

**AN INQUIRY INTO THE PROFESSIONAL EXCELLENCE OF MUSICALLY
TALENTED HR PROFESSIONALS**

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CERTIFICATION OF APPROVAL

This is to certify that the dissertation entitled “**AN INQUIRY INTO THE PROFESSIONAL EXCELLENCE OF MUSICALLY TALENTED HR PROFESSIONALS**” is a record of genuine work done by Swathy P S, a fourth semester, Master of Human Resource Management student of this college under my supervision and guidance and that is hereby approved for submission.

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DECLARATION

I, Swathy P S, hereby declare that the dissertation titled “**AN INQUIRY INTO THE PROFESSIONAL EXCELLENCE OF MUSICALLY TALENTED HR PROFESSIONALS**” is based on the original work carried out by me and submitted to the University of Kerala during the year 2021-2023 towards partial fulfilment of the requirements for the Master of Human Resource Management Degree Examination. It has not been submitted for the award of any degree, diploma, fellowship, or other similar title of recognition before

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ABSTRACT

This qualitative study explored the musical talents of working HR from the perspective of expediting likely relationship if any exists between the innate talent and likely manifestation of the same on their professional efficiency. The research questions examined musically talented managers' perspectives on human capital development, the creativity of these professionals in executing HR functions, and how they compare their efficiency to non-musical colleagues. It has been carried out with the help of an interview guide that enabled in-depth interview of five selected musically talented HR professionals holding top most positions to the bottom line in companies ranging from Snapchat to Lulu group pan India. Narrative summary of cases lead to thematic analysis and constant comparison method helped the researcher to present findings by revealing certain axiological considerations.

The findings reveal that musical talents are associated with higher confidence, creativity, communication, and problem-solving abilities. Music also strengthens workplace relationships, culture, and performance. However, musical talents are rarely consciously leveraged for HR excellence. The suggestions include providing platforms to showcase musical talents, incorporating or considering presence of musical intelligence in hiring/training/engagement, and raising awareness of transferable musical skills.

In conclusion, the study provides insights into organisational assets described as musically gifted HR professionals. It also asserts that, appropriate consideration on the same may bring better creativity and relationship-building. Organizations can empower these professionals by recognizing their talents and integrating music-based initiatives. With the right support, musically inclined HR professionals can maximize their potential and boost organizational success.

CHAPTER – 1
INTRODUCTION

1.1 INTRODUCTION

Music, with its universal language of melody and rhythm, possesses an unparalleled ability to resonate with the human experience. Spanning cultures, eras, and emotions, music transcends boundaries, serving as a conduit for expression, connection, and reflection, this study attempts to answer hunch of human resource management student, on the prospects of musical intelligence in the functional domain of HRM. From its capacity to evoke powerful emotions to its role in shaping cultural identities, music stands as a timeless and transformative art form that weaves itself intricately into the life of people. Music is essentially something that stimulates the auditory nerves (hearing sense). But music is perhaps one of the only stimuli, received to a single sense organ, which stimulates almost all of the brain in unique ways.

In the realm of Human Resource Management (HRM), the intricate relationship between music and individual motivation offers valuable insights into employee engagement and well-being. The realization that no two individuals perceive music in precisely the same way underscores the uniqueness of human experiences. This principle can be extrapolated to acknowledge that each employee possesses a distinctive set of motivations and preferences within the workplace. Just as music resonates differently with each listener, employees are driven by a diverse range of factors that influence their attitudes, behaviours, and performance.

The parallels between music appreciation and workplace engagement become evident when considering the specific reasons individuals listen to music. These motivations, much like the varied rhythms of music genres, include factors such as enjoyment, elicitation of special emotions, and affinity for structural elements of a song, such as a captivating chorus or rhythm. This diversity of motivators mirrors the multifaceted aspects that drive employees to excel in their roles. Just as a melody can evoke an emotional response, aligning tasks and roles with employees' passions and strengths can lead to heightened job satisfaction and performance.

Moreover, the intriguing phenomenon of unique sensations induced by music, such as ASMR, goosebumps, euphoria, and trance-like states, unveils the profound influence that auditory stimuli can have on the human psyche. In the context of HRM, recognizing and leveraging employees' unique triggers for motivation and inspiration can translate to innovative approaches for fostering creativity and dedication. Just like how a captivating composition can guide a person into a state of deep trance, providing employees with the opportunity to engage in tasks that genuinely spark their passion and interest can create a mental state known as 'flow'. In this state of flow, individuals become fully absorbed in their work, experiencing heightened focus, creativity, and a sense of timelessness. During these moments, productivity naturally

increases, and employees find themselves more engaged and motivated to excel in their tasks. Just as a captivating melody can transport listeners, immersing employees in tasks that resonate with them can transport them into a realm of optimal performance and satisfaction.

The concept of music as a remedy for monotony finds resonance in the corporate environment. Just as music engages the entire brain, preventing boredom and monotony, HR professionals can introduce strategies to keep employees engaged, challenged, and stimulated in their roles. Tailoring tasks to individual strengths and providing opportunities for skill development can serve as the organizational equivalent of a captivating musical composition.

Furthermore, the social and interpersonal bonding facilitated by music mirrors the importance of cohesive teams and positive work relationships in HRM. Just as music brings people together through shared experiences, fostering teamwork and collaboration cultivates a sense of unity and belonging among employees. Incorporating music-themed events or collaborative playlist curation can serve as platforms for building connections among team members. In conclusion, the intricate interplay between individualized music perception and HRM underscores the significance of recognizing and accommodating diverse motivations within the workforce. Much like music's ability to evoke emotion, stimulate the mind, and foster social connections, HR professionals can harness these insights to create environments that resonate with employees on a personal level. By acknowledging and celebrating the unique motivations of employees, HRM can compose a harmonious workplace symphony where engagement, creativity, and collaboration flourish.

The concept of music aiding creativity was explored, highlighting its potential benefits. It was questioned whether individuals ever experienced the need for creative thinking. It was noted that while certain types of music were known to promote relaxation, any genre of music could contribute to enhancing creativity. Considered was a scenario wherein a challenging mathematical problem or the creation of an architectural floor plan posed difficulties, leading to a sense of being stuck. In such situations, allowing the mind to engage with these issues on an unconscious level, a process referred to as "Incubation," was deemed beneficial. To further augment this cognitive process, it was pointed out that music played a role in stimulating various regions of the brain. The implication was that such stimulation could potentially facilitate the emergence of creative insights, offering a potential solution to the impasse individuals might face during problem-solving or creative endeavours.

HR professionals who engage in singing may find this artistic outlet boosts their capacity for innovation and creative problem-solving in the workplace. On a cognitive level, the act of vocal

improvisation exercises flexible thinking, as singers must invent melodic lines and lyrics in the moment. This musical spontaneity strengthens the ability to generate fresh ideas and adapt to new challenges. Singing also forges strong neural connections between breathing patterns and emotions, helping HR managers become more attuned to employees' subtle moods and feelings. Further, performing songs requires conquering stage fright and effectively connecting with an audience - skills that translate well to delivering engaging HR training sessions and presentations. Overall, singing utilizes right-brain aptitudes like imagination, empathy, interpersonal awareness, and big-picture thinking. By regularly flexing these creative muscles, HR professionals who sing can envision innovative programs, events, and policies that foster an inspired, emotionally intelligent, collaborative workplace culture. Their creative instincts, combined with vocal emotional intelligence, allow singer-songwriters in HR roles to come up with human-centric solutions and positively enrich the employee experience.

