Chapter: I

INTRODUCTION
1. INTRODUCTION

1.1. What is an Organization?

There are many organizations in existence today, which undoubtedly the symbol of human growth and development. Each organization performs its functions to achieve a particular goal or a combination of two or three or even more number of goals which finally emerge into the main goal of the organization. A team of people with specific purpose is behind every organization. Each member in the team is a part of the organization assigned with definite role to play. All organizations will have a mission and it is carried out with the vision of the organization. This vision will be widely communicated across the organization in order to achieve the goals of the organization. Each department in the organization, as per the job assigned to them plan and execute their work in a synchronized manner, in stipulated time to achieve the major goal of the organization as envisaged by the leader. All departments functions like the organs of the body in this exercise."An Organization is a system of consciously coordinated activities or efforts of two or more persons", a definition by Chester Barnad, is more appropriate and meaningful in many context.

Generally the structure of the organization is divided into various departments from the operational and administrative angle. Planning, Controlling, staffing, self-actualization and executing are major activities of the organization, under these activities different departments are functioning for the effective running of the organisation. Departments involve into respective activities demarked for them will be executing their job to meet the needs of the organization. Like recruitments, Policy formulation, employee Discipline, welfare of employees are the responsibilities of the Human Resource department, all financial matters – money that comes in – revenue generated and money that goes out – expenditure is done through finance or accounts department, marketing activities are done by marketing team and process or production will be done by production department. These departments will further allocate their jobs into small groups or team in their departments to execute the job.
One of the main complexities of the organization is its human element. Man, Machine, Material and Money are the major components of the organization. But man is the most complicated, confusing and unpredictable element of the organization. Hence to manage this element, extra care should be taking. The growth, development and very survival of the organization are depending on the human factor in the organization. Hence an organization orchestrates its functions and discharges its responsibilities for the people and by the people.

1.2 Role of Human Resource Management

The global business paradigms are changing so fast, which witnessed a greater demand of Human Resource Management in business organizations. Human resource management has been in existence in some form or other ever since the beginning of the organized business firms or established organizations in the world over. Since people began to evolve in development oriented activities, to facilitate the same organizations started actively thinking for exclusive departments to plan and strategically implement the functions for the benefit of the organization and people. Hence Human Resource Management becomes a reality in much organization who desired to take the organization forward and ahead of their competitors. Since 1975 the Human Resource Development activities are started getting momentum and more importance in India too.

Development of Human Resource Management is essential to acquire capabilities which are needed to do the present job as well as the expected future roles in any organization. Unlike other resources, human resource have rather unlimited potential capabilities. Among the four important variables associated with business organization, Man, Machine, Material and Money, Man is the most important and complex element. In order to effectively utilize this variable for the smooth functioning and to achieve the organizational goal more attention to be given to this human element in organization. Therefore, organizations should ensure that by creating a climate that can continuously identify, nurture and use the capabilities of people for the organization to be dynamic and growth oriented. Also it is required to keep motivation, dynamism, competency and commitment of the employees at high level for the organizational success.
The concept of Human Resource Development in the organization is

(a) To acquire or sharpen the knowledge and capabilities required to perform functions with regard to the present and future expected roles.

(b) Improve the general capabilities and knowledge and discover and exploit the inner potentials for their own and organizational development purpose.

(c) Develop an organizational culture in which a good employee – employer relationship, team work, commitment and a spirit of professional well being to be maintained.

In Human Resource Development mechanisms and techniques like performance appraisal systems, training and development, career planning and organizational development initiatives are used in continuous process. There by Human Resource Development department exhibits that it stands out for the value of human beings and promotes their development along with the organization.

The long journey from personnel management to Human Resource Management function, management gurus and experts learned and experienced so many practices to take their organization to the victory stand. All successful organization pay attention to human resource development activities. If organization wants to get the maximum benefits from its Human Resource Development Department, along with the periodical implementation of the mechanisms and techniques, HR must run as a continuous process. Top management should understand and be committed towards implementing the HR system and provide time and other resources for the same. If implemented properly, an effective human resource development system can contribute for a positive cultural change ultimately leads the organization to growth, productivity, profit and better organizational health.
1.3 Brief Summary

Building an organization is not difficult, but building a healthy organization is too difficult. Organization is formed to deliver certain goals. If an organization has to deliver its result, essentially it has to have certain capacities and capabilities. Its performance varies with the effect of few dimensions only. That is why different organizations come out in their performance differently, in spite of having some of the features common in nature marking incomparable gap in terms of productivity and profit. Apart from the commonality of factors exists in the organization, there are certain other aspects which are Not common, that ultimately lead to the change. It is easy to understand the common variables across the organization but more light should be shed to those uncommon factors or the hidden factors which give way to the favourable change in the organization, to create better health organization. There must be sincere attempt to learn and to understand these variables, undoubted are success factors for the organization which create the growth and development, Not only for the present era but for the future of industry and mankind.

We could see when the basic structure and variables are common among a lot of organization. Certain organizations outperform other organizations. Their performance will be much better in terms of revenue generated, total turnover, market leadership, rate of growth etc. Internally the coherence, trust among various levels, cultural unity, unconditional loyalty and bandwidth of leadership are the factors that support organization. These internal and external factors are the outcome due to certain dimensions exists in those organization having higher performance level and having raised the bar of organizational health. Analyzing these organizations on the basis of the specific characteristics which contributed for a significant difference from other organizations comprise of a set of variables, that made the tangible or intangible effect in the organizations. There could be umpteen numbers of variables which helps to raise the level of organizational health in the studies conducted across the globe. Even though the early studies conducted in this area was in the year 1950’s as per the records available, there was not much serious studies available on latter years. These studies were focused on some organizations or certain dimensions only. At the outburst of the so called second industrial revolution, more importance was given to industries and business, to raise the
standard of organization from its declining productivity, profit and even the very survival. The expectation of employer and employees were high, more output from less input, the mighty manual labour substituted by mussels of the machines, all these created a new sense of requirements to the business world. Industrial psychologists and management gurus were put on the task to cope up with the new demands to find out suitable solutions. It was realized by the experts that the profit, productivity and existence were depend more on the health than any other component. They started diagnosing the factors which were the major contributors of the same. Depending upon the organization various tools and techniques were used to diagnosis and prescribe suitable methods for organizations to have stable or improved health status, for them to achieve their goals.

It is widely accepted that health encompasses many human elements required to achieve success and growth. Seven variables, highly popular in the organization background were chosen to study this aspect. The relationship of these independent variables to the fixed variable organization health was the major focus of the study. Along with the analysis of inter – relation and intra – relation of these variables in the back drop of the organization having similar product or nature of business was taken for the research. Leadership, being a very powerful and unquestionable dimension associated with every organization was taken as one of the important dimension in this research. The efficient leadership is one of the prime requirements for any organization to come up to the expected level of its all deliverables and thus it is time tested concept. It is true that various leadership styles in tandem and combination are working in organization. Authoritarian leadership by emphasizing hierarchy to get things done is essential. Consultative leadership practiced by involving and empowering through communication, consultation and delegation. Building a positive environment characterized by team harmony, support and care for employees welfare by showing supportive leadership. Encourage employees to take on tough challenges and do more than they thought possible by exhibiting challenging leadership style.

