal.
- *Commerce & Industries Department*: This department is primarily oriented for promotion and regulation of large and medium scale industries with development of trade & commerce in the state. Commerce and industry department is assigned with the tasks of formulating and implementing industrial policies and strategies required for the progression of state economy.

STRUCTURAL FRAMEWORK: ANTHROPOLOGICAL THEORIES AND STUDIES

The collective ways of life of a civilization, molded by common core beliefs that have grown over time to solve external issues and maintain internal cohesiveness, can be referred to as its culture. These presumptions turn into the widely acknowledged norms and values that direct members of the group in the ways how they see, consider, and react to different events. Similar processes are followed by organizations when their members join forces to form a cohesive whole and adjust to their surroundings in order to survive. Through shared values, beliefs, and conventions, organizational culture is formed as a result of this process of collective learning and impacts the attitudes, feelings, and actions of employees. Internal disputes and tensions are avoided by the cohesive power of organizational culture. Integrity sets one organization apart from another and influences attitudes and behaviors by giving them direction and significance. Within an organization, hierarchical culture refers to the shared ideals, symbols, and rituals that represent the rules and practices of the organization in internal management as well as outward interactions with stakeholders. Although there isn't a single, widely agreed-upon definition of organizational culture, typical characteristics include its communal aspect, which is shaped by the background, experiences, and history of the organization. With its symbolic and psychological components, it is frequently characterized as having several levels and layers (Cantero 2017).

In the field of management, social anthropology is essential for comprehending organizational transformation, managerial techniques, and cultural processes. It explores how the field is shaped by historical context, negotiation, and symbolic production. A research methodology that offers a thorough exploration of the complexities of organizational dynamics and human behavior is anthropology. Anthropological writings can emphasize conflicting interpretations of reality and knowledge by utilizing a variety of authorial voices. Anthropology examines the construction, consumption, trade, and revaluation

of symbolic aspects, especially in management studies. With an emphasis on managers and broad management, this approach views significance as an emergent quality. Exploring the root 'grammars' of symbolic frameworks and the function of myths in forming human consciousness has been made possible by scholars across several studies (Escallón 2019). Managers who use qualitative techniques not only uncover previously unnoticed aspects, but also engage in critical introspection. The study of ethnography demystifies accepted ideas by drawing attention to hidden alternatives and overlooked facets of routine behaviors. By combining a range of inputs and viewpoints, this method can create new opportunities for managerial procedures and organizational structures. Through the integration of postmodern notions concerning knowledge and truthful representation in the workplace, anthropology in management studies contests established frameworks and fosters a more sophisticated comprehension of reality. An insightful and diverse perspective for examining and criticizing management techniques is provided by anthropology, which emphasizes the significance of textual formulations, concrete symbols, and narrative approaches (Garth 2019).

The author of this paper has proposed a structured research design for creation of the "**Character-Psychology-Behavior-Mind-Ethics in Public Departments**" i.e. "**CPBME- PD**" scale. The nomenclature of this measurement scale has been coined by the author of the paper.

THE RESEARCH DESIGN FOR CONCEIVING THE CPBME-PD SCALE

The Research Design for drafting CPBME-PD scale has been visualized in terms of sequence of formulated steps.

Step I
Defining the Domains on the Basis of Literature Review & Experts/Judges Opinion
A detailed study of literature coupled with interactions and discussions with experts in the Human Resource functional area have been taken up for identifying the broad domains of the study. The five major domains of the scale have been identified as:
- Domain A: Upholding Character Strength for Decision Making
- Domain B: Understanding Human Psychological Behavior
- Domain C: Reconnecting Proponents of Business Education
- Domain D: Integrating Avenues of Mind Purification
- Domain E: Linking Personality Traits & Cultural Attributes

Step II
Defining the Sub Domains/Items Relating to Domains
On the basis of further literature review an understanding of the problem to be investigated and multiple items have been identified relating to the domains. The following table 1 shows the number of items at this stage.

Step III
Expert/Judges Opinion and Item Language Construction
Thus, the present paper has revealed five specific Domains with a range of Sub Domains/Sub-Scales along with it. All these have been done through literature review, experts/judges opinion and incorporation of the 14 Classical Rules by Edwards 1957.