The power of music how it can benefit health includes many factors like: reducing pain and anxiety, An effective stress reliever, music and memory, etc. The power of music is profound and far-reaching. It can impact our emotions, behaviour, cognition, and even our physical well-being. Here are some ways in which music holds remarkable power: Emotional Impact: Music has a unique ability to evoke emotions and feelings in listeners. Different melodies, rhythms, and harmonies can convey a wide range of emotions, from joy and excitement to sadness and nostalgia. Music can be a powerful tool for expressing and processing emotions. Mood Enhancement: Listening to certain types of music can uplift one's mood and enhance positive feelings. Upbeat and energetic music, for example, can increase feelings of happiness and motivation.

Stress Reduction: Slow, soothing music has been shown to have stress-reducing effects. It can lower cortisol levels, decrease heart rate, and induce relaxation, making it a valuable tool for managing stress and anxiety. Memory Enhancement: Music has the ability to trigger memories and enhance memory recall. Familiar songs can bring back vivid memories associated with specific times, places, or experiences.

Cognitive Benefits: Engaging with music, whether through playing an instrument or listening actively, can stimulate cognitive function. It can enhance attention, focus, and problem-solving skills.

Physical Response: Rhythmic music can stimulate movement and physical response. Dancing to music is a natural expression of this phenomenon. Certain rhythms can also synchronize with our heartbeat and breathing.

Cultural Identity: Music is deeply intertwined with culture and identity. It can help people connect to their cultural heritage, express their values, and foster a sense of belonging.

Social Bonding: Music is often used as a social activity, bringing people together through shared experiences. It can facilitate social bonding and communication, whether through group performances, concerts, or music festivals.

Healing and Therapy: Music therapy is a recognized form of therapy that uses music to address physical, emotional, cognitive, and social needs. It's employed to help people of all ages cope with various challenges, including pain, trauma, and developmental disorders.

Motivation and Productivity: The right music can enhance motivation and productivity. Many people listen to music while working or exercising to help maintain focus and boost energy levels.

Artistic Expression: Music is a powerful form of artistic expression. Musicians and composers use it to convey ideas, stories, and emotions, often touching on complex and profound themes.

Universal Language: Music transcends language barriers, enabling communication and connection between people from different cultures and backgrounds.

Overall, the power of music lies in its ability to touch the human soul, evoke deep emotions, and influence various aspects of our lives. Whether as a form of personal expression, a therapeutic tool, or a means of cultural communication, music has a unique and lasting impact on individuals and society.

The profound impact of music on the human experience is highly relevant to the work of human resource professionals. As HR managers design programs and policies that affect employee wellbeing, leveraging the power of music can enhance their efforts. For instance, playing calming music in break rooms can help reduce stress and anxiety among employees. HR can also harness music's ability to foster social bonding by organizing company music groups or concerts, strengthening inter-team connections. Energizing music playlists during health and wellness activities could motivate employees to be more active. HR can organize weekly company jam sessions for musically inclined employees to bond over songs, reinforcing social cohesion. Monthly office concerts showcasing employee talent provide artistic outlets for staff while strengthening communal ties. Energizing playlists set the stage for well-attended health and fitness classes, combining music's physical effects with its power to motivate. HR training sessions enhanced with popular music see improved recall as employees associate key lessons with emotionally charged melodies. Individualized playlists curated by musically adept HR professionals provide struggling employees with personalized therapeutic support. Even simple choices like inviting staff to share meaningful songs or using culturally appropriate music at

company events can deepen connections. The multifaceted power of music, when thoughtfully channelled by human resources managers, carries remarkable potential to enhance employee wellbeing, productivity, connectivity, learning, and overall workplace satisfaction. Ultimately, incorporating music into company culture, from playing background melodies to promoting musical employee hobbies, allows HR to tap into universally felt musical emotions. This not only improves mental health and focus but also strengthens employee bonds and corporate identity. For HR managers, acknowledging music's intrinsic power is the first step to leveraging it for the collective benefit of the organization.

"Musical intelligence" is a concept that was introduced by psychologist Howard Gardner in his theory of multiple intelligences. According to Gardner's theory, there are multiple forms of intelligence that go beyond the traditional measure of IQ. Musical intelligence is one of these forms, and it refers to the ability to understand, create, and appreciate music.

Here are some key points about musical intelligence:

- Definition:** Musical intelligence involves sensitivity to sounds, rhythms, melodies, and patterns. People with high musical intelligence often have a strong sense of pitch, rhythm, and tone. They can appreciate the nuances of different musical genres and styles. HR professionals with musical intelligence have an innate sensitivity to the rhythms, patterns, and emotional tones in the workplace. Their ability to detect nuance in sounds translates into perceiving subtle dynamics between employees. And just as musicians improvise and adapt to each other during a performance, musically intelligent HR pros "harmonize" with employees by responding flexibly to changing interpersonal needs. In short, their natural musicality allows them to orchestrate various aspects of the employee experience and contribute to the company's overall positive culture.

- Skills:** Individuals with musical intelligence may excel at playing musical instruments, singing, composing music, or understanding complex musical structures. They might also have an intuitive understanding of how different elements of music come together to create a harmonious whole. And when conflict arises, their capacity for listening and attuning to different viewpoints helps them mediate and reach harmonious solutions.

- Pattern Recognition:** Musical intelligence often involves the ability to recognize and appreciate patterns within music. This could include identifying recurring motifs, understanding chord progressions, and perceiving the underlying structure of a piece of music. HR professionals with strong musical intelligence can leverage their pattern recognition skills to quickly identify themes and trends in employee data.

- Emotional Connection:** People with strong musical intelligence can often connect deeply with music on an emotional level. They may be particularly attuned to the emotions that music can convey and may use music to express their own emotions. Their ability to understand nuance and emotion allows them to build meaningful interpersonal relationships and foster a collaborative team environment.

- Learning and Memory:** Musical intelligence can be linked to strong memory skills, especially when it comes to memorizing melodies, lyrics, and complex musical arrangements. HR pros who are musically talented have excellent memories, enabling them to recall important details about employees and workplace policies.

- Cross-Cultural Understanding:** Musical intelligence can also involve an appreciation for and understanding of the cultural and historical contexts of different types of music. This can lead to greater cross-cultural awareness and sensitivity. They appreciate the diverse perspectives that come from a multicultural workforce.

- Interpersonal Skills:** Collaborative music-making often requires effective communication and teamwork. People with musical intelligence might excel in group settings where cooperation and coordination are essential. HR professionals gifted with musical intelligence exemplify professional excellence through their skills in bringing people together, communicating effectively, and contributing to the company's overall creative success.

- Integration with Other Intelligences:** Gardner's theory suggests that musical intelligence can interact with and enhance other forms of intelligence, such as linguistic, spatial, and interpersonal intelligence. For HR professionals, musical intelligence can reinforce strengths in other areas like communication skills and relationship-building. The interplay between musical and linguistic intelligences allows musically inclined HR pros to articulate ideas compellingly and tailor messages to connect with employees.

- Career Paths:** People with strong musical intelligence might pursue careers in music composition, performance, music education, music therapy, sound engineering, and related fields. While some with musical gifts pursue performance or education, their talents also aid careers in HR, counselling, and other fields centred on human collaboration. Musical intelligence develops the empathy, creativity, and insight needed to excel as an HR professional focused on talent development.

It's important to note that Gardner's theory of multiple intelligences is just one way of looking at intelligence. Different individuals have varying strengths and combinations of these

intelligences, and intelligence itself is a complex and multifaceted trait that goes beyond any single definition or measurement. In summary, musical intelligence refers to the ability to understand, create, and appreciate music. It involves a deep connection to musical patterns, emotions, and cultural contexts, and it can have a significant impact on a person's relationship with music and their overall cognitive abilities.

The intersection between music and the business world may seem unconventional at first glance. However, as our society continues to evolve, the boundaries between various disciplines are becoming increasingly blurred. In this context, the field of human resources (HR) stands out as a critical aspect of organizational success, responsible for managing talent, fostering a positive work environment, and promoting overall employee well-being.

