CHAPTER 2

Research Methodology,
Limitation Of Study &
Review Of Literature
CHAPTER 2
RESEARCH METHODOLOGY AND LIMITATIONS OF THE STUDY

2.01 INTRODUCTION:
This evaluatory study deals with the HR Tools and Practices in Industry”. The HR Tools and practices play a vital role in the industry as well as build culture in the organization. Every company invests in employees by way of training and development, so as to keep the employees updated on their knowledge level and latest trends in their respective areas.

The HR in industry is getting more and more importance and therefore, the researcher has decided to study the HR Tools and Practices in industry.

It is an essential requirement for any company to attract and retain good talent for future leadership capabilities; and accordingly design the HR policies and procedures to meet this objective.

Thus, considering the need for and importance of Human Resource Practices in industry for achieving the above objective, it has prompted the researcher to select this topic for research and further investigation.

In order to exploit the full potentials of the employees in the organization, companies need to form learning relationship and transparent human resource practices by using proper tools, getting feedback from the employees, by checking their satisfaction level, etc, which can help its top management to understand the trend within the organization, in general and within other competitor companies, in particular.
The analysis and interpretation of organization climate or perception survey will help in decision making for the company. The analysis of the feedback of the climate survey will help the management to understand the emerging HR trends and practices in other industry. It would also be useful to the researchers, who are interested in human resources development.

While analyzing the feedback of the employee perception/climate survey in the industry, the researcher has tried to interpret and draw conclusions on the basis of feedback received, snapshots and suggestions of the employees. For this purpose, HR Tools and practices, company profiles, Internet and other information have been studied. The general tendency of the organization is to keep the employee satisfaction and retention level high.

The information collected from the source of survey and suggestions show ups and downs in the perception of the employees in the organization in particular levels which are directly linked to the organizational climate and the HR tools and practices used in the organization. To understand the actual position, the present study is designed to find out differences in the HR tools and Practices in two organizations. Efforts have been made to understand the strengths and weaknesses of the industry with help of SWOT analysis.

2.02 NEED FOR THE STUDY:

The role and the importance of HR tools & practices are continuously changing in the industry. Employees are becoming more and more demanding and it has become essential to the organizations to understand the need of the employees on
continuous basis due to the fast growth in the industry and need of retaining the talented employees. The employees demand, requirements, salary and perks are changing mainly due to the software industries. The software and other industries in India have seen a tremendous growth with the arrival of MNCs. The MNCs are gradually capturing the Indian market through their path breaking and innovative marketing practices and also attracting the best talent.

Therefore, there is a need to study the continuous changes and/or improvements, which are taking place from time to time in the HR tools and practices. There is also a need to study the measures undertaken to overcome the failures due to absence of prevailing HR tools and practices and in-depth investigation to promote the same professionally by way of analyzing the gap/requirement of the same through the employee perception/climate survey method.

2.03 The Problem to be Investigated:

Normally, the Organizational Climate survey is done on the standard 38-point questionnaire where we get an overall feel of the organization climate. But this does not give an idea for the corrective measure. The researcher therefore attempted to find out a simple but effective tool for such identification of concerned areas for improvement and corrections in the organization. In addition to this, the researcher also studied other Climate surveys, HR tools & practices and found out its easy application for the benefit of the Industries.
2.04 - STATEMENT OF THE PROBLEM:

Latest HR practices and its use is the new mantra of the new era for any organization. Unless the organization concentrates on the proper implementation of desired HR practices, it is very difficult for the organization to attract and retain the good talent. Top performing and the multinational organizations, to retain their lead position in Indian market make best use of the modern HR tools and practices. A review of the literature shows that no researcher has undertaken this type of research, till now. Hence, a statement of the problems as the "Conceptual study of the HR Tools and Practices in Industry".

The researcher himself worked in this field for 24 years. Therefore, he has taken this topic with a great interest.

The research work is based on the primary as well as the secondary data. It was a difficult task to collect the survey questionnaire from the employees of the selected organizations. The researcher has personally visited these companies for collection of data on HR tools and HR practices followed by these organizations. The researcher has also visited University Library, Management Institutes in Aurangabad, Pune and Mumbai and collected relevant data.

In addition, the researcher has conducted interviews with some employees at different staff levels to understand their companies' HR Tools and practices and their perception on the organization with the objective to collect more and more authentic and correct information in addition to the written questionnaire as, it is always true that any individual can express his feeling / understanding better orally than in written form. While
conducting the survey, the researcher had faced difficulty in getting appointment of the employees and HODs.