Communication is considered as the life blood of an organization. Each and every activity in the organization is directly or indirectly executed through communication. From top executive to the lowest cadre, every one is the part of communication process of the organization. Depending on the nature of activity, level of
communication the method of communication will be selected and adopted. Whether it is upward communication, downward communication or horizontal communication, the communication channel is an integral part of the organization for its activities.

An organization is a group of people or team of employees working together to achieve the organizational goals. They work with a common aim and utilize the skill and job knowledge. Teams will be formed in the organization to meet the objectives of the organization. The capabilities of the members as well as the leader are important for the team. Each team member is accountable for the success of the team. The skill set, knowledge, commitment and cohesiveness among team members are crucial for attaining the organizational goals.

Human factor is considered as one of the most important dimension of any business. One of the peculiarity with this aspect is that it can be developed and nurtured to a great extend as per the requirement. The real potential of human being is unlimited and unimaginable. Their knowledge and skill sets can be increased to the extent of the requirement. Training and development activities are focusing to sharpen the knowledge and skills of the employees to perform their job in the desired level. It also provides them an opportunity to acquire potentials and capabilities for their future expected roles.

The success of every organization depends on the level of commitment of its employees in the organization. Management experts are always in the search for the ultimate utilization of Human factor in the organization. In the rapidly changing business world, to strike a balance between work in the work station and the life outside the organization is a big challenge. In order to effectively manage both, employees should be provided with an environment in which they can perform well. A flexible timing for employees will make the happy and their productivity and loyalty will be increased.

The performance of every organization depends on the performance of the human beings employed there. These performances depend on different dimensions which can be brought under a system to evaluate and measure. Within this system clear and
direct Norms and polices will be defined and implemented. An employee’s whole activity chart - like from his date of entry into the service to the date of exit from the service will be defined. He will be made to understand his duties and responsibilities which will make him aware of the objectives of the organization expected out of him. This knowledge will help him to increase his efficiency and productivity.

Culture is one of the dimensions associated with individual and the organization, which is debated widely in the business world. It is a set of values, behaviour and practices adopted and exhibited by people. It is tangible and also intangible in organizational background, hence it is difficult to define and express. It is showcased in every aspect of an organizational platform. The cultural fit is a prerequisite for any employee to match the organization standards. Corporate culture is also one of the important factor today organization emphasize for the organizational efficiency and better productivity.

1.4 HR Functions

1.4.1 Leadership

It is widely accepted that one of the most popular dimensions associated with any organization is leadership. Leadership being a very powerful and unquestionable dimension it is considered as one of the most important variable. The efficient leadership, No doubt a time tested concept is one of the prime requirements for any organization to come up to the expected level of its performance. It is true that various leadership styles are prevalent in organizations. Depending upon the leader, appropriate styles are adopted in tandem or in combination suitting the organizations needs. Leadership can be defined as the process of directing and influencing the task–related activities of group members to work willingly and enthusiastically for achieving predetermined goals. This willingness and enthusiasm do Not emerge out of exercise of power and authority by exhibiting leadership. In today’s world transformational leadership is more prominent than transactional leadership. Transformational leader influence and inspire his subordinates through vision and energy, where as transactional leader determines what subordinates need to do to achieve the objectives.
Leadership is the ability and skill to translate your ideas into action with the help of your team for the benefit of your organization. It is at this ability of the leader to get the work done through other people without hesitation, known as autocratic leader. Authoritarian leadership as it connotes, by emphasizing their power to get things done. As against to authoritarian leadership, Consultative leadership is practiced by involving and empowering team members through communication, consultation and delegation. Supportive leadership is characterized by team building a positive environment, su.ort and care for employees welfare. Encouraging others to take on tough task, hard work and challenging jobs and do more than they thought possible by exhibiting challenging leadership style.

Like any other skill, it can also be learned and can be improved with practice. Leadership is a process involving conversations and interactions that would result in getting other people more complacent with the language of personal responsibility and commitment. In the process, the leader distinguishes and acknowledges one’s own feelings and those of others in fabricating trustworthy relationships. For leadership to happen, leaders must communicate the vision to his followers in such a way that the followers understand, accept and adopt the vision as their own. Leaders must be not just great visionaries themselves; they must have the ability to get others to see it. Hence a leader must have the empathy for managing and to take the organization ahead, along with other numerous techniques. Whatever may be the definition of leadership, it involves aspect of vision in a big way except in cases of involuntary leadership and often in cases of traditional leadership. The success of this vision depends on providing proper direction to influence people through effective communication. Hence in the organizational context, a leader becomes vibrant with the combination of vision and effective communication.

In history there are more examples, leaders they lead from front or back, but they will deliver the result. Their tough stand or uncompromising attitude may make them unpopular in some groups or quarters; but they live through it and achieve their goals. Their leadership styles are molded out or extruded with other factors like the external and internal policies of the organizations, Govt. regulations, financial position of the firm etc. Leaders formulate good policies for the benefit of the organization and its people which can deliver better results. If these policies are
formed without an empathetic view or proper benefits to the stakeholders its implementation will be difficult and in the long run it is going to be remedy worse than the disease.

As per the information adapted from the Australian Public Service Commission’s publication Agency Health – Monitoring Agency Health and Improving Performance, Leaders display a visible commitment to the values they espouse and they understand their roles. Leaders have strong and effective links between middle and senior managers and they effectively manage poor performance. Leaders and managers are open to alternative or dissenting views and have a strong framework of support to build good judgment and confidence in making decisions. Also Leaders capability of looking beyond immediate priorities and engage in forward planning is considered as an essential quality.

It is the situations that create the leaders, to lead and carry out the mission of bigger value and importance. To take out the mission to the point of success is the big job of the leader. How he/she could translate the mission statement in to success is totally depends on the leader. The mission statement of an organization is a statement of communication; express the purpose of the organization. Generally this mission statement will remain same for quite a time, also it is seen that it changes with the time. Mission statement is organizations purpose and the fields of its operation define in short, simple and in attractive wordings. The outline of the organization is clearly denoted by the mission statement of an organization. Mission statement of organizations is in line with outlook of the leader of the organization.

The vision of the organization is also important in terms of the success of the leadership in organization. Every leader will have vision in leading the organization to desired goals of the organization. The leader of the organization shares the vision with other s in the organization to achieve the same through the concerted effort of all. The leadership vision goes far beyond written organizational mission statement and vision statement to scale any height as per the planned organizational objectives. The vision of leader permeates into all spears of the organization.
through the people of the organization and manifest in the actions, beliefs, values, culture and goals of your organization.