In recent years, an intriguing phenomenon has emerged, capturing the attention of researchers and practitioners alike. It revolves around the presence of musically talented individuals within the HR profession and their potential impact on professional excellence. These individuals possess a unique blend of artistic sensitivity, creativity, and analytical skills, which may contribute to a more effective and innovative approach to HR management. Understanding the implications of this relationship between music and HR excellence becomes imperative as organizations strive to adapt to a rapidly changing global landscape.

The purpose of this dissertation is to explore, analyse, and evaluate the concept of professional excellence among musically talented HR professionals. By delving into the experiences, perspectives, and achievements of these individuals, it aims to uncover the underlying factors that contribute to their exceptional performance within the HR field. Through this research, we seek to shed light on the potential benefits of integrating music and HR practices, ultimately offering valuable insights for organizations and HR practitioners.

1.2 Statement of the Problem:

The research problem would help to gain knowledge about the conceptual to practical implications of presence of musical talent in a person and its likely prospects towards professional excellence emerged as a hunch and a problem of research. Studying selected musically talented HR professionals to expedite exploring the intersection of music and HR if any, this study aims to understand the factors that contribute to their exceptional performance, effectiveness, and overall success in the HR field. It seeks to uncover the ways in which their musical talents influence their decision-making processes, problem-solving abilities, interpersonal skills, and overall professional practice. Furthermore, the study aims to explore

the challenges and opportunities these individuals encounter in integrating their musical aspirations with their HR responsibilities.

1.3 Significance of the Study:

This research holds significant importance for both academia and the HR profession. By examining the professional excellence of musically talented HR professionals, this study can provide valuable insights into the multidimensionality of talent and expertise. It offers a deeper understanding of the potential synergy between music and HR, highlighting the ways in which musical abilities can enhance execution of HR functions. The findings of this research can inform HR professionals, organizations, and educational institutions, student communities about the unique contributions that musically talented individuals can make within the HR field, so that they can pursue a career in this. Musically talented HR or people, if they are recruited, they may be of our advantage or not. Organizations can identify, maintain and source a pool of musically talented people in their job roles, if the study finds that a role or quality that musically talented HR demonstrate. Educational institution promoting HR training can give opportunity to musically talented people to pursue such courses. By meticulously investigating the capabilities of musically talented HR professionals, it has the potential to uncover profound insights into the multifaceted nature of talent. This research offers a nuanced understanding of the intricate interplay between music and HR, demonstrating how musical abilities can synergistically enhance HR functions. Ultimately, the study promises to refine HR practices, foster a more diverse talent pool, and illuminate novel dimensions of excellence by bridging musical aptitude with HR expertise. This exploration enhances our understanding of interdisciplinary dynamics and elevates HR management standards.

CHAPTER – 2
REVIEW OF LITERATURE

Stanley Godlovitch (1998) In his book "Musical Performance: A Philosophical Study," explores the implications of the separation between live musical performance and recorded music. He shifts the focus from the composition and perception of music, which are commonly addressed in philosophical discussions, to the challenges posed by technology for the tradition of active music playing and performing. Godlovitch raises questions about the value of musical performance, considering whether it is merely a medium of transfer compared to recorded music, and whether live performances are more expressive. The book offers a thought-provoking analysis of the contemporary landscape of music and the evolving role of musicians in relation to recorded music.

James C Bennett (1999) In his article "Achieving professional excellence for a new century" discusses in the evolving business landscape, the significance of records, information, and knowledge as valuable assets has grown immensely, thereby emphasizing the critical role of information professionals responsible for their management. Meeting the challenges of the new century requires information professionals with increasingly demanding qualifications. Today's information professionals must possess knowledge across various functional areas within an organization, including accounting, finance, marketing, human resources, production, operations, management information systems, and office systems. Success in information management is influenced by several factors, such as effective teamwork, strong communication skills, a solid understanding of records management principles, proficiency in computer applications, and a strong commitment to ethical practices.

Brian E Becker, Mark A Huselid,(1999) The increasing focus on people and their management systems as a means of gaining competitive advantage has led to a growing interest in the field of Human Resource Management (HRM) among both practitioners and academics. As we approach the end of the millennium, HRM is seen as "coming of age." While academic research has made significant contributions to this field, it is argued that consultants and professionals in the industry are at the forefront of advancements in strategic HRM. However, there is a lack of data on how organizations effectively manage their workforce to achieve a competitive advantage. Comparisons of human capital management systems in leading firms are particularly scarce. Although empirical studies consistently show a positive correlation between effective HR management and financial performance, there is still a need for a deeper understanding of these processes and how firms can leverage their human resources to gain a competitive edge.

Robert L. Mathis, John H. Jackson,et.al(2016) The 15th edition of "Human Resource Management "is a comprehensive resource that sets the standard for excellence in the field.

This book provides the most up-to-date insights into HRM and its impact on organizational success in the present day. It is widely recognized as a valuable study guide for professional HR certification exams administered by the Society for Human Resource Management and the Human Resource Certification Institute. The content covers all major topics in HRM, incorporating the latest research and striking a balance between solid theoretical foundations and contemporary practices. The book delves into current trends influencing HRM, such as technology, globalization, competencies, and HR metrics. Please note that the availability of media content mentioned in the product description may vary for the e-book version.

E Glenn Schellenberg (2001) The article "Music and non-musical abilities" published in the Annals of the New York Academy of Sciences reviewed research on the links between music exposure and non-musical cognitive abilities. The so-called "Mozart effect" refers to short-term spatial ability improvements and potential long-term cognitive benefits of music lessons. However, the review found the short-term spatial boost is small and unreliable, often explained by differences in mood or arousal. The impact of formal music training on non-musical cognition like math, language, and spatial skills remains an open question. While some studies report associations between music lessons and cognitive gains, compelling evidence for a direct causal relationship is still lacking. In summary, this review concludes the short-term "Mozart effect" on spatial abilities is negligible, while the potential long-term cognitive benefits of music training are still inconclusive. More research is needed on the links between formal music instruction and gains in non-musical domains.

Edward Lawler, John W (2009) In this article "Achieving Excellence in Human Resources Management: An Assessment of Human Resource Functions" is the fifth study conducted by the Center for Effective Organizations (CEO) that examines human resources in large corporations. This book provides a unique long-term analysis by comparing data collected in 2007 with data from CEO's earlier studies, spanning a total of 12 years of data. Building upon CEO's previous research, Edward E. Lawler III and John W. Boudreau evaluate whether the HR function is undergoing changes and assess its effectiveness, with a particular focus on its transformation into an effective strategic partner. The authors also explore how organizations can improve their management of human capital. The findings reveal significant changes and highlight the necessary steps for HR to be effective in the future. The book identifies best practices and effective organizational designs, making it essential reading for scholars and practitioners involved in Human Resource Management.

Anneli B Haake (2011) The availability of listening technologies such as MP3 players, digital file formats, and internet access has led to a new era of music listening in office settings. Many

employees now listen to music through computers and personal devices. While previous studies have examined the impact of researcher-selected music on work performance, there is a lack of research on the music-listening patterns and preferences of office workers, as well as the reasons behind their choices. This article presents the findings of a survey conducted in the UK that aimed to explore music-listening practices and experiences in office settings. The survey gathered quantitative and qualitative data from nearly 300 office employees. The study identified several significant functions of music listening beyond the well-studied effects on mood and distraction, including inspiration, concentration, positive distraction, stress relief, and creating personal space. The participants reported listening to music for a significant portion of their working week and mentioned a wide range of music styles and artists. Music helped them engage in their work or escape from it, and they often used music to create a personal bubble within the office environment. Employees were mindful of not disturbing colleagues or appearing unprofessional in front of clients when managing their music-listening practices. The article highlights the importance of allowing employees to choose their own music and emphasizes the multidimensional aspects of music listening in the workplace. This research has implications for managers, employees, therapists, office designers, and music technology developers.