The details of the organizations under study and its history have been collected. Different types of information on the HR tools and practices followed in these companies have been studied. After collecting the data from different sources, they have been re-grouped, re-casted and arranged in a condensed form for comparison.

2.05 - Objectives of the Study :-

1) The basic objective of the study was to study and understand various HR Tools and practices followed by the industries.

2) To make a critical study and assessment of the same in two companies i.e. Garware Polyester Limited, Aurangabad and Cosmo Films Limited, Aurangabad.

3) To study the tiny actions in creating favorable HR Climate in the organization.

4) To study the impact of HR tools and practices followed in the Climate or Employee Perception Survey.

5) To identify and synchronize the problem of the HR tools and its implementation in these industries and to find out suitable HR tools for creating a uniform and healthier working climate in the organization, by using the user friendly method of climate survey and take corrective actions in the organization.
6) To study Employee Perception Survey based on different key attributes applicable to the organization. The attributes are selected from the basic requirement of the employees and HR practices on which any company like to measure their efforts or understand the perception of the employee in the organization.

7) To suggest the remedial measures to overcome them by way of finding out new user-friendly climate or Employee Perception Survey.

8) To study the responsibility of the corporate bodies towards the employees for their development. This also helps to build and develop the image of the organization.

**2.06 SCOPE OF THE STUDY:**

The Scope of the Study from the Operational and Temporal standpoints are mention as below:

The study is limited to the two organizations namely –

a. Garware Polyester Limited, Aurangabad and

b. Cosmo Films Limited, Aurangabad

The 5-year period of the study is quite adequate to assess the impact of the conditions that prevail and govern the HR tools and practices in industries selected for the study.
2.07 - Rational of the study :-

- From this study, attempt is made to identify new HR tools and a new process of Employee Perception Survey, which can be used by any organization to find out its blue-print on its actions taken in the area of employee satisfaction and human resources.
- This will help to know the +ve and -ve sides of the actions taken.
- Find out the area of concern and corrective actions required.
- To prepare the Action-Plan for implementation of this effective HR Tool and Practice.

2.08 - PRINCIPAL OBJECTIVES OF THE STUDY:

The role and importance of HR Tools and practices are increasing with liberalization and globalization, which is creating more challenging job opportunities with higher pay. Therefore the importance of employee retention is growing continuously. High profile employees do not like to work in the organization where, there is no proper HR culture, systems, freedom of work and decision-making, use of proper HR tools and practices. To provide quality manpower for better work output of the company, these companies need to restructure their HR systems effectively with proper focus on employee satisfaction. In the light of above observations, the following main objectives of the study could be set out:

1. To study and understand various HR Tools and practices followed in these organizations.
2. To make an appraisal of the trends on HR systems in the organization.

3. To study the HR attributes/issues in the organizations of the sample companies. Similarly, to cross-check and analyze the responses of the employees on their perception by survey.

4. To identify and synchronize the HR problems of the organizations and to suggest the remedial measures / action plan on how to overcome them.

5. To ascertain the HR policies and practices in the organizations.

6. To study the actions in creating favorable HR climate in the organization.

7. Any other objective collateral to or incidental to those mentioned above.

8. To suggest the remedial measures to overcome them by way of finding out a new user-friendly Climate or Employee Perception Survey method.

9. To study the responsibility of corporate bodies towards the employees for their development. This also helps to build and develop the image of the organization.
2.09 - RESEARCH METHODOLOGY:

The study is based on both the primary data and the secondary data. The data is collected from various books, journals, periodicals, and magazines; articles published in newspapers and journals.

The researcher has also visited to the sample organizations under study. The researcher has been rendering his services to the manufacturing companies for about 24 year in different capacity. Therefore, the researcher has sound knowledge of HR practices. He is well acquainted with HR trends and practices in industries. In addition, some data regarding the latest HR tools and practices is collected from the books, periodicals, journals and the other HR related agencies/consultants and internet.

Systematic analysis is necessary to draw proper conclusion. Primary data have been collected by applying the survey method through canvassing the questionnaire amongst the employees of these companies for the staff level.

Analysis of the data has been made with the help of various research techniques such as statistical devices, operational research, econometric models, mathematical equations, etc. Similarly, surveys of the selected companies under study have been visited to get data on the employee perception.

The present study is conducted on the basis of the survey for the period of 2003 to 2006.