Domains	Items	Total number of Items
Domain A:	A.1 Character stimulates decision making activity	
	A.2 Strategic character builds cognitive leadership behavior	
	A.3 Character strength fosters bold relationship foundation	

Upholding Character Strength for Decision Making	A.4 Dynamic character acts as an indicator for organizational development	5
	A.5 Character predicts in shaping human attributes and potential	
Domain B: Understanding Human Psychological Behavior	B.1 Psychological element contribute human behavior	5
	B.2 Psychological architect shapes human characteristics	
	B.3 Building fruitful relationship human behavior and environment	
	B.4 Psychological architecture impacts work-floor output	
	B.5 Psychological understanding integrates emotional satisfaction	
Domain C: Reconnecting Proponents of Business Education	C.1 Upholding linkage between work-floor and business education	5
	C.2 Emphasizing interdisciplinary component of business education	
	C.3 Fulfilling the gap for better organizational outcome	
	C.4 Developing clear understanding between theory and practice	
	C.5 Innovative Business education model foster organizational sustainability	
Domain D: Integrating Avenues of Mind Purification	D.1 Blending trio element body-mind-soul for human behavior	5
	D.2 Understanding rightness attribute for organizational performance	
	D.3 Purified mind enhances action-attitude-ability of human factor	
	D.4 Recognizing mindfulness for fruitful human behavior	
	D.5 Integrating individual goal and organizational objective	
Domain E: Linking Personality Traits & Cultural Attributes	E.1 Blending personality and culture attributes	5
	E.2 Assimilated cultural dimensions fosters competitiveness	
	E.3 Personality interfaces anthropological aspects in organizations	
	E.4 Personality-Culture-Value acts as antecedent to organizational sustainability	
	E.5 Cultural intelligence and values uphold people management	
	Total Items	25

Table 1. Interconnection Between Domains and Its Items

Step IV

Assessing the Applicability of the Items

To assess the applicability of 25 items in the scale, two techniques were adopted. One was through rating by experts and the other by statistical technique of item analysis.

    (1) Rating by Experts

        The scale so far developed has been then further circulated to 10 experts/judges, who were selected at random from among the previously considered 25 experts. Thereafter a mathematical exercise has been taken up to eliminate items which do not seem to be much of relevance in the context of the present study as per opinions of the 10 experts to whom the scale as in was circulated.

        The exercise has been as follows:

a.) Considering each item under each sub domain the following calculation was done:

Sum of scale responses of all 10 respondents
———————————————————————
10

b.) If quotient is less than or equal to 3.0, the item is rejected and if quotient is greater than 3.0, the item may be considered for acceptance- accepted.

(2) Item Analysis

Before finalizing the scale, the item subtotal correlations had to be computed between each item and their respective sub-domains. Only those items that correlated quite significantly ($P<0.05$) with their respective sub-domain were decided to be considered for inclusion.

Step V

Questionnaire Construction & Testing

The respondents were asked to respond on their perception on each of the sub-domain in relation to each of the items mentioned. The response has been made on the basis of five-point scale. Based on the responses, an attempt has been made to create the final scale. The final questionnaire consisted of basic demographic information about the respondents and the responses from the total sample for all the items following a rating scale 1-5, 1 meaning 'not observed at all' & 5 meaning 'extremely observed'. The benchmark of the extent of anthropological interventions on a Scale of 1 on 5 has been defined as:

1 = Not observed at all
2 = Less Observed
3 = Somewhat Observed
4 = Very much Observed
5 = Extremely Observed

The Reliability Test is being conducted for five domains viz. Domain A: Upholding Character Strength for Decision Making Domain B: Understanding Human Psychological Behavior Domain C: Reconnecting proponents of Business Education Domain D: Integrating avenues of Mind Purification Domain E: Linking personality Traits & Cultural Attributes

In all cases the value of Cronbach Alpha appeared to be greater than 0.70, thus showing all the constructs in the scale as reliable.