Yi-Nuo Shih, Rong-Hwa Huang, et.al (2012) In this article “Background music: Effects on attention performance” The impact of background music on worker attention has been a subject of interest in previous studies. While noise can potentially disrupt attention, certain types of background music have been found to enhance worker satisfaction and productivity. This study aimed to compare the effects of music with and without lyrics on human attention. A total of 102 participants, aged 20-24 years, including 56 males and 46 females, were recruited for the study. Through a randomized controlled trial (RCT), the study examined the impact of background music, with and without lyrics, on concentration and attention during attention testing. The results showed that background music with lyrics had a significant negative effect on concentration and attention. Therefore, the findings suggest that in work environments where background music is played, it is preferable to choose music without lyrics. Songs with lyrics are more likely to diminish worker attention and performance.

Tarek Amer, Beste Kalender et.al (2013) The article "Do older professional musicians have cognitive advantages?", One examined whether long-term music training and practice are associated with improved cognitive abilities in older adults. The researchers compared professional musicians and non-musicians matched on age, education, vocabulary, and health on auditory processing, spatial span, and cognitive control tasks. Musicians outperformed non-

musicians on auditory processing, most cognitive control tasks, and overall, on a composite measure of cognitive control. Results suggest sustained music training and involvement is associated with enhanced aspects of cognitive functioning in late middle-aged and older adults. In summary, this study found older professional musicians demonstrate advantages in auditory processing and cognitive control compared to non-musicians, indicating long-term music training may provide cognitive benefits in late adulthood.

Markus Christiner, Susanne M Reiterer, et.al (2013) this article examined the link between singing ability and speech imitation by testing 41 singers on their singing talent, speech imitation skill, musicality, and working memory. Results showed singing performance was a stronger predictor of speech imitation compared to musical instrument playing. Approximately two-thirds of the variance in speech imitation scores could be explained by working memory, education level, and either general singing performance or specific rhythm and voice quality when imitating an unfamiliar language. This suggests singing and speech rely on common vocal flexibility, neural control, development, and auditory memory. Good singers benefit from enhanced flexibility in perceiving and producing new sounds, as well as improved auditory working memory. Overall, the findings indicate a connection between singing skill and speech imitation, likely due to shared cognitive and vocal control factors. Singing may improve speech imitation through greater vocal flexibility, memory, and openness to novel sounds.

L Robert Slevc, Nicholas S Davey et.al (2016) The article "Tuning the mind: Exploring the connections between musical ability and executive functions" published in *Cognition* investigated the relationship between musical experience/ability and components of executive function (inhibition, updating, switching) in auditory and visual modalities. The study evaluated musical background and ability in a large group of participants. Musical ability predicted better performance on auditory and visual updating tasks, even when controlling for potential confounds like age, handedness, bilingualism and socioeconomic status. However, musical ability was not clearly related to inhibitory control and was unrelated to switching abilities. The findings show cognitive advantages associated with musical ability are not limited to auditory processes but are specific to certain executive functions like updating. In summary, this study found musical ability predicted better updating performance in both auditory and visual modalities, supporting a process-specific and modality-general relationship between music cognition and executive function.

Andreas Karall's(2017) thesis explores Human Resource Management (HRM) in the music industry, with a particular focus on the emergence of online HRM platforms and the associated benefits and difficulties they present for managers and musicians. The researcher's decision to

delve into these subject stems from the limited history of HR practices in the music industry and the growing influence of technology on managerial responsibilities.

Markus Christiner and Susanne Maria Reiterer et.al (2018) In their article "Early influence of musical abilities and working memory on speech imitation abilities: Study with pre-school children" tested preschool children on musical abilities, working memory, and speech imitation of unknown languages. They found musical perception and production abilities were linked to better phonetic language skills and working memory even at age 5. Results suggest musical talent and foreign language aptitude may be connected from early childhood, and that early individual differences in these domains stem from innate abilities. In summary, this study of preschoolers found musical aptitude related to speech imitation and working memory, indicating an intertwined development of music and language skills.

Ryan D Shaw (2019), In the journal of music teacher education aimed to examine the perceptions of human resources (HR) professionals regarding the performance of music teacher candidates in prescreening interviews across five school districts in the Midwest. Specifically, the study explored how HR professionals evaluated music teacher candidates' performance in relation to different aspects of the interviews and compared them to other candidates. The primary data was collected through interviews with HR professionals responsible for hiring new teachers. The findings revealed that HR professionals perceived differences in the performance of music teacher candidates based on the grade levels they were applying for (K-6 or 7-12). Music teacher candidates' responses appeared to align more closely with those of secondary candidates, as they struggled with demonstrating empathy and discussing individual student growth. Instead, their focus was on policies and exhibited a mindset more suited for a program director role. Additionally, the participants exercised autonomy in personalizing the prescreening interview instruments based on the type of licensure and the pool of applicants.

Panel Jessica Yoo a, & Gavin M. Bidelman (2019) In this article named "Linguistic, perceptual, and cognitive factors underlying musicians' benefits in noise-degraded speech perception", Previous studies have had mixed findings on whether musicians have better speech recognition in noise compared to nonmusicians. This study aimed to clarify these equivocal results and identify the perceptual and cognitive factors that may account for potential musician advantages. The researchers tested musicians and nonmusicians on speech-in-noise recognition, auditory masking, fluid intelligence, and working memory tasks. They found musicians performed better on complex speech tasks with speech masking, but not simpler non-speech masking tasks. This suggests musicians' advantage is specific to competing linguistic interference. Overall performance correlated with working memory, highlighting the

importance of cognition for degraded speech. Musicians also had enhanced auditory attention, working memory, IQ, and speech-in-noise scores. These results indicate musicians' speech-in-noise benefits stem from improved parsing of competing speech signals, not better signal extraction alone. Cognitive factors like working memory, attention, and intelligence appear to partially drive these advantages.

Nan Mao (2022), In the article discusses as the issue of employee stress gains global attention, scholars from various disciplines have been exploring effective solutions. Music therapy has emerged as a promising approach to maintaining the mental well-being of workers in diverse industries and enhancing their productivity. While traditional psychotherapy relies primarily on verbal conversation, it falls short in addressing the psychological pressures experienced by employees in the workplace. In such cases, music therapy can effectively play its role. This study gathers extensive survey data on job satisfaction from healthcare, education, and restaurant staff, examining the potential of music therapy to alleviate psychological stress in these occupational fields. Through data analysis, the study highlights the ability of music therapy to stimulate employees' creativity, combat fatigue, and eliminate unfavourable factors. Additionally, it fosters camaraderie among employees, enhances work efficiency, promotes a sense of belonging, and reduces distress among workers. In summary, music therapy has far-reaching positive effects, particularly in corporate settings, where it can significantly benefit employees in various aspects within the workplace.