While carrying out and analyzing the survey conducted in the organizations under study, the HR tools and practices used in these organizations have been studied.
Techniques used for collection of data:

The Primary data is collected from the concerned companies by conducting interview of the HR Heads of the respective organizations and the information is gathered by discussion and personal interviews of some of the employees on HR Policies and Practices, referring policy manuals, by using questionnaire method, etc.

Personal interview technique is also used for employees working in the organizations under study to understand their views towards the present / existing HR Tools, Organizational Culture and their expectations from the HR.

The Secondary data was data was collected from various sources like publications such as Human Capital, Smart Manager, Policy Manual of the Companies under study, Industries Associations, Trade Journals Records of Industrial Units and Research studies.

**COLLECTION OF THE PRIMARY DATA:**

As far as the primary data are concerned, the survey has been carried out in –
A. Garware Polyester Limited, Aurangabad
B. Cosmo Films Limited, Aurangabad

These companies are very well known in Aurangabad for their good HR practices.

Considering the strategic sample method, these two companies have been selected.
The primary data is collected by applying survey method through canvassing of a questionnaire among the staff employees.

**COLLECTION OF THE SECONDARY DATA:**

The secondary data for the sample organizations for their present HR practices is collected by discussion with the HR Heads of the concerned organizations.

The secondary data is also collected from various sources like publications such as books, HRD magazines, Human Capital, Smart Manager, Govt. & Trade unions, Industries' Associations, Information on Industrial Units and Research studies.

Analysis of the data is made with the help of various research techniques such as statistical devices, operational research, econometrics models, mathematical equations, etc. The report writing is taken as a separate attribute as given below.

**SAMPLE DESIGN:**

For the study purpose, two companies have been selected. The same are as follows:

A) Garware Polyester Limited
B) Cosmo Films Limited

The HR practices continuously are being modified as per the requirement and suitability of the organizations.

The HR performances of these sample companies have been measured and conclusions have been drawn.
2.10 - Statistical Tools:

In course of research study various statistical tools like, Mean, Parato analysis, Standard Deviation, Graphs, etc is used. The analysis of data is made with the help of various research techniques such as statistical devices, operational research techniques and mathematical equations like averaging and mean method. A comparative study is undertaken on HR practices in two different organizations under study.

2.11 - CHAPTERIZATION:

The present study is presented in five chapters, as mentioned below:


2. Chapter Two provides information on research methodology, objectives of the study, limitations, hypothesis, chapter scheme and review of books and literature referred.

3. Chapter three contains the profile of the two companies under study i.e. Garware Polyester Limited, Aurangabad and Cosmo Films Limited, Aurangabad.

4. Chapter Four is relating to a comparative study of HR practices, Climate and perception of the employees on different attributes of HR in companies under study.
5. Chapter Five contains conclusion and recommendations / suggestions based on HR Tools and Practices implemented in companies under study.

2.12 - LIMITATIONS OF THE STUDY:

Every study or research has its own limitations with reference to time and space. However, the researcher has made enough efforts to ensure that though the findings of the study based on the regions and the sample selected and the time taken for the study it could be made applicable universally.

The researcher faced some limitation like collection of the desired information as the same was to be done through the survey method by contacting the individuals in the organization. At times, the senior executives were not available or were not able to give time for completion of the questionnaire or for the discussion. However, the researcher approached to the concerned and collected desired information.

Following are the limitations of the study.

1. The research study is related only to HR tools and practices trends of the sample companies.

2. The study is confined only to the general HR tools and practices of selected companies under study. However, general references are made to the development of the HR tools and practices in industries.
3. The top authorities of the companies were not available. Hence, information about them are collected from the corporate offices and executives of the sample companies.

4. The study considers only HR tools and practices of the selected industries.

2.13 - REVIEW OF THE PERTINENT LITERATURE:

The Indian industries have been contributing to the social well being of the country by playing a multi-faceted role of discovering, developing, manufacturing and distributing their product.

This is one of the reasons to attract the attention of a number of scholars and research consultants. A variety of studies have been carried out on the HRD aspects in industries in India in general and within Maharashtra in particular.

The researcher claims that the present study is relevant for the current period of time. It provides scope and initiative to make more studies in this area.