Even though many factors can decide the capability of leadership, his for most quality should be to understand the organizational needs and requirements. In this process his first priority will be to learn the people around him, because (take them to the task and lead them to deliveries) while learning the people, he should deal with the heart and brain. Humanitarian approach — viewed from the heart and the knowledge, skill and competency from the brain. Leader's ability to penetrate through the hearts of the peoples is important and which can achieve a great majority in the organization. He will be able to transform the people in the organization, able to educate them, able to convert them knowledgeable, take them to any task for the organizational mission and will be able to make them deliver at last.

In today's knowledge world, No leader can afford to have a professional Excellency in absence of adequate and appropriate knowledge in their respective field of activity. Hence leaders should be abreast of their knowledge. Knowledge is power and power supports them to lead the crowd. A true literate only can prove to be a good leader too. “The illiterate of the 21st century will Not be those who cannot read and write, but those who cannot learn, unlearn, and relearn”.- (Alvin Toffler, 2009).

The touch stone of any leadership is their honesty. It will pay rich tribute to its master. There is No easy way to build trust by people but through the hard way of honest. Once trust is created it is strong enough to protect you in career, in profession and throughout your life. Hence leadership is maintained and successfully managed through trust and honesty only. In the ultimate analysis, it is the cognizance of the leader which will make or break the organization.

1.4.2. Communication

Communication is taken as the second dimension in this research. The role of communication in any walks of life is not small. Right from the start of human civilization to the last spell of this science and technological growth is based on the communication capabilities of human beings. It is this capability which
revolutionized the business as a whole. The new management theories as well as the philosophy could penetrate and extend its reach to both sides of this sphere with the advancement of communication and its technological improvements. In a way all development of human race is started, continued and preserved for the coming generations through the act of communications.

Communication is defined as the transmission through a media or medium, of a goal oriented message from a source to its reception by a target. The various components of this definition are: (a) the source; (b) the target; (c) the message (transmitted); (d) the message (received); (e) the goal of the message; (f) the medium.

The source of communication initiates the communication also known as the sender. The source of communication contributes the effectiveness of communication. For an effective result of communication once source will be more credible. In an organizational context for official messages, senior manager and for the trade union messages the union leader will be the credible and effective source of communication. The target of communication is also known as the receiver who’s receptiveness is making the communication effective. One single communication can be send to single receiver or a large number of receivers. In organizations one office memo can be issued to an employ or all employees of the organization. Hence the message must be crafted, keeping in mind the receivers back ground. The process of communication takes place only when the message reaches the receiver and understands the message. Encoding is the translation of information into series of symbols for the communication and decoding is the interpretation and translation of a message into meaningful information. The goal of the message may be information or a feeling or a request of action. There are different types of medium in communication. It may be verbal or Nonverbal. Select the medium of communication suitable to the message and the receiver.

Interpersonal communication is the corner stone of people to people interaction. In the organizational back ground it is essential to have good interpersonal communication for the effectiveness of the organization. The process of communication is important to officials because it helps them to carry out the management functions of planning, organizing, leading and controlling. The activity
of oral communication is the major chunk of the communications by the managers in the organization. Corporate communication is a set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable point of view among stakeholders on which the company depends.

One of the characteristic of interpersonal communication is the feedback. When individuals interact with others in an organizational context, they exchange their views and opinion especially regarding the style of working, their feelings and behaviour, it is called feedback. In other words, “feedback is the communication of feeling and perceptions by one individual to another individual about latter’s behavior and style of working”. Feedback is an effective mechanism for influencing and improving communication which ultimately translates into better efficiency and effectiveness of individuals as well as organizations. In organizations most employees expect to receive honest, constructive feedback from their boss about performance and calibre from the part of management. But most of the cases it will not happen. Many managers claim that when they try to provide the feedback, employees become defensive, argumentative and showed resistance to chance.

According to Raymond V.Lesikar, there are four factors that influence the effectiveness of organizational communication. They are formal channels of communication, the organizations authority structure and job specialization and information ownership. Formal channels of communication mean that is endorsed, and probably controlled by officials like memos, reports and newsletters. Position and power variance in the organization decide who will communicate suitable with whom. The content of the communication is also determined by the authority. The job specialization denotes the communication within the specialized groups. They will have a common jargon, time frames tasks and personal style. Information ownership refers to that individuals possess unique information and knowledge pertaining to their jobs.

Organizations in general spend 80 percentage of their time for communicating by their senior executives to the cross section of the firm, on various issues related to the organization. Downward, upward, cross sectional and diagonal are the various type of communication channel opened up in the organization. Each activity is backed by a communication channel or a network. Either routine activities or marketing
techniques or disciplinary proceedings or transfer or a recognition or an award or appreciation letter, everything is a part of the communication activity of the organization. In organization communication they will try to keep the message simple, but deep in meaning. Whatever may be the formal or informal means of communication in your organization, the simple act of listening and responding is essential for the success of the organization. This tends to influence strategy, decision-making and behaviours at executive levels, but often it isn’t well articulated for employees. It should be at the core of a simple and inspiring message, easy to understand, will be carried at all of the official communications. Effective communication in the organization will motivate the employees and increase their creativity. Generally in the organizational situations, barriers to communication include such factors like language, perceptions, emotional stability, demographic factors and inconsistent verbal and Nonverbal communications.

In order to fall in line with the aspiration of the company Strategy-specific messages linked to your purpose become tools to help employees to connect their day-to-day efforts with the organization. Strategic Communication is an activity that refers to policy-making and guidance for consistent information process within an organization. Strategic communication is defined as communication aligned with the company’s overall strategy, to enhance its strategic positioning. “You only have to go through one or two communications debacles as a senior executive to understand the importance of communications.”(Blue Grotto-2009).

Indeed, the communication professionals and the strategic visionaries’ in the company should work hand in glow to achieve their mission through company’s strategic communication. “The communication function supports the businesses and brand-building efforts,” says TodMacKenzie, Senior Vice President of corporate communications at PepsiCo. He adds, “It moves the organization. The messages articulate the strategic direction of the company and motivate people to move behind it.” It is proved beyond any doubt that an effective strategic communication process will help an organization maximize its return on investment. Also it is evident that the communication has the desired impact on attitude, knowledge, and behaviour of stakeholders (internal and external) so that the organization needs to meet its strategic objectives.
1.4.3 TEAM

The word ‘Team’ is often used merely as a synonym for group, but team is different from group in its effective meaning and purpose. In the words of Bernard Babington Smith, “A team is a group in which the individuals have a common aim and in which the job and skills of each member fit in with those of others, as to take a very mechanical and static analogy – in a jigsaw puzzle pieces fit together without distortion and together produce some overall pattern” (Bernard Babington Smith, Alan Sharp. 1991).