Harshika Gudi, Yamini Gowribhatla et.al, (2023), article experimentally tested the effects of music therapy on perceived stress and professional quality of life among nurses in India. Forty-one nurses were given a questionnaire on stress, burnout, secondary trauma, and compassion satisfaction. The experimental group then received a 30-minute group drumming session and 15-minute guided relaxation with live Indian classical music. Results showed the music therapy significantly reduced perceived stress, burnout, and secondary trauma in the experimental group. This indicates music can enhance wellbeing and reduce work stress. While positive effects were seen, the small, localized sample means findings cannot be generalized to all Indian nurses. The researchers recommend further study on the impacts of increased music therapy sessions and testing with other medical professionals and hospital staff. Overall, this initial study suggests music interventions can improve nurses' professional quality of life and reduce work-related stress.

organizations to try to decrease workplace stress and improve performance. However, few studies have examined the effects of music on employee performance, especially in manufacturing settings. This study aimed to investigate the impact of background music on

workers in Sri Lankan garment factories. The hypothesis was that listening to music during work would improve task performance. The sample included 50 machine operators, who were given a questionnaire before and after listening to relaxing music for two weeks. Results showed a significant correlation between music listening and self-reported task performance. Performance was rated higher after the music intervention compared to before, suggesting music boosted productivity. Recommendations include using upbeat songs, consulting employees on preferences, playing a variety at different times, and adjusting based on the situation. This study supports the idea that a worker-friendly environment created with background music can enhance employee performance. More research is needed, particularly in manufacturing industries. Effective human resource management involves creating a positive work environment that reduces employee stress. Playing background music is a common strategy used by service, Do older professional musicians have cognitive advantages?

AC Priyadarsini (2010) This study investigated the use of Carnatic music therapy as a complementary treatment for depression. 132 participants aged 18-45 with mild unipolar depression were randomly assigned to receive either standard care alone or standard care plus 18 biweekly Carnatic music therapy sessions. Depression levels were measured before and after the intervention using the Beck Depression Inventory. Self-esteem was measured using the Rosenberg Self-Esteem Scale. The goal was to determine if Carnatic music therapy could help manage depression symptoms and improve self-esteem when added to standard depression care. The effects of the music therapy on both depression and self-esteem were analysed. This study explores Carnatic music as a potential complementary therapy for depression, beyond standard treatments like medication and psychotherapy.

MK Dinithi Padmasiri and KAS Dhammika (2014) The study titled "The effect of music listening on work performance: a case study of Sri Lanka", examined the effect of background music on employee performance at garment factories in Sri Lanka. Fifty machine operators were given a questionnaire on their work performance before and after listening to relaxing music at work for two weeks. Statistical analysis showed a significant correlation between music listening and improved self-reported work performance. Employees performed better on the job after listening to background music compared to before music was introduced. The authors recommend organizations consider playing fast-rhythm songs, discuss music preferences with employees, change the music based on the situation, and allow employee input into music selection, in order to further enhance performance through a positive work environment. Overall, this study demonstrates that background music can increase employee productivity in manufacturing settings.

CHAPTER – 3
METHODOLOGY

3.1 TITLE:

An Inquiry into the Professional Excellence of Musically Talented HR People.

3.2 RESEARCH DESIGN:

The study is conceived as an explanatory case study. This method investigates distinct phenomena characterized by a lack of detailed preliminary research, especially formulated by a specific research environment. Mills, Durepos and Wiebe (Mills, Durepos, & Wiebe, 2010). In the social sciences, a case study is a research method involving an up-close, in-depth, and detailed examination of a particular case. As the name implies, it intends merely to explore the objectives and does not intend to offer final and conclusive solutions to existing problems. This type of research is usually conducted to study a problem that has not been clearly defined yet. Conducted in order to determine the nature of the problem, exploratory case study research is not intended to provide conclusive evidence but helps us to have a better understanding of the problem attempted through a qualitative framework. Which uses In-depth interviews, conducted with musically talented HR professionals, providing a rich understanding of their background, musical experiences, and the ways in which their musical abilities influence their HR work.

3.3 AXIOLOGICAL CONSIDERATIONS:

This study recognizes the inherent value and importance of both music and HR in society. The axiological consideration is centred on acknowledging and respecting the subjective experiences and perspectives of the participants. It seeks to create a space for open and honest dialogue, valuing the personal narratives and insights shared by musically talented HR professionals. The research design aims to uphold ethical principles, ensuring confidentiality, voluntary participation, and informed consent of the participants. The researcher's own musical background and passion for HR contribute to a genuine interest in understanding and celebrating the professional excellence of musically talented HR professionals.

3.4 RESEARCH QUESTIONS:

- To study Musically talented managers and their perspective on human capital development.

- To explore if managers having musical talent are demonstrating better creativity in designing or execution of HR functions.
- To study how Musically talented Professionals compare their functional efficiency with their colleagues.

3.5 Purpose of this study:

The purpose of this qualitative exploratory case study is to gain an in-depth understanding of the experiences of musically talented human resource (HR) professionals. Specifically, it aims to explore how their musical abilities and talents influence their approach to professional HR work and their perceptions of creativity and excellence within their profession.

The study will utilize an explanatory case study design consisting of in-depth interviews with 5 musically gifted HR professionals working in various HR functions. The interviews will provide rich, descriptive data regarding their musical backgrounds, how music manifests in their HR work, and their perspectives on leveraging creativity and fostering professional excellence as musical HR practitioners. This research is significant as it gives voice to an understudied population within the HR field, seeking to understand the intersection of musical giftedness and talent management from an axiological perspective that honours the value of subjective human experience. The study hopes to illuminate new insights into alternative pathways toward creativity and excellence within the HR profession.

3.6 Unit of Analysis:

With consideration of the research questions, unit of analysis (UoA) may be defined as any one identified HR professional with musical talents. Researcher collected the data with the help of primary and secondary sources. Primary data are collected from 5 HR Professionals who are gifted with music talent, and they are involved in various HR functions. And secondary supportive data gathered and presented for each research question which were gathered through journals, articles and internet.

3.7 Tools for data Analysis

Data analysis has been carried out with the help of an interview guide that enabled in-depth interview of five selected musically talented HR professionals holding top most positions to the bottom-line hierarchical positions in companies pan India.

3.7 Narrative summary of cases

It was prepared by developing data gathered to form and present a logical sequence of analysis.

3.8 Thematic analysis

Thematic analysis is used in this study to analyse data. It is a systematic and scientific method for identifying, analyzing, and reporting patterns (themes) within data in qualitative research.

3.9 Constant comparison method

This method involves comparing new data with previously collected data or data gathered from different respondents on a particular study, looking for similarities and differences, and developing substantive theories based on the findings. It is a qualitative research method used to analyze data through constant comparison through an iterative process

CHAPTER – 4
DATA ANALYSIS

4.1 CASE DESCRIPTION AND DATA ANALYSIS

Introduction

This chapter deals with the description of collected data, data analysis and interpretation of collected data for the research. The main objective of the present study is to understand the functional efficiency of the musically talented HR professionals, in dealing with the HR functions like Recruitment, talent management, Employee engagement, etc. when compared to their peers or colleagues. For the study the Researcher collected data through interview guide from key informants.

4.2 ANALYSIS AND INTERPRETATION

Research Question	Theme Identified
To study musically talented managers and their perspective on human capital development.	Self-esteem & productivity
To explore if managers having musical talent are demonstrating better creativity in designing execution of selected HR functions.	Creativity, intelligence
To study how Musically talented Professionals compare their functional efficiency with their colleagues.	Self-efficacy, functional efficacy, empathy

Table 4.1

THEME	SUB THEMES	INDICATIVE VERBATIM	ITERATION
Self-esteem	<ul style="list-style-type: none"> • Confidence to face people and situation • Articulation 	<ol style="list-style-type: none"> 1. <i>"I had never thought of comparing myself with others because of possessing musical talent, I am different I would clearly say no for this."</i> 2. <i>"I also find myself as a perfectionist that even while doing every role even if it is singing or doing the works given to me, I always try to make out the best from it."</i> 3. <i>"As I have performed in different stages my manager has given me an opportunity to host an event and to do MC for it. So that was a different experience for me. And as part of employee engagement activities, I have got opportunity to express my talent in the workplace."</i> 4. <i>"I have always found myself good in handling the functions assigned to me, mostly I have completed the recruitments within the time limit and operational functions."</i> 	<p>Possessing musical talent contributes to a sense of positive self-esteem and feeling unique/different from others.</p>

