Chapter – I
INTRODUCTION

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1:1 Introduction

In Scripture the question: ‘What is man?’ is asked several times. It is important to know the answer: because until you know who and what you are, where you are heading and what you are supposed to do with your life, there is little point in setting moral standards or keeping them once they are set. You may as well do as you please. What is Man? Burke's definition of man states: "Man is the symbol-using (symbol-making, symbol-misusing) animal, inventor of the negative (or moralized by the negative), separated from his natural condition by instruments of his own making, goaded by the spirit of hierarchy (or moved by the sense of order), and rotten with perfection".1 Essentially, Burke's definition maintains that man is distinct from other creatures by the virtue of his use of symbols to communicate, his understanding of negation, his separation from nature by his own techniques, his existence in differing social structures, and his goal to become better than he presently is.

Man – the “mindful – animal – in – nature” is prudent magnificent, discriminatory, analytical, objective, communicative, interactive and sociable. This statement construes some of the fundamental habits of human beings, though; it is not explaining the widespread features and concepts about the species. Man’s own created knowledge centers have made concentrated endeavours to analyze and clarify the emergence, evolution, survival, behavioural pattern and diverse attributes of human beings. Now also the studies are going on. Religion appends the concept of human beings with the concept of God, i.e., ‘God has created human beings as a crown of creation’.2 Science appends human beings with animals – as a social animal, thoughtful animal, weapon producing animal, politically cognizant animal, etc. are some of its inferences related with man. All these definitions about human beings are true, but they are not absolute.

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Among the numerous thoughts expanded by the various researchers and thinkers in the concerned branch of knowledge, the most well-known and typical is the quality of ‘conceptual thought’ possessed by human beings from other species of life on earth. This eminence enables them to store the day to day experiences of life, facts, figures, events, etc. in its inner chambers of mind and recall the same to its conscious stream of mind as and when needed with the help of its unique power of memory. They also enjoy the ability of taking decisions based on past occurrences. Animals also can respond with past experiences but, they don’t have the ability to contrast it with present problems. Hence we can arrive at the conclusion that the very basis for the typical existence of human beings remains on its mind. Mind is the key aspect for their overall performance. It plans, organizes, directs and controls their thoughts and proceedings some what like manager or leader in an organization. So “human mind” can be illustrated as the “First Manager in this Universe”.

Another marvelous property of human beings is that their “social attitude”. They always wish to discuss their views, share their feelings and thoughts with other fellow human beings. Precisely speaking, they need some kind of external involvement, guidance and direction in order to fulfill their duties in life and for their mental and social growth. These internal pulls and external demands on mind create an integral man.

In brief, an appropriate system of administration of human mind and human activities can create exceptional results. Here we can emphasize the significance of the ‘art and science’ of managing people for a suitable utilization of their mind and energy. The art & science of managing people can be achieved through the application of Human Resource Management.

Human Resource Management (HRM) is the strategic and coherent approach to the management of an organization’s most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the
The terms "human resource management" and "human resources" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. In simple words, HRM means employing people, developing their capacities, utilizing, maintaining and compensating their services in tune with the job and organizational requirement.

Research in the area of HRM has much to contribute to the organizational practice of HRM. For the last 20 years, empirical work has paid particular attention to the link between the practice of HRM and organizational performance, evident in improved employee commitment, lower levels of absenteeism and turnover, higher levels of skills and therefore higher productivity, enhanced quality and efficiency. This area of work is sometimes referred to as 'Strategic HRM' or SHRM.

Within SHRM three strands of work can be observed: Best practice, Best Fit and the Resource Based View (RBV). The notion of best practice - sometimes called 'high commitment' HRM - proposes that the adoption of certain best practices in HRM will result in better organizational performance. Perhaps the most popular work in this area is

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that of Pfeffer who argued that there were seven best practices for achieving competitive advantage through people and 'building profits by putting people first'. These practices included: providing employment security, selective hiring, extensive training, sharing information, self-managed teams, and high pay based on company performance and the reduction of status differentials. However, there is a huge number of studies which provide evidence of best practices, usually implemented in coherent bundles, and therefore it is difficult to draw generalized conclusions about which is the 'best' way.