P.N. Singh, in his book "Developing and Managing Human Resources" has explained the techniques and practical experiences on HRD. The book is essentially practical in its approach, which is tested through his own experience. He has apparently not indulged in theoretical deliberations. (1)

T.V. Rao, in his book "The HRD Missionary, Role and Functions of HRD Managers and HRD Department" has stressed on the HRD Climate Survey. He said that, "an optimal level of Development Climate is essential for facilitating HRD. Such a climate is characterized as consisting of the of the tendencies on the part of the organization". He believes that the HRD Manager has to work
with a missionary spirit. He said that, unlike many other roles in
an organization where tangible short-term benefits can be
obtained, it is difficult for the HRD functionary to demonstrate
any tangible short-term accomplishments. (2)

P.N. Singh, in his book "Training for Management Development"
has given various training methods used by the trainer for
training the employees in the organization. This book is also used
as a course material for the Diploma course offered by the Indian
Society of Training and Development. (3)

T.V Rao, in his book "Appraising and Developing Managerial
Performance" has explained the concepts of the Performance
Appraisal system with an example of its use in some companies.
(4)

Indian Experience" have done sharing of the knowledge on
Human Resources methodologies. He said that, HRD
professionals should have a positive thing to say about anybody's
work in the field except their own. It is quiet simply an attempt at
sharing good news about companies and people who have learnt
or are learning to work together on the basis of mutual respect.
(5)

Uday Pareek and T Venkateswara Rao, in their book "Designing
and Managing Human Resource Systems" made an attempt to
reflect the changing trend in designing and managing human
resources systems. The focus of the book continues on human
resource development as an integral part of the HR systems. (6)

T.V. Rao and D.F. Pereira, in their book "Recent Experiences in
Human Resource Development" said that, people make
organizations grow, and inorder to facilitate that organization should make their people grow continuously. Hence the importance of Human Resource Development (HRD). They have shared their experiences of HRD in various organizations. They have also stressed on the HRD Climate Survey. They said that any organization that would like to be dynamic and growth oriented has to pay attention to the development of its human resources. They said that people must be continuously helped to acquire capabilities for effective performance of new roles/functions/tasks that may arise in process of organizational growth and change in the environment. Thus HRD becomes crucial for organizational dynamism and growth. A minimal positive developmental climate is essential for the success of these programmes. Thus the survey is must to find out the extent to which such a development climate exist in the organization. (7)

T.V.Rao, in his book “HRD Audit, Evaluating the Human Resource Function for Business Improvement” said that, Liberalization of the economy and its movement towards globalization has brought in new challenges for Indian business in terms of business strategies, technology, quality concern, cost effectiveness, management systems, and so on. All these, in turn, have brought new challenges for the human resource (HR) function. HRD has become business necessity. The organization should ensure that they have good careers, receive rewards, training, feedback, job rotation and other such development opportunities for the employees. (8)

T.V Rao, in his book “Using Survey Feedback as OD Interventions” said that, survey feedback has been recognized as a potential Organizational Development tool for a long time. The
corporate sector in India however, has used this tool very selectively prior to the 70s. From the mid 70s with the setting up of HRD Department and the recognition of OD as an important part of the HRD function organizations have started using survey feedback for business improvements and process developments. In survey feedback an external or internal OD specialist conducts a scientific survey of attitudes or perceptions or state of affairs in an organization with respect to any variable or set of variables. The set of variables to be used will depend upon the need or problem of the organization at the time of the survey. They may also depend upon the results of any preliminary diagnostic studies conducted. Thus, for example, CEO of an organization may merely request for a survey of the satisfaction levels of employees through an employee satisfaction survey or he may request a comprehensive survey of the organizational climate to sense the perceptions of various categories of employees in the company. (9)

Rahul Raj Singh, Editor of Gazette, The Grow Talent Bulletin has said that, in business scenario of today, any organization is characterized by its people. The strength of the organization is a cumulative strength of the people. Business leaders across the globe have realized that the mantra for success is not better hardware or better software; its better “peopleware”. Numerous and varied efforts are thus being made by organizations and individuals alike, to come up with ways of nurturing and developing their people and hence directly developing the organization. (10)

Rajyawardhan Ghei, Head-HR of Moser Baer said that, “I think it is an ongoing process and in order to continuously tap improvement
areas, we conduct an Employee Engagement Survey for all managerial employees, every year which helps us to understand the progress on the action items over the last year and the focus areas for the current year". (10)

Lawrence A Bossidy, Former Chiarmnan of Honeywell Intl. Inc in his article said that, I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies. (12)