		<p>5. <i>"I do remember those candidates with music in their CVs hired were not disappointing.... maybe we get...or sense some spark...."</i></p> <p>6. <i>"I strongly believe that I have got some potential than my colleagues, they might have more experience than me or they have a privilege in knowing Hindi as their native language, (laughs) but I strongly believe that it doesn't demotivate me from doing my works or making achievements in career."</i></p> <p>7. <i>"While comparing myself with my colleagues I found that each one excels in each domain while looking. Even though me and my colleague who share similar profile I found that there are certain fields in which she can do well and in certain areas where she lags, I can excel."</i></p>	
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<p>Productivity</p>	<ul style="list-style-type: none"> • Ability to comply with targets 	<ol style="list-style-type: none"> 1. <i>“They have asked for a sudden hiring within one week or 5 days, so to find the best candidate we need to first study the job role then only we can choose the platform and candidates. So, I have posted in linked platform and boosted the advertisement so as a result within two days I could close the vacancy as I got so many responses.”</i> 2. <i>“I try to accomplish the task with perfectionism and within the time limit that is given for completing the task. And I am so far satisfied with works I had completed so far for the works I have completed I haven’t got any complaints, I have a good satisfaction level for the works I have completed so far because as a fresher there was no one to teach me or guide me. I have learned all this through with curiosity I have with me to learn and to successfully complete the work that I am doing.”</i> 	<p>Direct productivity gains from showcasing talent for employee engagement. May also indirectly boost productivity through positive impacts on morale, relationships, creativity and learning.</p>
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		<p>3. <i>"I always prioritise my task and based on that I always complete the tasks that are given for me, that always help me to increase my productivity in workplace"</i></p> <p>4. <i>"Every job depends on the target and the time limit within which we are going to complete it. So likewise I have worked in recruitment so you need to hire certain amount of employees within the time limit than your co-worker then only you can be more efficient than others, in that way I always completed my task within time."</i></p> <p>5. <i>"I also got opportunities there to sing and organise certain programs for employees."</i></p>	
<p>Creativity</p>	<ul style="list-style-type: none"> • Ability to do things creatively. 	<p>1. <i>"I believe that I am creative that in using different social media platforms and all for making advertisement etc. I always try to include my creative ability in it."</i></p>	<p>Musical talent translates into creativity that is visible and valued in professional work.</p>

		<p>2. <i>"Creativity, talking about it in the musical profession I can relate in more but in my current profession I don't know how much I can include it, because I haven't got a chance to expose my creativity in the functional domains of HR so far."</i></p> <p>3. <i>"While making posters for events or for birthdays my poster tends to be more creative than others and they always prefer mine. Like that with or without my knowledge the works I am doing has some creativity and I believe that my musical talent has something to do with it."</i></p> <p>4. <i>"While talking about creativity I felt that my musical talent has got some relation with that. Because certain amount of creativity is needed in designing posters and bringing in new ideas for conducting activities games etc. for fun Friday activities and all."</i></p> <p>5. <i>"I am damn creative, I know and others may vouch</i></p>	
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		<p><i>for. I have designed many HR programs in distinct ways. I usually don't like to plan and execute activities in a routine way. That's my style..."</i></p>	
<p>Self-efficacy</p>	<ul style="list-style-type: none"> • Independently able to do things • Belief in the ability to visualise things 	<ol style="list-style-type: none"> 1. <i>"I always believe that we must follow the basic HR functions but always try to include our inputs in it."</i> 2. <i>"I strongly believe that I have higher end than my colleagues, they might have more experience than me or they have a privilege in knowing the native language, but I strongly believe that doesn't demotivate me from doing my works or making achievements in career."</i> 3. <i>"While comparing myself with my colleagues I found that each one excels in each domain while looking. even though me and my colleague who share similar profile I found that there are certain fields in which she can do well and in certain areas</i> 	<p>Confidence in ability to handle and efficiently complete work functions and tasks.</p>

		<p><i>where she lags, I can excel."</i></p> <p>4. <i>"So, while comparing my job role with my colleagues who are having similar profile I can relate that and find I am good than them."</i></p> <p>5. <i>"I always got favourable appraisal reports and rewards. I was given promotions ahead of my senior colleagues as well, I don't know why?... I think I was almost always able to retain the first position professionally."</i></p>	
Functional efficiency	<ul style="list-style-type: none"> • Able to distinguish functions and its nuances • Capable of doing right things with objectivity 	<p>1. <i>I basically assess my functional efficiency by how we handle the situation with our basic knowledge and ideas using strategy, how we solve the issue is important and we learn that. So, as I was facing one crisis like this, I have strategically solved it using my functional knowledge. I always believe that we must follow the basic HR functions but always try to include our inputs in it.</i></p>	<p>Musical talents enhance self-efficacy, supporting meeting deadlines, achieving targets, and completing quality work. Efficiency is evaluated by timeframe and quality standards.</p>

		<p>2. <i>"I strongly believe that I have higher end than my colleagues, they might have more experience than me or they have a privilege in knowing the native language, but I strongly believe that doesn't demotivate me from doing my works or making achievements in career."</i></p> <p>3. <i>"I always prioritize my work and complete it. And I am satisfied with the work I am doing and my organisation too so far"</i></p> <p>4. <i>"When I found that I can handle recruitment well I have changed my job role to next level because I found that I need to develop my career to next level."</i></p> <p>5. <i>"Handling HR functions is just a matter of practice, I think... It's more of a routine check. Individuals vary and therefore situations too... hence There's need for customisation. Efficiency is high if you ask me... Who is not efficient."</i></p>	
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		<p>6. <i>"I am a singer and it helped to express the in-depth knowledge of singing, so that I got closer with colleagues and rather than seeing me as a senior level employee working in the HR department, they began to recognize me easily whenever I approached them with my functional responsibilities"</i></p>	
Creativity	Humane approaches	<p>1. <i>"Mostly there is a belief that musically talented people are empathetic than others I don't have any scientific evident for this but I strongly believe that I have that empathetic nature in me especially with the lower level employees while empathetically listening to their problems and within my limits I always try to convince them and try to find solutions to their problems within my limit."</i></p> <p>2. <i>"I always listen empathetically to lower-level employees' problems and tries to find solutions</i></p>	<p>Iteration 1: There is a common belief that people with musical talent tend to be more empathetic compared to others. While I do not have scientific evidence to support this, I strongly feel that I personally possess an empathetic nature, especially when engaging with employees at lower levels. I make an effort to empathetically listen to their</p>

		<p><i>within his capabilities. For instance, “Mostly there is a belief that musically talented people are empathetic than others I don’t have any scientific evident for this but I strongly believe that I have that empathetic nature in me especially with the lower-level employees while empathetically listening to their problems and within my limits I always try to convince them and try to find solutions to their problems within my limit.”</i></p> <p>3. <i>“My colleagues often say that I am empathetic as I always ensure that others are getting opportunity to express their talent in events”</i></p>	<p>problems and try to convince and find solutions within my abilities to address their concerns.</p> <p>Iteration 2: I tend to empathetically listen to problems faced by employees at lower levels and attempt to find solutions that are within my capabilities. For example, there is a general perception that musically gifted individuals are more empathetic. Though I do not have scientific proof of this, I strongly believe that I have an empathetic disposition, particularly with junior employees. When they share their difficulties, I make sure to listen with empathy, and</p>
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			then try to convince and guide them towards resolutions that are within my limits.
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Table 4.2

4.3 NARRATION OF CASES

CASE 1 - Anoop

"I started my career at KIMS Healthcare Management in HR and I am currently working as an HR executive at LULU Group International. Both KIMS and LULU encourage employees to express their artistic talents through programs and events, as it helps them enjoy their work and reduces stress from heavy workloads. At KIMS, as a fresher *"I was able to coordinate the company's internal arts festival called KIMS Fest, which was an interdepartmental collaboration between different departments like Marketing, Finance, etc. As a fresher I knew only some people from other departments and after this event I got the opportunity to express my talent as well as make connections with other departments. So people came to know that I am a singer and it helped me express my in-depth knowledge of singing, so that I became closer with colleagues. Rather than seeing me as a senior level employee working in the HR department, they began to recognize me for my singing."*

This gave me a chance to showcase my singing skills and make connections across departments, allowing colleagues to see me as more than just an HR professional. As a fresher I knew only some people from other departments and after this event I got the opportunity to express my talent as well as make connections with other departments.