Best fit, or the contingency approach to HRM, argues that HRM improves performance where there is a close vertical fit between the HRM practices and the company's strategy. This link ensures close coherence between the HR people processes and policies and the external market or business strategy. There are a range of theories about the nature of this vertical integration. For example, a set of 'lifecycle' models argue that HR policies and practices can be mapped onto the stage of an organization’s development or lifecycle. Competitive advantage models take Porter's (1985) ideas about strategic choice and map a range of HR practices onto the organization’s choice of competitive strategy. Finally 'configurationally models' provide a more sophisticated approach which advocates a close examination of the organization’s strategy in order to determine the appropriate HR policies and practices. However, this approach assumes that the strategy of the organization can be identified - many organizations exist in a state of flux and development.

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The Resource Based View (RBV), argued by some to be at the foundation of modern HRM, focuses on the internal resources of the organization and how they contribute to competitive advantage. The uniqueness of these resources is preferred to homogeneity and HRM has a central role in developing human resources that are valuable, rare, and difficult to copy or substitute and that are effectively organized.

Overall, the theory of HRM argues that the goal of human resource management is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. The key word here perhaps is "fit", i.e. a HRM approach seeks to ensure a fit between the management of an organization’s employees, and the overall strategic direction of the company (Miller, 1989).

The basic premise of the academic theory of HRM is that humans are not machines; therefore we need to have an interdisciplinary examination of people in the workplace. Fields such as psychology, industrial relations, industrial engineering, sociology, economics, and critical theories: postmodernism, post-structuralism play a major role.

The scope of Human Resource Management is vast. All major activities in the working life of the employee from the time of his entry into the organization until he leaves or retires come under the purview of human resource management. The most important activities undertaken are: Planning, job design, job analysis, procurement, recruitment, selection, induction, placement, training and development; Compensation – rewards, retiremental benefits, medical, and health care; Motivation – Motivational aids, bonus, incentives, profit sharing, esteem, career development, growth, decision making, delegation of authority and power, promotion, etc…; Employee relations – Grievance handling, participation, collective bargaining and other aspects of cordial relations.

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The objectives of Human Resource Management are: to provide, create, utilize and motivate employees to accomplish organizational goals; to secure integration of individuals and groups in securing organizational effectiveness; to create opportunities, to provide facilities, necessary motivation to individuals and groups for their growth with the growth of the organization by training and development; to provide attractive, equitable, incentives, rewards, benefits, social security measures, to ensure retention of competent employees; to maintain high morale, encourage value system and create environment of trust, and mutuality of interests; to provide opportunities for communication expression, participation, appreciation, recognition and provide fair efficient leadership; to create a sense and feeling of belongingness, team spirit and encourage suggestions from employees; and to ensure that, there is no threat of unemployment, inequalities, adopting a policy recognizing merit and employee contribution, and conditions for stability of employment.

1:2 Statement of the Problem

In the 1960s, there was an inclination towards nationalization in Britain. But, since the late 1970s, the fashion was towards privatization by selling state owned enterprises (SOEs). It indeed became a universal trend. The performance of SOEs in various countries was, by and large, been far from satisfactory. They often put large burdens on public budgets and external debt. The serious financial burden imposed by the SOEs and the growing public dissatisfaction against them due to their inefficiency, indifferent, irresponsible and sometimes even arrogant attitude and lack of concern for the customer needs; and corruption, nepotism and squander associated with their organization and management led to the growing concern in privatization.