Ritika Ranjan, Editor of Gazettee, the Grow Talent Bulletin has expressed that, we tread on one of the stages in the Human Capital Life Cycle – People Engagement and Alignment. Most organizations today realize that a “skilled” employee is not necessarily the “best” employee in term of loyalty and productivity. It is an “engaged employee” who is intellectually and emotionally bound with the organization, feels passionately about its goals and is committed towards adding value to the organization’s interest. The organization also has to create the right kind of alignment between its values and interests and that of each of its employees. Realising this need, organizations the world over, follow the practice of designing and implementing schemes and progreemmes to address this critical aspect of Human Resources. Organizatons is to provide them with opportunities to learn and grow and thus typical schemes find ways to keep the employee engaged by providing them interesting and challenging assignments and training and developing them to be able to deliver on these. (13)

Survey feedback of Voltas Limited in 1988-89 have decided to bring improvements in their organization culture and the HRD function. They sought the help of an external consultant and indicated areas
needing improvement. As a part of this study a survey of the HRD climate was conducted in the company. This survey was conducted by the personnel department internally. This survey was supplemented by another survey through interviews by the consultant. The interview survey focused on all subsystems of HRD in the company. These include organizational structure, employee satisfaction, communication meeting, appraisals, training, promotion policies, etc. (14)

National Dairy Development Board (NDDB) conducted a survey in 1989-90 of the climate as a part of their action research initiative. A questionnaire was developed internally by NDDB. The survey was done as a part of the HRD initiative started by the ND DB. The questionnaire was evolved by a task force internally. The survey feedback was intended to be used by the organization for preparing itself for future. The data was analysed to find out the differences in the perception due to length of service, due to level or designation, due to department or group to which they belong. (14)

Kudos Kulture, says that components of employee recognition programme range from public appreciation to citations, team celebrations to sponsored family vacations, glittering trophies to colourful badges and cash awards to gift vouchers. All strung together to promote and reinforce the business objectives, values and belief systems of the organization. An indepth look at nitty gritties of employee reward and recognition programmes the Indian way. These all are required to maintain the motivation level of the employee and to build upon the organization culture. (15)

T.K. Somasanjeevan in his article on Connecting with People says that, it may sound clinched, but the problem areas in HR still
remain attracting, retaining and providing a challenging environment to employees. He strongly believes that HR should be intertwined with business results and organizations that are committed to building a human corporation will succeed. Communication plays a key role in the canvas of inspired workforce. Corporate HR practices should reinforce qualities of accepting, accommodating and appreciating rather than criticizing, condemning and complaining. (15)

Stephen R Covey's, "The 7 Habits of Highly Effective People" is a book, basically on the Powerful lessons in Personal Change, which contribute for the organizational development. Stephen Covey has written a series of book on the Personal change like this book, 7 Habits of Highly effective Teen agars, 7 Habits of Highly Effective Family and the recent one is 8th Habit, which is coming with a CD. (16)

Stephen R Covey's, book on "The 8 Habit". This book is a must read for anyone fond of the principles of Stephen Covey (mainly 7 habits). It is nearly impossible to summarize such a complex book. He has attempted to give a glimpse of the richness of the books. You will also get a taste of the book as I have actually quoted passages from the book. The passages is in a different font. Page numbers of must read parts of the book are mentioned. My own one-line summary of the book is the 8th habit itself: Find your voice and inspire others to find theirs. This is a difficult book to read. You may take a month, year or a life-time to read it. Similarly, you may take a similar amount of time to put it into practice and benefit from the wisdom gained. Even a simple quote can change your thoughts. A paradigm shift can change your ideas. Putting your thoughts and ideas into practice can change
your life. This, in turn, can change hundreds and thousands of lives. (17)

Shiv Khera’s book on You Can Win is very simple to read and understand. It can be used by any person i.e. from student to the old man. The book mainly is written on the “Winners don’t do different things. They do things differently”. It is a step by step tool for Achievers. Success doesn’t mean the absence of failure; it means the attainment of ultimate objectives. It means winning the war, not every battle. In one sense, this book is a construction manual. It describes the tools you will need for success and offers blueprint to help the individual to build a successful and rewarding life. In the second sense it is a cookbook. It lists the ingredients – the principles – the individual will need to follow to become successful and gives the individual a recipe for mixing them in the correct proportions. Above all this book is a guidebook, a step by step, that will take the individual from dreaming about success to unlock individual’s potential for success. (18)