In other words an effective team may be defined as the one that achieve its objective in the most suitable way and is then ready to accept and take on more challenging tasks. The purpose behind creating teams in the organization is to provide a framework that will increase the ability of members to participate in planning, problem solving and decision making to better serve customers internally and externally. Increased participation promotes among the employees a better understanding of decisions, more support for and participation in implementation plans, increased contribution to problem solving and decision making, and more ownership of decisions, processes, and changes.

In the transformation of a group of people or co-operation between groups of members, to establish a team certain characteristics are needed like leadership, common aim, task, coherence between the members are essential. Teams require good leadership. The importance of the leader in teamwork, teambuilding, team maintenance and achieving the task is very important. While discussing the teambuilding exercise one cannot ignore the team leader’s personality and character, knowledge and experience, abilities and skills.

Many occasions in our professional situations when we are placed or promoted to a position, where you are into a leadership role and the team is already there. We have to adapt our ideas and plans to fit the knowledge, skills and abilities of the existing team. But, sometimes, we got to create your own team. When our job demands, we are bound to create a new team from scratch, then definitely we have to follow the
steps in sequence like clearly identify the task at hand, Identify the skills needed, Identify the people and Hire in the right order for the success of your team.

In organizations, traditionally two types of teams have existed – They are formal teams and informal teams. Formal teams are made in the organizations to carry out the specific mission or tasks to achieve the goals of the organization. These formal teams are also known as command teams, committees and task force. Informal teams emerge whenever people come together and interact regularly. Quality circle in the Organization represents the formal team and team of club members or members of the women’s forum falls into the informal team. Tams having the general characteristics of both formal and informal teams are known as super teams or high performance teams. Super teams that is capable of managing themselves without any formal supervision is known as self-managed teams.

All work cannot be done individually; but some works can be done with collective effort only. We need to have team to do such works. We need to understand what a team is? It's an interdependent group of people who unite around a particular task or objective. The formation of the team is based on the mission and purpose for which the team is going to play the role. It is important and crucial for any successful team to understand the mission and purpose. When it is coming to the organizational background, it is the group of employees who work together for a particular task or mission. The objectives of the organization will be achieved not through a single or independent individual. It is the collective effort of the sum total of the employees of the organization, when work together with a common objective it is the team. In a team work it includes opinions, knowledge, values, past work experiences, upbringing, education, prior team experiences, and skills in communication and team building. Effective interpersonal communication is essential for relationship building between various levels for a successful team. Successful communication with managers and peer group is a critical components of team functioning.

In any team it ha.ens with team members, having difference in their capabilities and skill sets, strengths and weakness and in cultural variance too. But the synergy works out in the effective team is Not just the sum total of the individual effort but much more than that.
The success of any organization depends on the cohesiveness of the team and team effort. When a team is successful, by its team work, it funnels the energy of team members for the overall benefit of the organization. Teamwork releases the total synergic values resulting in the success of the organization. Team resembles to a chain as each ring in the chain is the strength of the chain. If one ring brakes the whole chain brakes. Each member is equally important in the team. It is the effort of the team leader to play an important role to keep the team active and effective for achieving the target expected out of them. He should be a leader in all his capabilities to meet the requirements through effective communication.

An appropriate strategy should be evolved and implemented for the team to its success. The purpose of the team is to be materialized only when you create a successful team by paying full attention to values and encourage the teamwork and collaboration in your organization's culture. Only in a good cultural environment an effective team can be created. On the job, the effective teams have figured out the essentials of interpersonal communication dynamics and relationships. They are clear in their purpose and know each other's roles on the team. The team members appraise constantly to assess how they are performing as a team - and they check the progress too. In teamwork, People work in a high performance environment where teamwork thrives and where individuals and teams clearly understand their contribution for the success of any nation or business or any game or any operations.

There are various factors which lead any team to success. The team members should understand the goal of the team, accountable for the outcome and they should be committed to attain the same. Among the team members they should trust each other and creates an environment in which people are comfortable in taking reasonable risks, in communicating, and involving in actions. Team members should feel free to express their thoughts, opinions, and appropriate solutions to problems. Opportunity should be given to speak out, to be heard and to be listened by team members. This will also provide them a chance to share their views as well. Their communication among the team members should be open, honest and respectful which automatically leads to a strong sense of belonging to the team. Team members should be encouraged for their Creativity, innovation, and different viewpoints without any
partiality. They should not be criticized badly or make negative or adverse comments for their views. The team should have a self introspection and have ways and means for diagnosing, analyzing, and resolving problems and conflicts related to teamwork. All sorts of favoritisms and partiality, personality conflicts and clashes should be avoided which will boost a better sense of team work. Always Participative leadership should be practiced for successful teamwork to take place. To be more effective, teams should have managerial skills in guiding and also avoid conflicts within the teams.

Generally team pass through stages of development. The team can take specific actions at each stage of team development to support the team’s success. The team mission and the purpose for which you formed the team are accomplished only by supporting your team through each stage of their development. Psychologist Dr. Bruce Tuckman first came with the stages of Team Development, Forming, Storming, Norming, and Performing model, in 1965. Latter he added a fifth stage, adjourning, during the 1970s.

In the Forming stage a group of members join together to accomplish a shared purpose. At this stage their success will depend on their familiarity with each other's work style, their experience on prior teams, and the clarity of their assigned mission. At storming stage of development ways to approach the problem or assignment are surfaced and team members are getting to know each other, learning to work with each other, and growing familiar with the interaction and communication of the group members. The team has consciously or unconsciously formed working relationships that are enabling progress on the team’s objectives in the stage of norming. In the Performing stage the relationships, team processes, and the team’s effectiveness in working on its objectives are happening to bring about a successfully functioning team. The real work of the team is progressing in this performing stage. In the Adjourning stage the team has completed its mission or purpose and at this time team members to pursue other goals or projects. It is not necessary that every team moves through these stages in order accomplish the team mission and various activities.
The very purpose behind forming teams is to provide a better framework which will increase the ability of members to participate in planning, problem solving and decision making.

1.1.4 Training and Development

In an environment of business facing new challenges like recession, downsizing, takeovers, mergers and acquisition, organizations adopt novel ideas to meet these threats. For survival, growth and development of organization they expect more and more from the employees. With the fine turning of its human resources alone organizations can augment its output and result. Apart from increasing the manpower, elevating the capabilities, skills and knowledge will be more effective and more economical in these days of cash crunch. Learning and acquiring new skill set is accepted and adopted across the business world for getting an edge over competitor.

In the fast and highly competitive world of today training has acquired a new meaning and importance in the field of business and social development. The scope of training is no longer limited to increase the knowledge and skills of individuals. As the role of human relations in the organizations has increased, training has acquired new dimensions in organizational functioning. Today training has become a crucial element in providing a strong basis for modern management too. Having realized the importance of training in enhancing productivity, profit and Organizational performance, more and more organizations are focusing on training and development. Hence the recognition of the importance of training in organizations paved the path for a new era in the modern business world.