The study consists of the detailed description of the variables in table 2 as:

Dependent Variable	Independent Variable
Application of Anthological Interventions	Departments
Deficiency with respect to the application of Anthropological Interventions	Categories of Employee
Relevant Variables: Gender, Age, Experience, Family Type	

Table 2. Variable Dimensions

SAMPLE OF THE STUDY

Total sample size of total 182 employees in the categories of A, B, C and D in the Commerce & Industries & Labor Department is considered as the research sample. There have been 45 respondents on an average in each of the employee categories. The sampling technique is Purposive, Stratified and Convenient Sampling. The procedure for data collection from the above mentioned 182 respondents in the categories of A, B, C & D in the Labor & Commerce & Industries Department have been considered as follows:

i. Primary face to face interaction with the individual respondents
ii. Face to face interaction with specific contact persons in the selected organizations
iii. Telephonic interaction with the contact person and / or respondents with the questionnaire discussed and explained to them.

iv. E-mail/Online communication with the contact persons and the respondents of the selected organization.

v. A combination of some or all of the above four approaches as was felt suitable in specified cases.

RESULTS & FINDINGS OF THE STUDY

The Domains & Items of *Character-Psychology-Behavior-Mind-Ethics in Public Departments" i.e. "CPBME- PD*" scale thus created are:

Domain A: Upholding Character Strength for Decision Making (5 Items)
    A.1 Character stimulates decision making activity
    A.2 Strategic character builds cognitive leadership behavior
    A.3 Character strength fosters bold relationship foundation
    A.4 Dynamic Character acts as an indicator for organizational development
    A.5 Character predicts in shaping human attributes and potential

Domain B: Understanding Human Psychological Behavior (5 Items)
    B.1 Psychological element contribute human behavior
    B.2 Psychological architect shapes human characteristics
    B.3 Building fruitful relationship human behavior and environment
    B.4 Psychological architecture impacts work-floor output
    B.5 Psychological understanding integrates emotional satisfaction

Domain C: Reconnecting proponents of Business Education (5 Items)
    C.1 Upholding linkage between work-floor and business education
    C.2 Emphasizing Interdisciplinary component of business education
    C.3 Fulfilling the gap for better organizational outcome
    C.4 Developing clear understanding between theory and practice
    C.5 Innovative Business education model foster organizational sustainability

Domain D: Integrating avenues of Mind Purification (5 Items)
    D.1 Blending trio element body-mind-soul for human behavior
    D.2 Understanding rightness attribute for organizational performance
    D.3 Purified mind enhances action-attitude-ability of human factor
    D.4 Recognizing mindfulness for fruitful human behavior
    D.5 Integrating individual goal and organizational objective

Domain E: Linking personality Traits & Cultural Attributes (5 Items)
    E.1 Blending personality and Culture attributes
    E.2 Assimilated cultural dimensions fosters competitiveness
    E.3 Personality interfaces anthropological aspects in organizations
    E.4 Personality-Culture-Value acts as antecedent to organizational sustainability
    E.5 Cultural intelligence and values uphold people management

CONCLUSION AND IMPLICATIONS OF THE STUDY

The life line behind any organizational escalation rests on the people centric factors which are the core driving forces for present day millennium organizations. Contemporary organizations are people driven. The notion of anthropological dimensions is quite critical at this juncture because an effective engagement of human potential is vested within individual employee's cognitive, emotional and behavioral state towards achievement of organizational outcomes. Fruitful application of anthropological magnitudes induces an employee to think, to devote, to work and to achieve and finally evolves him with greater motivation and commitment (Wright 1994). The paper thus upholds an attempt to create the "CPBME- PD" scale with its domains and items within. The endeavor of this paper is to create a standardized measurement scale in order to identify and understand the extent of real-life application of anthropological interventions

in the public departments in West Bengal Government. The implication of this study is the conception of "CPBME- PD" scale in order to measure the application of anthropological interventions in the public work setting in the Government of West Bengal. The comprehensive scale may be considered as a research tool and enabling step forward in gauging the applicability of HR anthropological interventions towards initiating HR practices in the government work hemisphere.

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