Privatization has got relevance in Indian economy because, the public sector, both Central as well as State, expanded aimlessly and it was extended to non-priority sectors and sectors where the private sector would perform healthier. The accumulated losses of
many SOEs, including some state transport corporations, are larger than the capital invested in them. These public sector deficits compel governments to enlarge taxation and restrain development expenditures. There is no justification for imposing such burden on the public by the state carrying out activities, which the private sector can do more efficiently. Privatization of certain sectors and enterprises are, therefore, necessary to ease the budgetary burden on the public, to make available more resources for the development activities, to facilitate the government to concentrate more on the essential government functions and priority areas and to mitigate the consumers from the indifferent and arrogant attitude of the public sector.

By realizing this fact our government is trying their level best to privatize loss making government establishments for improving its performance. But they are facing severe resistance towards this organizational change from employees and their union. Therefore it is very important to study the real causes for this type of resistance. For this purpose it is advisable to carry out a comparative study on attitude of employees in government and private sector organizations towards privatization.

1:3 Significance of the Study

Attitudes are considered by some psychologists as a first principle in social behaviour. In social psychology, attitudes are defined as learned, global evaluations of a person, object, place, or issue that influence thought and action.¹¹ Put more simply, attitudes are basic expressions of approval or disapproval, favourability or unfavourability, or as Bem puts it, likes and dislikes.¹² According to tradition in social psychology, attitudes are pioneers of behaviour. But this term, one of the most widely used in all of psychology, has developed diverse meanings. Some psychologists study attitudes only in terms of overt


behaviour; if a person persist in a certain activity, he or she has favourable attitude toward it. An attitude has three basic components: thinking, feeling, and acting. These three components are also described as the cognitive, affective, and behavioural components of an attitude, respectively. Each of them is related to one of the fundamental ways in which attitudes apparently are formed and changed.

Here, the researcher is analyzing the employees’ attitude towards privatization. It is also apparent that this type of comparative study among government sector and private sector organizations are not conducted so far by any scholars or research institution.

Privatization refers to transfer of any government function to the private sector - including governmental functions like revenue collection and law enforcement. It also means the withdrawal of the state from an industry or sector, partially or fully. Another dimension of privatization is opening up of an industry that has been set aside for the public sector to the private sector.

1:4 Objectives of the Study

1. To find out the attitude of employees towards privatization and its causes.
2. To verify whether there is any difference existing among employees’ attitude towards privatization based on their age, gender, experience, education, job position, and sector.
3. To compare personnel policies and procedures of government and private sector organizations.
4. To compare quality of work life of government and private sector establishments.
5. To compare compensation system at government and private sector organizations.

6. To compare level of stress at government and private sector organizations.
7. To compare motivation level of government and private sector organizations.

1:5 Hypotheses

- $H_0$ – Employees’ attitude towards privatization among different age groups are same.
- $H_0$ – Employees’ attitude towards privatization among different genders are same.
- $H_0$ – Employees’ attitude towards privatization among different experience groups are same.
- $H_0$ – Employees’ attitude towards privatization among different educational groups are same.
- $H_0$ – Employees’ attitude towards privatization among different job position holders are same.
- $H_0$ – Employees’ attitude towards privatization among different sector employees are same.
- $H_0$ – The personnel policies and procedures are equally effective at government and private establishments.
- $H_0$ – The quality of work life at government and private sector establishments are evenly balanced.
- $H_0$ – The compensation system at government and private sector establishments are evenly balanced.
- $H_0$ – The sources of stress at government and private sector establishments are evenly balanced.
- $H_0$ – The motivation level of employees at government and private sector establishments are equal.

1:6 Review of Literature

A survey for the available literature on this branch revealed the fact that, this area has remained a neglected one for a long period of time. During the earlier periods of industrial and business environment, no one has considered people in the organization as a significant ingredient to be noticed. Research scholars also avoid them and of the
credibility that a study on this aspect is immaterial. But with the beginning of 1980s this branch has accomplished the concern of management experts and research scholars. Human Resource Management became a topic of fast growing research and teaching interest. As a result, the conceptual base of this branch of information developed and its functional borders widened. At present, human elements has occupied a significant position in business organizations. The literature scene is entirely different form as that of 1980s. The interest of both practioners and academicians are increasing on this area. Today we can see many studies on Human Resource management, both at a national and international level. Some of the high-flying studies on Human Resource Management and its functional areas are listed below:

F. W. Taylor, the father of Scientific Management was the pioneer management expert to emphasis on human aspects in an organization. He made several outstanding studies in this regard. Taylor’s master piece study on Scientific Management (1911)\(^{15}\) stressed the importance of satisfying the needs of the workers for increasing the productivity. Taylor made many simplistic assumptions about human behaviour and motivation, especially that monetary rewards should increase productivity.