The process of learning is not new to mankind and it will never come to a halt. Day by day the importance and concern for learning is getting more and more momentum. Organizations in an attempt to optimize the performance of their employees and to enhance the productivity and profit, focusing more on training. Organization’s emphasis is now on to improve personal and professional skills of existing employees as well as the new comers to improve the performance and thereby to increase the productivity. Growth of any organization depends on the skill sets and
the technical supremacy of its employees. In today’s fast moving world, technology changes so fast, to cope up with this change its employee’s technical skill and capabilities should be upgraded. Training is the effective method to elevate them to the required level of their skills and capabilities. For the economic and social development of the country, technical and entrepreneurial skills are providing by government agencies and organizations to the unemployed youths for more employability and growth.

Training is an organized procedure for increasing the knowledge, skill and attitude of employees in an organization. The employees also learn the rules and procedure that guide their behaviour within the organization through training. A mere increase in knowledge and skill by itself will not achieve the purpose of training, which is to increase performance or make it more effective. For this, improvement in attitude is absolutely necessary. Improvement in attitude usually means a change in attitude according to the needs of organization which also undergoes changes in to or in emphasis. Hence training to improve attitude is very much fundamental.

Therefore objectives of training can be both general and specific. It also relates to the improvement of the personality of the individual employee as well as his relationship to the team in which he operates. It also refers to his concept of the role he plays within the company and importance of fulfilling that role, however small it may be. This may be stated as the general aspect of the training.

The specific goals of training refer to the needs of the company identified from time to time. These could also differ according to the category of employees within the company. While the tangible benefits of training can be stated as improving employee morals, increasing discipline and independence (so that less supervision is necessary), systematic use of materials, reduced absenteeism and so on, the most important benefit is to increase the productivity – both in a qualitative and quantitative sense. Another way of saying this is that No matter what the training is- whether related to increasing knowledge, improving skills or changing attitude, it has a bearing on the bottom line that is the profitability of the Company.

The first and foremost thing is to determine the need of the training and how it will effectively deliver. While preparing for a training design first step is to identify the training need. On understanding training needs, it could be expressed in terms of
components like information, knowledge, skills, competencies, attitudes and values. These components will be converted into modules covering the required topics of training as per the training need identification. Training need identification/analysis is a difficult task as it is decided upon various aspects like the organizations capacity to organize the same, financial ability, infrastructure available, and so on. Depending upon the various training needs, the type of training will be decided whether internal or external. There are generally two category of training, technical and behavioural (Non-Technical).

World over, different training methods are practiced by exploring the ways and mean to improve the delivery of trainings. Lecture method, Case study method, Role play method, Management game method, Laboratory training method, Individual and group practical assignment method and Brainstorming methods are the important training methods available today. A scientific approach to a training evaluation only will be able to measure the effectiveness of the training. Evaluating the importance of training is done by measuring the level of learning participants have acquired during the training. When this acquired learning is transferred to real life situation in organization or otherwise, it shows the result of the training.

Management development program is an attempt to improve the capabilities and managerial performance by imparting knowledge, changing attitudes or increasing skills. With these learning processes managerial persons will be delivering their potential required for the current and future expected roles of the organization in a professional manner than the traditional one.

In the final tabulation of assets and liabilities or gain, in weighing the cost incurred with training activities, keep in mind that our employees are the most valuable assets a company has. Investing in employees will always have a high dividend in terms of the productivity, profit, relationship between the company and employees.

1.4.5 Work-Life Balance

Among the four most important dimensions of an organization – Men, Machine, Material and Money, the dimension ‘men’ which is so complex, confusing and critical. All the other three variables will not exhibit the complex behavior as that of
human being. Hence organizations when dealing with human beings, extra care is taken to avoid any issues arising out of employment. Employees are highly accountable for the performance of the organization. It is on their collective effort and performance business organization delivers the output. Employer will be making all effort to motivate the employees. Employees are inspired and encouraged to stick on with the organization for a long time. In today’s business scenario, to retaining the talents with the organization, a better level of understanding of the employees, their needs and requirements are essential, where Work life balance can contribute a lot.

In the fast changing business world, to strike a balance between work and life is a challenge. When facing these challenges effectively, you will be No doubt, successful in both platforms. By balancing a career with home life or social life it will provide benefits in each environment. It turns you healthier, mentally and physically. You will become equally productive in career and in social life. You will be able to spare more time for life outside your profession and life become enjoyable. Time is that resource which we cannot stretch or reduce as per our requirement. Hence inculcate a serious sense of time and a better time management. Time is the common factor which affects the work and the life equally. With a proper control of Work-Life Balance you will be managing your time effectively. By managing your time properly all spheres of life will be benefited; with a more acceptable equation of life and profession.

Today, in business equations, more is expected out of less. Science and technology have contributed enormously for the work life balance of the people. Scientific leap, technological upgradation and automation has reduced the time required for the job and effort of human beings in the work situations, even then still people need more time for their personal activities in family and society. IT and other modern means of devises have made the job redesigned, fast and easy resulted in a gain in time. Many organizations today directing for significant attention for creating a satisfying and motivating work force in workplace. They also implement a range of strategies including those which enable staff to achieve balance in their work and personal lives. As a result, business organizations are realizing that unless people can balance in their lives, their productivity will suffer. Companies need to recognize their culpability and responsibility in this sphere in order to help employees to create a healthier lifestyle, which will, in turn, contribute to greater productivity with better
quantity and quality in work. The benefits, therefore, will be extended Not only to the individual employees but also to the organization.

The pursuit of work-life balance reduces the stress of employee’s experience. When they spend long hours and the majority of their days on work-related activities and feel as if they are neglecting the other important components of their lives, in the prime time of their life, results in stress and unhappiness. The excessive stress in the work place may create restlessness and prone to hazards and accidents. Work-life balance enables employees to feel out of unnecessary stress and dissatisfaction. Also employees feel comfortable, as if they are paying attention to all the important aspects of their job and lives, justifying both.

Because many employees experience a personal, professional, and monetary need to achieve, work-life balance is challenging. Employers can assist employees to experience work-life balance by offering such opportunities as flexi time, flexible work schedules, paid time off (PTO) policies, and work stations at home all improved the relation between a company's management and employee. Employee satisfaction and level of commitment goes up when they realizes that this is a company that cares their employees, and will in turn, try and reciprocate by providing their best output. This results in a higher motivation and better focus on productivity.

HR managers or executives are instrumental in making such policies and well designed Norms within the philosophy of the organization. They create a work environment in which work-life balance is enabled, supported and implemented. From an employer's point of view, work-life balance is a relatively new concept. But, these days, companies are more and more under pressure to help employees to balance their work lives and their home lives in a better way.