In comparing myself to colleagues, (long pause) *"I see myself as more adaptable and a quick learner. For example, when I changed industries from healthcare at KIMS to retail at LULU, I was able to adapt to the new work culture and environment quickly, gaining recognition for it. I adapted to this culture and work environment quickly and got recognition for that. I do not compare myself to others in terms of possessing musical talent, saying I am simply different."*

My participation in college arts festivals helped build my creativity and coordination skills, which aid me now in recruitment work. At KIMS, I learned that real HR work differs from textbook learnings - it often involves reverse order and on-the-spot strategic thinking to solve problems with basic HR knowledge. For example, *"they asked for sudden hiring within one week or 5 days, so to find the best candidate we need to first study the job role then only we could choose the platform and candidates. So, I posted on LinkedIn and boosted the advertisement. As a result, within two days I could close the vacancy as I got so many responses. So I found that we could use our creativity more on social media platforms according to the job role we are handling - that was a learning I got from this experience."*

While I can fully apply my artistic creativity when coordinating arts events and fests, I cannot relate it fully to all work areas and tasks in my HR roles, as the areas I have touched so far is

mainly related to recruitment and statutory compliances.... (pause) maybe that's the reason I couldn't connect with it. But I recognize the value of incorporating creativity into the recruitment process where possible. In coordinating events related to arts I can fully immerse my artistic creativity, but in all areas, I couldn't relate it fully.

Overall, opportunities to showcase artistic talents at both companies have benefited me professionally and personally. I highlight my adaptability, creative problem-solving and relationship-building abilities nurtured through these experiences."

CASE 2, Sunith TS

I started my career in Vedanta Resource limited as Assistant Manager HR ,a few months back so my experience as a musical talent working in corporate is less than one year. *“Corporate is always business oriented or money oriented so the number of chances I gets to expose my musical talent is limited here as compared to other sectors (laughs)... Moreover, I got chances to express it in the activities like employee engagement, or in meet ups or trips etc. so in such activities I got opportunity to express my talent. So overall, I got only limited opportunity to express it,”*

I strongly believe my musical abilities surpass my colleagues, even if they have more experience or speak the local language fluently, it does not deviate me from excelling in job or achieving career goals. *“I strongly believe that I have got some potential than my colleagues, they might have more experience than me or they have a privilege in knowing Hindi as their native language, (laughs) but I strongly believe that it doesn't demotivate me from doing my works or making achievements in career. “*

In my current HR role, I haven't got the chance to showcase my creativity level as I am new to this field. Mmm... *“Creativity, talking about it in the musical profession I can relate in more but in my current profession I don't know how much I can include it, because I haven't got a chance to expose my creativity in the functional domains of HR so far, it may be happening to me in my work without conscious efforts “.*

I am not at all a fast learner and needs time to pick things up, being just slightly above average speed. *“Like return filing we always do in our department so at first glance we don't know where to file it, when to file it etc, so with time we learn to do it fast. So picking up things is little slow for me, I am just above a normal level. So moving on to functional level so far for the works I have completed I haven't got any complaints, I have a good satisfaction level for the works I have completed so far because as a fresher there was no one to teach me or guide me. I have learned all this through with curiosity I have with me to learn and to successfully complete the work that I am doing.”* I learned through his own curiosity and drive.

I strongly feel musically talented people are more empathetic. I always listen empathetically to lower-level employees' problems and tries to find solutions within his capabilities. For instance, *“Mostly there is a belief that musically talented people are empathetic than others I don't have any scientific evident for this but I strongly believe that I have that empathetic nature in me especially with the lower level employees while empathetically listening to their problems and within my limits I always try to convince them and try to find solutions to their problems within*

my limit. So, for example in our every organisation they do an engagement survey, most of the people working here doesn't know how to read and write so it won't be successful if we give them that form and leave them. In order I have been with the employees working in different shifts and collected data directly from them. And in handling grievance handling people find me more reliable and they try to share it with me and most of the times I have tried to find solutions for their problems. So, I believe that I am an empathetic person from my colleague's opinion too." My colleagues also mentioned about it. Additionally, as a musically talented person, "I found myself as a perfectionist, who always strives to do the best whether it is singing or completing the task related to work I always want the best outcome from it."

CASE 3, Respondent 3 (Anonymity of name maintained on the request of respondent)

I have been working with corporate for more than three years now Senior Executive – HR and in the perspective of as an artistic talent working in corporate got adequate opportunities to express my talent, he said. *"I am personally more into music as I have a band troupe with me, and I do musical programs. But mixing profession with music I couldn't connect much, because I have never thought about it that the professional excellence that I hold has any relation with the musical talent that I hold."* (laughs)

Regarding the opportunity, till now the stages I have got is more and in offices too I get opportunity. *"As I have performed in different stages my manager has given me an opportunity to host an event and to do MC for it. So that was a different experience for me. And as part of employee engagement activities, I have got opportunity to express my talent in the workplace."*

And the functional role that can incorporate artistic talent (pause)... is mainly I think employee engagement activity. *"While comparing myself with my colleagues I found that each one excels in each domain while looking. Even though me and my colleague who share similar profile I found that there are certain fields in which she can do well and in certain areas where she lags, I can excel. So it depends on people, and it changes on that basis. And it will change on the job roles that we have handled, there are certain areas in which we can excel that we need to find out. And talking about creativity, I have found that in doing certain activities I have showed certain amount of creativity in it, and it has been noticed and commented by my colleagues and manager."*

And it will change on the job roles that we have handled, there are certain areas in which we can excel that we need to find out. Talking about creativity, I have found that in doing certain activities I showed certain amount of creativity in it, and it has been noticed and commented by my colleagues and manager. *"While making posters for events or for birthdays my poster tends to be more creative than others and they always prefer mine. I believe that with or without my knowledge the works I am doing has some creativity and believe that musical talent has something to do with it"*. Talking about functional efficiency... (long pause) it depends on the job role that is handling. Most of the job roles are task oriented for example if I am working with recruitment team, I need to onboard the people that are required within the time limit he has been given. Likewise, each function has time limit and within that they prioritize the list that they need to complete first on that basis do their work. Likewise, I always prioritize his work and completes it. While describing about the creativity level that I demonstrate it has a significant connection with it. And time management too he thinks got an influence with my

musical talent like completing one task within the time limit like singing with the karaoke they should end it while the music stops. *"So, I believe that this musical talent got some influence in my profession while I think about it now."*

CASE 4, Respondent 4 (Anonymity of name is maintained on the request of respondent)

I have more than 17 years of experience across different companies. And currently I am working as Head of People, India at Snap Inc. Basically talking about my musical talent during my college days I used to participate in events. And and at the early stages of my career I used to participate in programs that are being conducted in my company. Having artistic sense doesn't help in seeing workplace issues with lesser concerns. *"In my personal opinion this musical talent has never influenced me maybe I had never persuaded it. It's for the first time honestly..., I ever thought of my musical talent in connection with professional competence."* Corporates looks at career related competency only... except that...once I do remember during my initial career in Technopark, one of the interview board members noticed it in the CV and mentioned it. But I don't know if they have considered it as important. I also got opportunities there to sing and organise certain programs for employees. Later I never had to seriously think about my own music or ability to sing while searching for careers or while climbing up the career ladder.