A. H. Maslow (1954)\(^{16}\) interpreted that the behaviour of an individual at a particular movement is usually determined by his strongest need. He has estimated a model of human needs to explain the strength of needs as low strength and high strength. He says that as the basic needs are satisfied an individual seeks to satisfy the higher needs.


Sergio Talacchi (1960) conducted an empirical study on Organization Size, Individual Attitudes and Behaviour. This research investigates the impact of certain structural characteristics of organization upon employee attitudes and behavior. It was formulated for two reasons: (1) the need recently suggested by administrative theorists to re-evaluate organization structure as a determinant of organization behavior, and (2) the need to provide suggestions to administrators of growing enterprises. Three hypotheses were formulated on the basis of theoretical speculations. These hypotheses describe the expected impact of organization size upon employee attitudes and how these, in turn, affect employee behavior. The areas investigated were: (1) the direction and extent to which size affects employee attitudes and the related mechanisms mediating this effect, (2) the area of work most affected by increasing size, and (3) the direction and extent to which employee attitudes at work influence behavior in the organization.

Rensis Likert (1961) and his associates of University of Michigan, USA studied the patterns and styles of managers and identified four systems of management, in terms of leadership styles referred to as Explosive Autocratic System (System I), Benevolent Autocratic System (System II), Participative System (System III) and Democratic System (System IV).

Victor H. Vroom (1964) proposed the Valence Expectancy Theory in Motivation. According to him, people will be motivated to do things to achieve some goals to the extent that they expect that certain actions on their part will help them to achieve the

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goal. He formed the equation: Motivation (Force) = Valence x Expectancy. According to him, Valence is the strength of an individual preference to a particular outcome.

Rustom S. Davar (1965)\textsuperscript{20} conducted a study on Executive Motivation. In that study he implies that, self realization was the most critical need area unfulfilled. Although there is no sufficient evidence, it can be assumed that as one travels up the management hierarchy the needs requiring fulfillment also move up the need hierarchy.

According to Frederick Herzberg, (1966)\textsuperscript{21} there are ten maintenance or hygiene factors. These are company policy and administration, technical supervision, interpersonal relationship with supervisors, interpersonal relationship with peers, interpersonal relationship with subordinates, salary, job security, personal life, working conditions and status. These maintenance factors are necessary to maintain a reasonable level of satisfaction in employees. He also identified six motivational factors such as achievement, recognition, advancement, work, possibility of growth and responsibility. An increase in these factors will improve the satisfaction of the employees and decrease will not affect their job satisfaction.

Douglas McGregor (1967)\textsuperscript{22} propounded Theory ‘X’ and Theory ‘Y’ in the management action of directing human beings in the organization. These two theories involve certain assumptions, generalizations and hypothesis relating to human behaviour and human nature. These theories serve the purpose of predicting human behaviour.


D. K. Lahiri & Srivastava (1967) tested the applicability of Herzberg’s two factor theory of motivation in the Indian context. It was found that, for middle level managers, responsibility, domestic life, accomplishment job and the utilization of abilities on job were found to be motivational factors while organizational policy and administration, promotion, salary, superior and growth were dissatisfiers.

L. W. Porter & E. E. Lawler (1968) formulated another theory on motivation. The theory proposes a multivariate model to explain the complex relationship that exists between job attitude and job performance.

M. N. Rudrabasavaraj (1969) conducted a study on personnel administration in India. It covers almost the entire aspects of personnel system in the public sector undertakings in India. It is an excellent study and perhaps the first one of this type in India.