Leigh brings book on Keeping the People, has 30 years experience in business, education, and management consulting to his mission of helping employers implement best practices in employee engagement and retention. He is the author of Keeping the People Who Keep You in Business: 24 Ways to Hang On to Your Most Valuable Talent (AMACOM, 2001), which consistently ranks on Amazon.com as one of the best-selling books on employee retention. His newest book is The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act Before It’s Too Late. Leigh was Vice President, Organizational Consulting with Right Management Consultants in Kansas City and leader of the firm’s Talent Management practice in the Heartland region. Prior to that, he was a Senior Consultant with
Lee Hecht Harrison in Irvine, California. He has been widely quoted in the media, including Fortune, Business Week and The Associated Press, as an expert on employee retention. He writes a regular commentary on managing talent for The Kansas City Star. (19)

Sumantra Ghoshal, in his article on “Management theory; the philosophical imperative” has emphasized on the HR systems. He said that the society mistrust managers and companies are on the verge of loosing their legitimacy. He also said that, we are in the negative cycle due to bad management theories. We need to rebuilt management theory. (20)

Gay Haskins in his article on “Benjamin Zander; the art of possibility” has said that, any question that has even the tiniest element of measurement in it, is going to create problems of trying to deliver the impossible. To suggest that we need confidence to make extraordinary contribution is like suggesting that a mother whose child is in a burning building needs courage in order to go and save it. HR can create the same. (21)

Morgen Witzel, in his article on “First –Mover advantage”, has stressed on the importance of training for the continuous development of the employees in the organization. (22)

Ashwini Kakkar, in his article on “Where eagles dare: My journey from Manager to Entrepreneur”, said that, in terms of HR, he honestly believe that, you can’t be the best company unless you have the best people. And if you have the best people, you have the best chances of becoming the best company. Mercury already has 300 employees. What they are now trying to do is to create an outstanding top-level team, which is the best in the business. He says that, talented people
have huge egos, are difficult to recruit, and are expensive. It’s not easy to pay them the right salary. But they come out with the best ideas and perform. It’s all about managing people, you can create a magical organization. Offering to share the profits is a big motivator for good people. He has discovered that 1% of the profit extra seems to work better than just a pure salary. And because he was one of the tribe, they know that he will not be unjust to them. He will be more caring for their needs, for their issues and for their concerns. (23)

Lynda Gratton, in her article on “Hot Spots”, said that companies flourish with extraordinary energy and fade as energy wanes. Hot spots energy has the potential to trigger new ways of thinking about old problems and of revamping practices and processes to deliver superior services and products. She has described the importance of caring of the human resources. (24)

Sudhir Warier, in his article on “Measuring Organizational Intangible Assets- Human Capital”, have described the five core employee outcomes measurements as Employee Satisfaction, Employee Retention, Employee Productivity, Employee Turnover and Employee Competence. (25)

Dr R Satya Raju and Dr P N Appa Rao, in their article on “Changing trends in HRD initiatives in the New Millennium”, have said that in the changing scenario of business at national and global environment, managing human resources for corporate survival and success is an important function of the several corporate leaders. In their article they have covered the issue relating to the changing trends in human resource development initiatives in selected companies in an emerging metropoly, the perception of human resources on the human resource
initiatives and some suggestions for effective human resource management. (26)

Dr Ram Kumar Balyan, in his article on “Knowledge Management and Human Resource Development”, has said that Human resource development is a part of climate of an organization. HRD climate means perception of the employees regarding atmosphere or environment for development of human resource in an organization. (27)

C Shanath Kumar, in his article on “Management by Expectations (MBEx)”, has explained about what is the work climate? and how the climate determined? Which is important for managing the employee performance in the organization. (28)

Premila Verma, in her article on “Integrating Productivity with Employee Satisfaction, A case of two Public Sector Companies”, has discussed that how effectively they are able to handle this function. She said that work contributes to productivity and employee satisfaction. Integrating these two functions is the important role of Human Resource Manager in the organization. (29)

Himmat Devaji Jadhav, in his Ph. D thesis entitled “Labour of Sugar Cooperative with Special Reference to Marathwada Region” submitted to Dr. Babasaheb Ambedkar Marathwada University, Aurangabad has stressed the importance of Human Resource activities. (30)

K Yatish Rajwat, in his article on “HR role's not limited to hiring, managing payrolls any more” has opined that the HR heads are being asked to help with strategy, diversification plans, acquisitions, new ventures and being given line responsibility. This is a second most
important role in an organization, after CEO, who will enable growth is now the HR head. (31)
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