Work-life balance is an effective measure to control or stop absenteeism, thereby increasing the relationship and belongingness to the organization. Once the relationship between the organization and the employee is good, automatically the commitment and loyalty factor increases. Also it pave the way for an extensive association of the employees with organization going for a longer period, there by the attrition rate will be drastically reducing and the future of the organization as well as
“Make people confident about the future of the organization” and “Create organizational DNA for long term success” says N.R. Narayana Murthy chairman and chief mentor, Infosys Technologies.

1.1.6 Performance Management System

Organization’s performance depends on the performance of the people employed in their establishments. Performance of the employees depends on various factors like skill set, Knowledge, work culture, commitment level, attitude, working environment etc. In these dimensions there was No fixed measuring scale attached, hence the output varied from employee to employee. The quality of the result was also deferred accordingly. The output of the organization became unpredictable in situations where in all fixed parameters of production or operation was within the Norms, where as the human element involved was Not measurable. The human capabilities and efficiency could not be assessed or properly evaluated in their activities. This situation forced management experts to think on the evaluation process of the employee’s performances in organization for the mutual benefit of both the employees and the employer. Performance appraisal system was introduced as an HR tool to evaluate the employee’s performance. Over a period of time these Performance appraisal system become outdated due to various reasons like unscientific method, personal preferences, and appraiser – appraise relationship, victimization, time gap in evaluation period and so on. From this inappropriate or inadequate evaluation system, the next generation evaluation system was designed is known as Performance management system. But any way it is not same as that of Performance appraisal system, it is a more scientifically structured by setting objectives, identifying goals, providing feedback, and reviewing results.

“Performance management is a process which is designed to improve organizational, team and individual performance and which is owned and driven by line managers” – (Armstrong -2006). Performance management is an ongoing process of communication, activities and evaluation between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the
organization. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results.

Performance management is the process of creating a work environment or setting up of a platform in which people are enabled to perform to the best of their abilities. In this work system, it begins with when a job is defined as per the needs and ends when the employee from the post leaves the organization. Many management professionals consider Performance management system synonymous with performance appraisal which involves in the traditional appraisal activities. The main objective of introducing Performance management system is to achieve the company mission and vision. It is true that if one achieve the company mission and vision it is accomplished through the collective individual goals across the organization.

Performance management is an HRM process, which has become increasingly popular since the 1980’s, concerned with getting the best performance from individual and organization. Effective Performance management therefore involves in sharing an understanding and developing people in a way that enables such shared objectives to be achieved. An effective performance management process sets the foundation aligning the individual's efforts with the organization’s goals.

Performance appraisal done traditionally created animosity among various levels of hierarchy. Performance management, on the other hand, provides the advantages to organizations in doing performance evaluation. Performance management conducted and participated effectively and with the appropriate mindset, accomplishes the same goals, and more. The evaluation also communicates the desired outcomes or outputs needed from each employee’s job and defines how they will be measured.

In performance management system many process are there, which includes various actions from the employer side to make it effective. The activities included are as follows.

- The employer will have to design and develop clear job description.
The process of recruitment must be fair, only potential employees with adequately qualified should be selected.

Conduct interviews to short-list candidates from pool of applicants.

Conduct interviews / briefing / interactions with candidates to understand the candidate’s strengths, weaknesses, and ability to contribute what you need.

In selection process follow the principle of right man for the right job at right time.

Provide effective induction to new employee for orientation. Nominate and assign a mentor, and integrate new employee into the organization and its culture.

Create a learning organization; provide ongoing education and training, as needed.

Schedule and Conduct quarterly performance development interactions.

Design effective compensation / Remuneration packages.

Design reward and recognition systems for employee’s best contributions.

Provide promotional/career development opportunities for employees.

Conduct proper exit interviews to know the reason for parting of employees and design remedial solutions.

An effective performance management process requires time to plan and implement, which can save the management’s and the employee’s time and energy. Most importantly, it can be a very effective motivator; since it can help management and the employee to achieve organizational success. Review is the final phase of the performance management cycle. It provides an excellent opportunity for management to communicate with their employee about past performance, evaluate the employee's job satisfaction, and make plans for the employee's future performance. Performance management is the process in which all employees are leveraged to perform to the best of their capabilities by creating a suitable work environment.
1.4.7 Culture

Culture is difficult to define, but it is visible and easy to recognize where it’s existing. Culture is made up of various aspects like values, beliefs, underlying assumptions, attitudes, and behaviors shared by a group of people. It is like personality. In a person, the personality is made up of the values, beliefs, underlying assumptions, interests, experiences, upbringing, and habits that create a person's behavior. Culture is defined by James A. F. Stoner, R. Edward Freeman and Daniel A. Gilber Jr. (Management 1999) “The complex mixture of assumptions, behaviours, stories, myths, metaphors, and other ideas that fit together to define what it means to be a member of a particular society”. In other words “Culture is the characteristics and knowledge of a particular group of people, defined by everything from language, religion, cuisine, social habits, music and arts”.

Culture is present everywhere in the organization yet it is difficult to explain or define. It is difficult for people to assess and understand their own culture, and then when it comes to organizational background it will be all the more difficult in the work environment. Organizational Culture is present in the nuke and corner of the organization, we can see from the security gate to the front office, canteen to work shop, plant to CMD’s office. The culture of the organization is visible across the organization and you can feel the manifestation of its characteristics at every inch of the organization. The set of important understanding, such as Norms, values, attitudes and beliefs shared by organizational members is Organizational Culture. Therefore Organizational Culture is how an organization has learned to deal with its environment.

Culture is considered as a strong element for the productivity and success of organization. “Companies with strong culture had a cumulative annual growth rate that far outpaced that of the companies with weak cultures.” A landmark study that traced 207 large US companies in 22 different industries over an 11 year period yielded such a result (Kotter and Heskett- 1992). Apart from internal interaction, Culture affects financial capabilities and performance.
During in the interview for a prospective employee, the first thing employer explores is whether the candidate is a good cultural fit for our organization. Then after selection the newly recruited candidate will be inducted and slowly adopted to the new circumstances and culture. Culture is difficult to define, but you generally know when you have found an employee suitable, who appears to fit your culture. Organizational Culture is the environment that surrounds you at work all the time. Organizational Culture is a powerful element that shapes your work enjoyment, your work relationships, and your work style. But, Organizational culture is something that you cannot actually see, except through its physical manifestations in your work place.

According to Edgar H. Schein Organizational culture has got three levels; Artifacts- where the things that come together to define a culture and reveal what the culture is about to those who pay attention to them, they include products, services and behavior pattern of the members of an organization. It is the first level of organizational culture. Espoused values – The reason given by an organization for ways things are done known as the second level of Organizational Culture. Basic assumption – the beliefs that are taken for granted by the members of an organization is the third level of Organizational Culture. (Edgar Schein's Organizational Culture and Leadership -1985)

Organizational Culture is Not exactly the sum total of the culture of the individuals in the organization but still it is made up of all of the life experiences each employee brings to the organization. Culture is especially influenced by the organization’s founder, executives, and other managerial staff because of their role in decision making, style of functioning and strategic direction.