K. G. Desai (1969) conducted a study to evaluate the workers’ expectation from the supervisors and management. It covers the aspects of compensation and wage payment system in the selected enterprises.


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Y. K. Shetty (1970)\textsuperscript{28} compared the personnel management practices in India and America. In this study he evaluates the performance of the personnel system in Indian enterprises with American enterprises and also suggested a system to improve organizational performance.

James L. Gibson, Stuart M. Klein (1970)\textsuperscript{29} conducted a study on Employee Attitudes as a Function of Age and Length of Service. The data reported here suggest: (1) a linear positive relationship between employee satisfaction and age, and (2) a linear negative relationship between employee satisfaction and length of service. The data also indicate that both relationships are asymptotic, thus suggesting limits on increments and decrements in satisfaction as a function of the two explanatory variables.

Ronald J. Burke (1972)\textsuperscript{30} performed a research on job transfers of personnel to know the different satisfaction levels, promotional transfers as well as the effects of job transfers on individual’s life.


Pritam Singh (1972) interpreted on the managerial styles in India. He stated that managers in India must become increasingly participative in the light of rapidly changing political, social and cultural environment.

V. V. Giri (1972) studied the labour problems in Indian industries. In this study, he covers most of the crucial aspects of labour problems and wage payment system.

O. P. Dhingra & V. K. Pathak (1974) conducted a study on employee’s attitudes, management practices on employee attitudes, management practices and industrial relations in India.

Keith Davis (1975) observed the behaviour of human being at work. He tells that “along with men’s technical imperative, there is also a social imperative to work together. Man is a social being. He wants to belong, to associate with others rather than to work in isolated loneliness. Out of this basic drive of man, the informal organization arises.”


Waino W. Suojanen (1975)\textsuperscript{35} of Georgia State University, Atlanta, analyzed the development and use of job enrichment in various kinds of organizations. He verified the factors in connection with job enrichment and productivity in these organizations.

P. M. Joseph & R. Kesavan (1977)\textsuperscript{36} compared the leadership behaviour in public and private sector in India and revealed that in the private sector, wages are tied up to the units produced, while in public sector superiors are given complete authority in recommending their subordinates for promotion along with increase in pay. They interviewed 45 supervisors from public sector and 38 from private sector for this purpose.

Gopalji (1979)\textsuperscript{37} studied about the personnel management in Indian industries. This is an empirical study conducted to evaluate the aspects of personnel management in Indian industries.

P. Singh (1979)\textsuperscript{38} compared the occupational value and leadership style of Indian managers. He ranked the various job factors of managers in both public and private sector and concluded that, there is no significant difference in the motivation profile of public and private sector managers.

\textsuperscript{35} Waino, W. Suojanen, (1975). Perspectives on Job Enrichment and Productivity. Atlanta: Georgia: Publishing Services Division, School of Business Administration, Georgia State University.


Richard J. Long (1980)\(^3\) conducted a research on Job Attitudes and Organizational Performance under Employee Ownership. This study assesses the apparent effects on job attitudes and organizational performance of recent conversions to employee ownership at three firms. Favorable effects were most evident at the firm with the highest employee ownership and least evident at the firm with the lowest. The concept of employee participation in decision making is believed to play a key role in these outcomes.

Swantantra Kumar, D.P.N. Singh & S.K. Verna (1981)\(^4\) found that managers and supervisors in a public sector undertaking, remarked various job factors as (1) Job security (2) Opportunity for advancement (3) Pay according to merit (4) Working conditions (5) Task (6) Welfare (7) Housing (8) Supervisors (9) work groups (10) Bonus and (11) Name of the company in that order.

Raj Kumar Gupta (1986)\(^5\) conducted a study on the manpower management and human resource accounting. In that study, he analyzed the various aspects of HRM and HR valuation in Indian companies.

Prahlad Kumar Basu (1987)\(^6\) performed a study on the managerial aspects of public enterprises in India. He focused on the performance evaluation of public enterprises and crucial management problems tackled by them.