Honestly, while reading resume of candidates for various positions," *I have considered if there is some music related stuff in it, provided all other requirements are satisfied. (smiles) but I don't know why, I didn't plan anything like that, still, I remember certain cases. I do remember those candidates with music in their CVs hired were not disappointing.... (Laughs) maybe we get...or sense some spark...."*

Not really....because our boss may never entrust a task weighing the relationship I have with music. He or she may think about it when we plan factory day celebration or engagement activities... But I can't really remember specific occasions

"I have never compared myself with my colleagues in any of the organisations where I worked. I always got favourable appraisal reports and rewards. I was given promotions ahead of my senior colleagues as well," (long pause...) I don't know why?... I think I was almost always able to retain the first position professionally. Mmmmm....never had a feeling that it's due to music....(laughs) may be nobody so far prompted me that way.

Never so far, only off late, when you called about 2 months ago, I originally started to reflect and contemplate... this way. *"I am damn creative, I know, and others may v ouch for. I have designed many HR programs in distinct ways. I usually don't like to plan and execute activities in a routine way. That's my style...(laughs) It is too complex too early to think about music like that...because, we don't have such evidence to prove such a claim."* May be we have to conduct a study recruiting a very large sample or so...Otherwise it may kick start a serious controversy

in HR field (laughs aloud) Handling HR functions is just a matter of practice,” *I think... It's more of a routine check. Individuals vary and therefore situations too... hence There's need for customisation. Efficiency is high if you ask me... Who is not efficient...ha..ha..ha....*” People learn from their flaws. Some people shine well in certain functions, and they may specialise. L&D is my area, where I use to apply my creativity, OfCourse music may be in the background of all at times... (laughs aloud)

May be, can be, don't know really... It's to be studied. *“To make interpretations on my efficiency, you may have to do a serious comparison with another person of my profile. How can I say that I am inefficient...ha ha...ha(laughs) looks at my career trajectory, I am heading HR of large organisation at my early forties... that can be treated as a proof okay... Sorry if I have boasted a bit. Ha...ha ...(Laughs) “*

CASE 5, Respondent 5 (Anonymity of name maintained on the request of respondent)

I have been working in corporate for two years now as HR Executive and talking about my experience with musical talent we get more opportunity to participate in employee engagement activities and as we are working in HR department, we get opportunity to conduct also. And we also get connection with people across our department. Workwise rather than in employee engagement activity we won't give much importance in connecting this talent with work. This is all my personal experience as a person possessing musical talent. (Laughs loud)

Talking about the opportunity I am getting in the workplace;" *I get adequate opportunities for that like participating and coordinating the programs and this in turn helped me in conducting games and programs in fun Fridays for conducting employee engagement activities while I had that job role. "*

So, while comparing my job role with my colleagues who are having similar profile, '*I can relate that and find I am good than them*'. Every job depends on the target and the time limit within which we are going to complete it.... So likewise, I have worked in recruitment so you need to hire certain number of employees within the time limit than your co-worker then only you can more efficient than others so in that way I have always found myself good in handling the functions assigned to me. Regarding creativity, (pause) "*I always believe that I am creative in doing my work. And while talking about creativity I felt that my musical talent has got some relation with that. Because certain amount of creativity is needed in designing posters and bringing in new ideas for conducting activities games etc. for fun Friday activities and all. So, I believe that in this sense my musical talent has an influence on my creativity level in my case.*"

Regarding functional efficiency I have first joined in the recruitment section. So "*when I found that I can handle it well I have changed my job role to next level because I found that I need to develop my career to next level. So that at the end we get efficiency in every filed rather than sticking on to one job role*". And talking about the relation between my functional efficiency and artistic creativity I don't find much connection with them." *I think it might depend on the job role because if you are a singer, you can conduct the events and participate in it rather than in employee engagement functional domain, I don't find any connection between my functional efficiency and artistic creativity in rest of the HR domains.*" (Long laugh).

CHAPTER – 5
FINDINGS, SUGGESTIONS, AND CONCLUSION

5.1 Findings

- Musically talented employees found to have greater confidence in their job skills and ability to efficiently complete tasks assigned to them on time.
- Coworkers observe the musically talented employees as those demonstrating creativity, quick learning, and strong process improvement skills. Their musical talents help them indirectly enhance professional capabilities.
- Musical experience boosts confidence in public speaking, presenting, and leading meetings. It is found that stage fright is overcome by them because of the increased opportunities they have in presenting themselves before others.
- Developing professional competence happened naturally without conscious focus on underlying musical talents has increased participants' self-esteem, uniqueness, and pride, resulted in their performance in handling improving employee engagement responsibilities.
- Opportunities to showcase musical gifts are found to be very rare at work or related events and therefore it never boosted morale of the HR professionals, though recognition and appreciation from leadership or colleagues received.
- Music strengthens workplace relationships, communication, and collaboration. It fosters a positive energy and culture of organised as well as professional performance.
- Musical background found to have directly enhanced creativity, innovation, and problem-solving ability among HR professionals.
- Strong musical skills found to have made learning new systems and procedures easier which in turn helped them perform at work more efficiently. It is also found that their habit of organised way of learning or byhearting or memorising musical notations and lyrics enable them organise training programmes very effectively.
- Most of the respondents think that they have an edge over in empathetically handling issues and their coworkers have also observed and reported to have vouched for it.
- Musical talent found to have helped HR professionals build more connections across departments than their fellow colleagues and helped in team building.
- Most of the respondents found to have not consciously connect or leveraged musical abilities to excellence in HR functions. It is important to note that musically talented people never wanted to take advantage of it in their professional life consciously.

5.2 Suggestions

- Organizations may plan to provide platforms for musically talented employees to express their creativity through events, improving morale and engagement of such talented people at work.
- Training programs can be designed to raise self-awareness of transferable skills between music and HR roles.
- Recruitment policy can consider evaluating musical abilities along with other competencies where relevant.
- HR teams can consult musically inclined employees when planning employee engagement initiatives.

5.3 Scope for future research

- Further research with larger samples can help deeply explore the music-HR link to induct possible new theory based on the findings of this study.

5.4 Conclusion

The research indicates that HR professionals with musical talents tend to have higher confidence, creativity, public speaking abilities, and problem-solving skills compared to their non-musical colleagues. Their musical background appears to strengthen workplace relationships, communication, collaboration, and overall culture. However, few consciously connect their musical talents to excellence in HR roles.

While musical talents offer advantages, opportunities to showcase these are rare in professional settings. To leverage these talents, organizations could provide platforms for musically gifted employees, consult them on engagement initiatives, and incorporate music skills in hiring and training. Further awareness of transferable skills between music and HR could empower professionals to excel.

Overall, the study provides valuable insights on the assets musically talented HR people bring to the table. Organizations stand to benefit by recognizing these talents and incorporating music-based programs. With the right support, musically inclined HR professionals can achieve their full potential and boost organizational success.

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APPENDIX

APPENDIX

Interview Guide

INTERVIEW QUESTIONS

1. What is your experience as a musical talent working with corporate?
2. Are you getting opportunity to express your musical talent which in turn helped you in playing certain functional roles?
3. How do you assess yourself as a professional in comparison with the other colleagues, who are of similar profile?
4. How often you felt that your musical talent enabled you to be more creative than others?
5. What is your assessment of functional efficiency in handling the HR functions assigned to you?
6. Can you describe that the efficiency you demonstrate has a significant artistic creativity behind it?