According to Eliott Jacques, “organizational culture is the customary or traditional ways of thinking and doing things which are shared to a greater or lesser extent by all members of the organization [and] which new members must learn and at least partially accept in order to be accepted into the service of the firm”.

As per the Harvard study culture has a strong and increasing impact on the performance of the organization. The study reveals four major conclusions:
(a) Corporate culture can have a significant impact on an organization's continued economic performance.

(b) In determining the success or failure of an organization in the future, corporate culture will have a prominent role.

(c) Corporate cultures that inhibit strong long-term financial performance are not rare: they develop easily, even in firms that are full of reasonable and intelligent people.

(d) Although it is difficult to change, corporate culture can be made more performance-enhancing.

Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires. A company's culture will be reflected in its dress code, business hours, office setup, employee benefit and turnover, hiring decisions, treatment of clients, client satisfaction, and every other aspect of operations.

Culture in the organization is represented by a lot of factors like language, decision making, daily work practices, and even a person's dressing. A person alone cannot create a culture alone. People shape the culture through the personalities and experiences of employees, what create the culture of an organization. Culture change requires people to change their behaviors; hence culture is difficult to change. The expectations of behavior to great extent are based on the cultural context within which behavior takes place. The very nature of the workforce has changed by revolutionary proportions. Today workforce is multicultural: a mix of people from many different cultures, ethnicities, and lifestyles can coexist and flourish within an organization. For the survival and development of organizations they must understand multiculturalism and its impact.

Organizational Culture is the work environment that employer provides to the employees to adopt a workplace culture suiting the requirements of the organization. If it is not as per the expectations or deviation from the business requirement, you can also change your organization's culture. If the culture that prevailed or developed is
unsupportive of achieving your business goals you will have to change the culture which is not an easy task but can be achieved.

1.5 ORGANIZATIONAL HEALTH

The concept of health is as old as humanity, but the in the recent decade the health of the organization is also gaining importance. The future economic era will require us to think loudly about performance, profit and survival in ways that we have never thought before. To achieve these breakthroughs, we need to focus on change, not just on new strategies and working practices but on fundamentally different ways of thinking. Hence in our mindset we thought in a big way about the organization strength and its ability to transform it to various aspects associated with organization. As a result, we have focused much of our activities on organizations performance management for immediate payoffs by achieving short term targets. Evidence suggests that this might be a wrong strategy for a longer term affair. But it is found that focusing on performance management without understanding or assessing the health of the organization will not result in success, may not achieve more than specific deadlines or targets.

“Health is the ability of an organization to align, execute and renew itself faster than the competition so that it can sustain exceptional performance over time.” Definition of organizational health by Scott Keller and Colin Price, Beyond performance, How great organizations build. (Scott Keller and Colin Price, 2011,)

Organizational Health, as a concept, continues to evolve from two significant dimensions. One dimension relates to the organization as a performance system and its capability to achieve organizational goals. The other dimensions of course relates to employee well-being and its impact on, employee development, employee satisfaction and ultimate effect upon the organization health.

Across the globe, leading edge companies are adopting a dual focus on organizational performance and organizational health. Organizational health is about having the properties and qualities today that create the conditions for high performance
tomorrow. In order to achieve sustainable excellence in Business, Company should be healthy. Companies that focus on performance and health simultaneously were almost twice successful as those that focused on health alone and almost three times as successful as those that focuses on performance alone. (Scott Keller and Colin Price, 2011)

When we think of organization, its growth, performance and goal all are related with its people in the organization too. Organization change in its absolute sense gives more meaning to people rather than other resources. People lead organizations to robust and healthy state beyond the people related management concepts like employee satisfaction and employee engagement. Far reaching effect of it is in forming the healthy organization, which will be able to adapt to the present state well and shape the future faster and better than their competitors. Hence in the wider meaning organizational health encompasses all the human traits required for the organizational growth and sustainability.

There are many dimensions which contribute for the healthy organization, but the human component plays more important role. People being the most important aspect associate with organizational health, all dimensions related to people or human being are the spikes of the wheel of organization health. As Peter F. Drucker said, “Management is doing things right; Leadership is doing the right things”. Leadership is one of the variable essential for the performance of any organization, their by it is equally important to build organizational health. No doubt a healthy leader is the heart of a healthy organization. Leaders pave the way for the organization to follow all prerequisites to make it healthy. Under the effective leadership proper communication channels will be in place to make the system to inculcate the healthy features of a healthy organization. Leadership is equally important to form and administer the activities of a team to establish organizational health. It is not always the best people but the right people that will build the high performance team. The contribution of team is essential to maintain the organizational health. A good leader can introduce Norms and practices in organization which in turn can keep the organization creative and healthy. ‘Work life balance’ is a Novel concept introduced by HR professionals in organizations with view to help employees by balancing their work as well as their personal life and social life without neglecting the job aspect. In order to effectively
manage the same, the leader should directly involve and implement it. Training is the only effective tool available with management to improve the skills and capabilities of their employees. From training need identification to preparing the training calendar, planning the training, scheduling the training and evaluation – all activities of training are to be done under the capable leadership only. To inculcate and establish appropriate culture in the organization is the primary requirement of any organization. As every organization expect a lot from the cultural back ground of their employees for the organization’s well being and development. Providing a platform for all employees to have a common culture and cultural fit in the organization is the professional commitment of the leader of the organization. Healthy organizations typically have a culture which promotes trust, openness and empowerment and enables continuous learning and improvement. Effective leadership has an important role to play in creating this culture.

The concept of Organizational health can be used to understand the functioning of organizations in a scientific and systemic way. Organizational health is a dynamic process of flourishing and contributing in a big way to the growth of organization strategy. The health of an organization is also linked its relationships with an external factors share holders and environment. Organization will not thrive for long without good health.

“Organizations need to be healthy so that they can adapt to the pressures of global competition, technological innovation and increasing expectations from all stakeholders. Some bits of your organization may be thriving and require No attention, while other parts may need radical surgery. This briefing provides you with a powerful diagnostic tool kit which will help you discriminate between different parts of your organization and a.ly appropriate treatments. It proposes a comprehensive approach which explores the people and systems within your organization. The condition of both aspects is vital for long-term health”. (Financial Times Management, 01-Jun-1998)

Organizational Health is a way of addressing the increasing complexity within the organization regarding the change and diversity faced by its employees through integrated and holistic solutions, which strongly Su.ort the ability of an organization to deliver both sustainably improved performance and employee well-being. The role of health starts with an understanding of how it relates to performance in an organization.
Performance is generally what an organization delivers to stakeholders in financial and operational terms. Also it is a pointer to the growth and diversity. It is evaluated through such measures as net operating profit, return on capital employed, total returns to shareholders, net operating costs, and stock turns. Health is the ability of an organization to align, execute, and renew itself faster than the competition to sustain exceptional performance in a limited period. It comprises core organizational skills and capabilities, such as coordination and external orientation. Also it depend on the HR dimensions like leadership, Communication, Team, Performance Management, Work Life balance, Training and Development and Culture.