Thomas A. Mahoney (1991)\textsuperscript{43} identified forms of employee compensation which provide varying amounts of money-based work-pay contingencies. Amount of pay and the contingency relationship both presumably affect directly the valence and expectancy components of motivation. Pay earned under different contingency relationships also may be attributed with different symbolic meanings and thus indirectly affect motivation. Symbolic meanings of pay, particularly pay based on different contingency relationships, were investigated in a study of employees working in different pay contingency settings.

B. P. Mathur (1993)\textsuperscript{44} in his study on public enterprises management has examined the philosophy, size, organizational structure and control exercised by parliament and government.

Suresh Chand Aggarwal (1996)\textsuperscript{45} conducted a study on wage productivity in the selected public sector units. In this study, he compares labour productivity with total factor productivity.


Gabriel Simon Thattil (1996)\(^4\) studied the HRM in the industrial sector of Kerala. His main objective was to compare and contrast the theories and practices of personnel management function in the selected industries.

Linda Klebe Trevino, Kenneth D. Butterfield, Donald L. McCabe (1998)\(^4\) conducted field survey for analyzing the influences on employee attitudes and behavioural dimensions. Results suggested that the two constructs measure somewhat different, but are strongly related dimensions of the ethical context. They then investigated the relationships between the emergent ethical context factors and an ethics-related attitude (organizational commitment) and behavior (observed unethical conduct) for respondents who work in organizations with and without ethics codes. Regression results indicated that an ethical culture-based dimension was more strongly associated with observed unethical conduct in code organizations while climate-based dimensions were more strongly associated with observed unethical conduct in non-code organizations. Ethical culture and ethical climate-based factors influenced organizational commitment similarly in both types of organizations.

Paul J. Taylor (1999)\(^4\) conducted a longitudinal evaluation was conducted on the effects of introducing a performance management system (PMS), which featured merit-based bonus pay, on subsequent employee attitudes and self-reported work effort in a small, city.


government organization. A significant change in employees’ organizational commitment occurred over the time that the PMS was implemented, with a substantial increase occurring within the performance planning/goal-setting phase, followed by a slight decline over the following year, but still ending higher than the Pre-PMS Baseline level. Substantial increases in ratings of satisfaction and cooperation with one’s supervisor were found with the introduction of the PMS for low performers (particularly following the performance planning/goal-setting phase).

Peter F. Drucker’s latest study (1999)\(^49\) visualizes the challenges before the management for the 21\(^{st}\) century. In this work, he lists and compares six old and six new paradigms of HRM. He suggests that the managers should get rid of the old models and adopts the new models for better results in the millennium.

Marcus Buckingham and Curt Coffman (1999)\(^50\) developed a model to measure the performance of a working place. Through an extensive survey, they isolated 12 characteristics of strong work place as seen through the eyes of the most successful and productive employees. They converted these 12 characteristics into 12 questions. If employees of a particular organization answer these 12 questions affirmatively, we can certify the organization, as a strong work place, where the best want to work and stay.

Brian Friedman, James Hatch and David M. Walker (1999)\(^51\) made a study on the Human Capital Management and Human Capital Appraisal. These management experts assumed


and explained about the five areas of Human Capital Management and five stages of Human Capital Appraisal.

Somers M. & Birnbaum D. (2000) explored the Relationship between Commitment Profiles, Work Attitudes, and Employee Withdrawal. The employees committed to both their organization and their career exhibited the most positive work attitudes and the strongest intention to remain with the organization. Unexpectedly, the dually committed also had the strongest intensity of job search behavior, but these efforts did not translate into higher incidences of turnover. No differences were observed across commitment profiles with respect to job performance. Employees committed only to their careers exhibited more positive work outcomes than did those committed only to their organizations.

Greengard, Samuel (2001) identified certain technologies and trends that are likely to affect HRM in new and exciting ways. He lists certain HR software products, web portals to serve relevant information at desired content, concepts of E-procurement and internet and net monitoring etc. in this study.

Mrs. Tanuja Agarwala (2003) conducted a research in the selected organizations in India to review the innovative HR practices followed. She has focused on three dimensions of new HR system, i.e., introduction, importance and satisfaction. She has


proved the significance of introducing innovations in various HR practices by the organizations through this study. She concluded that introduction dimension is the most important predictor of organizational commitment and turnover intention.

Vadi and Majaa (2004)\textsuperscript{55} conducted a study on impact of organizational culture on attitudes concerning changes in Post-Soviet. 906 employees from Estonian companies were studied in order to explore how task-orientation and relationship-orientation of organizational culture influence attitudes to the process of organizational change among employees in post-socialist organizations. The survey indicates that people who began working in the former Soviet Union differ from those who started their careers during the subsequent transition period according to the way they form their attitudes toward change. Relationship-orientation of organizational culture predicts a belief in the benefits of change only in the group of people who started their work life in Soviet organizations.

Sharon Clinebell & Gerald Shadwick, (2005)\textsuperscript{56} conducted a study with employees of branch banks and main office banks regarding their job-related attitudes. It is hypothesized in this paper that employees in the branch banks will have lower levels of job satisfaction, organizational commitment, job involvement, and partial addition and higher levels of role conflict and role ambiguity.


\textsuperscript{56} Sharon Clinebell, & Gerald Shadwick, (2005), “The Importance of Organizational Context on Employees' Attitudes: An Examination of Working in Main Offices versus Branch Office,” Journal of Leadership & Organizational Studies, 14, 353-370.
Katherine Karl (2005) analyzed Attitudes toward workplace fun: a three sector comparison. This study examined the issue of “fun at work” across three sectors: public, nonprofit, and private. Specifically, they examined employees’ attitudes toward fun, their perceptions of what is (and is not) fun, and the role of trust in the supervisor and coworkers. While there were no significant differences across the three sectors in their attitudes toward fun, there were significant differences across sectors in their ratings of the company-wide outings category and ten (of forty) individual fun activities. Public sector employees tended to rate the activities as less fun than at least one of the other two groups. Employees in all three sectors agreed that food-related activities were fun. In addition, attitudes toward fun were found to be positively related to trust in one’s supervisor and trust in one’s coworkers.

Rodger Morrison (2006) conducted a study on employee involvement, attitudes and reactions to technology changes. This research examines the relationships between employee reactions to specific technological changes and the job-related attitudes of these employees. The specific changes include the transition, by the organization’s clinical professionals, from the use of laptop computers to smaller palm-sized clinical assistant devices and the automation of clinical pathways into the computerized documentation system. Both technological changes were implemented with the intent of increasing the efficiency of the clinical professionals. Results of this longitudinal study indicated that individuals involved in making decisions related to the technology changes reacted more positively to the changes than individuals with low levels of involvement.


Further, the results of this study revealed that individuals with higher pre-change levels of role ambiguity reacted more negatively to the technology changes.

Bonnie S. O’Neill, and Lucy A. Arendt, (2008)\textsuperscript{59} conducted a field study, and they explored how choosing one context over another influences both research results and implications. Using both quantitative and qualitative data, they examine context from both an organizational and a business-unit perspective by studying relationships between five psychological climate variables and outcomes of job satisfaction, affective commitment, and intent to leave. Results show different contextual influences between the organization and two business units, suggesting that different bundles of psychological climate variables yield similar outcomes depending on the context studied. These results bolster the contention that researchers need to identify the right context in field research.

Selvam Jesiah, (2008)\textsuperscript{60} This paper examines the impact of privatization on the productivity, profitability and the other major management issues of the privatized enterprises in Ethiopia. Data from 45 enterprises between 1990 and 2004 were collected in order to examine the performance of the privatized enterprises. As for managerial issues, survey method was used. The study reveals that the net profitability of the privatized enterprises surged despite a decrease in production and sales. Analysis of management issues exhibit that there were significant changes and developments in those privatized enterprises where foreign privatized enterprises were relatively better implementers as compared to the domestic privatized enterprises.


Subrata Sarkar, Rudra Sensarma, (2010)\textsuperscript{61} examined the impact of partial privatization on performance of state-owned banks using data from the Indian banking industry during the period 1986-2003, and test the hypothesis that privatization leads to improvement in performance even when the government retains controlling stakes.

Alfred C. Aman Jr., (2012)\textsuperscript{62} explores the relationship of globalization to domestic law in the context of privatized welfare services in Indiana. It examines the ways that privatization can affect vulnerable populations such as welfare recipients by, in effect, partially dis-embedding the market from the state.

Mahmoud Mousavi Shiri, Mahdi Salehi, (2012)\textsuperscript{63} present and discuss the pros and cons of privatization in with regard to accounting profit in Iran. As privatization has taken more quickly in recent years, this research seeks to measure and compare function of the governmental and private companies listed in the Tehran Stock Exchange by applying Economical Value Added (EVA) and Return on Assets (ROA) during 2007-2011.

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\begin{itemize}
\item \textsuperscript{63} Mahmoud Mousavi Shiri, Mahdi Salehi, (2012), "The Effect of Privatization on EVA and ROA in Iran" \textit{Sankhya- International Journal of Management and Technology}, 3 (2), 86-93
\end{itemize}
Carothers, Courtney; Chambers, Catherine, (2012) draws on directed ethnographic research and a review of literature to explore how the commoditization of fishing rights discursively and materially remakes human-marine relationships across diverse regions. It traces the history of dominant economic theories that promote the privatization of fishing access for maximizing potential profits. It describes more recent discursive trends that link the ecological health of the world's oceans and their fisheries to widespread privatization. Together, these economic and environmental discourses have enrolled a broad set of increasingly vocal and powerful privatization proponents.

Only the abstract of the some of the significant studies selected by the researcher is being mentioned in this section. All these studies on HR related aspects provided great contribution for the development of this branch. There are numerous other studies also, which are not cited here, due to the fear of elaboration. The present study on Employee’s Attitude towards Privatization intends for a comprehensive review of the HR issues in the selected government and private sector units in Kerala.

1.7 Limitations of the Study

Some of the limitations felt by the researcher, while collecting and interpreting the data are stated below:

- The study considers both primary and secondary data. For the purpose of collecting secondary data, reports, published documents and other records of the selected organizations were referred. So the accuracy of these data depends on the reliability of data gathered from these sources.
- Since the study relies on opinions of employees, it is not free from bias.
- Disinclination of some management and executives in giving relevant information and sometimes their passive attitudes hindered the researcher from getting adequate data for the study.

In statistical analysis only prominent factors affecting the study were considered, even though, there are many other influencing variables. This is due to the fact that simultaneous consideration of large number of variables is difficult and it has no application.

1:8 Blue Print of the Research

The layout of the present study is designed in the following manner:

Chapter I – Introduction
This chapter presents the subject and significance of the study, objectives and hypothesis of the study, review of literature, limitations of the study and blue print of the research.

Chapter II – Research Methodology
This chapter highlights pilot study, research design, universe of the study, sampling design of the study, scaling technique, variables of the study, methods of data collection, processing of data, and analysis of data.

Chapter III – Fundamentals of Employees’ Attitude towards privatization
This chapter details the concept, nature, components, meaning, types, development, change, functions, model and dimensions of attitude and privatization.

Chapter IV – HR Practices at Selected Government & Private Sector Undertakings
It renders a precise view of HR practices and performance of selected Private Sector and Public (Government) Sector Enterprises in Kerala.

Chapter V – Analysis & Interpretation of the Employees’ Attitude towards Privatization
This chapter depicts a clean picture of the analysis of data collected, test of hypothesis and evaluation of employees’ attitude towards privatization.

Chapter VI – Findings Suggestions and Conclusion
This chapter presents the summary of findings and conclusions of the study. It also sight the suggestions made by the researcher and summary of the thesis.