1.6. STATEMENT OF THE PROBLEM

In any research process the most important step is to select the research problem and to define the same. The researcher must identify the problem and find out whether it is susceptible to research and will be able to reach a solution to that. The ultimate aim of the research is to find out the most suitable solution to the research problem.

“A research problem, in general, refers to some difficulty which a researcher experience in the context of either a theoretical or practical situation and wants to obtain a solution for the same” (Kothari C. R, 1995)

Ayurveda industry in Kerala is known for its effectiveness in the field of treatment and curing of much decease for centuries. But the growth and its development are not attained in the level it should have, in the course of its journey through centuries. Having known for its popularity, acceptance and being pure science, the potential for the Ayurveda to scale its height is tremendous. For achieving the same, contribution of Organizational health seems to be very critical. Hence the factors influencing Organizational health need to be identified and addressed. One important factor that influences organizational health and in turn organizational success are various HR functions. The influence of HR functions on organizational health specific to Ayurveda industry has not been explored. The researcher identifies this gap as a problem that need to be addressed through a scientific and empirical study. The researcher decided to take up this problem to find the hurdles which stop the industry
to move forward more actively. The findings of this study will leave the door open for many more researchers in the future to venture into this area for further research.

1.7 OBJECTIVES OF THE STUDY

The purpose of research is to discover answers to questions through the application of scientific procedures. The main aim of research is to find out the truth which is hidden and which has not been discovered as yet. Every research study has its own specific Purpose.

The objectives of the study are:

(a) To identify the various HR functions that are relevant in the context of Organizational health of Ayurveda medicine manufacturing and marketing organizations in the state of Kerala.

(b) To explore the relation between HR functions and Organizational health of Ayurveda medicine manufacturing and marketing organizations in the state of Kerala.

(c) To understand the influence of various demographic factors on the relationship between HR functions and Organizational health of Ayurveda medicine manufacturing and marketing organizations in the state of Kerala.

(d) To provide suitable suggestions considering the findings made from the study.
1.8. THEORETICAL FRAME WORK

The independent variables for this study are Leadership, Communication, Team, Training and Development, Work Life Balance, Performance Management System and Culture.

The dependent variable for this study is Organizational Health of Ayurveda Medicine Manufacturing and Marketing Organization in the state of Kerala.

Fig 1.1 Variables for the study

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<th>INDEPENDENT VARIABLES</th>
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<td>HR FUNCTIONS</td>
<td>ORGANISATIONAL HEALTH OF AYURVEDA MEDICINE MANUFACTURING AND MARKETING ORGANISATION IN THE STATE OF KERALA</td>
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<td>LEADERSHIP</td>
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<td>COMMUNICATION</td>
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<td>PERFORMANCE MANAGEMENT SYSTEM</td>
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1.9. HYPOTHESES OF THE STUDY

H₀ Communication does not influence organizational health of Ayurveda Medicine Manufacturing and marketing company.

H₁ Communication influence organizational health of Ayurveda Medicine Manufacturing and marketing company.

H₀ Leadership does Not influence organizational health of Ayurveda medicine manufacturing and marketing company.

H₁ Leadership influence organizational health of Ayurveda medicine Manufacturing and marketing company.

H₀ Training and Development does not influence organizational health of Ayurveda Medicine Manufacturing and marketing company.

H₁ Training and Development influence organizational health of Ayurveda Medicine Manufacturing and marketing company.

H₀ Work life balance does not influence organizational health of Ayurveda Medicine Manufacturing and marketing company.

H₁ Work life balance influence organizational health of Ayurveda Medicine Manufacturing and marketing company.

H₀ Performance management system does Not influence organizational health of Ayurveda medicine manufacturing and marketing company.

H₁ Performance management system influence organizational health of Ayurveda medicine manufacturing and marketing company.

H₀ Team does not influence organizational health of Ayurveda Medicine Manufacturing and marketing company.

H₁ Team influence organizational health of Ayurveda medicine Manufacturing and marketing company.

H₀ Culture does not influence organizational health of Ayurveda medicine manufacturing and marketing company.

H₁ Culture influence organizational health of Ayurveda medicine manufacturing and marketing company.
1.10 OPERATIONALIZATION OF VARIABLES USED IN HYPOTHESES

Operationalization is the process of defining the variables of the research into measurable factors. The measurement of a phenomenon that is not directly measurable, though its existence is indicated by other phenomena. The process allows them to be measured, empirically and quantitatively. It also sets down exact Norms of each variable, increasing the quality of the results, and improving the robustness of the design.

Operationalizing a variable means finding a measurable, quantifiable, and valid index for your variable (independent and dependent variables), and (sometimes) finding a way to manipulate that variable in such a way as to have two or more levels. All variables cannot be easily measured. Factors that are objective, effort independent or involuntary, and concrete are more easily measured (with appropriate equipment). Factors that are subjective, effort dependent or abstract are hard to measure.

While selecting Ayurveda organizations for this study the researcher decided some organizations on the basis of certain factors which will be able to provide the required information for effectively conducting the research. Ayurveda being a century old system of medicine and treatment protocol, the age of the organization is important. Hence for this study, Ayurveda organizations having minimum 50 years of existence in the field of medicine manufacturing and treatment are only considered why because this is a reasonably good period to assess organizational health. The length of service of this organization is a strong factor in deciding and determining the organizational health.

Financial capabilities of the Ayurveda organizations are also considered as another variable. It is a fact that financial ability of the organization decides the organization to go for many proposals in well fare and safe guarding the monetary interest of the stake holders. Financial stability is needed to implement various plans of the management to motivate the employees. Organizations having a decent financial turn over will be able to have budget allocations to meet the current requirements as well as to keep an allocable surplus for the future. Profit and allocable surplus in any organization is a tempting factor for retaining talents and to attract new candidates to
the organization. From this industry, organizations having an annual financial turn over above 30 crore are considered for the study.

The respondents selected from these Ayurveda organizations are belonging to employees from supervisory level only. The lowest level starts from officer and the upper level up to general manager and above endorse their work experience and exposure too. Employees working in these levels will be directly involving in the day today activities and responsible for the functions of their departments in the short term and as well as the long term programme of their organization. They have entrusted with authority according to their level of operation, hence the decision making people in their spectrum of activities. Hence the researcher decided to include this category as the valuable respondents for the study.

The researcher wants to analysis the elements which are having influence with the dependent variable organizational health. Communication is considered as the life blood of any organization. Every activities of organization is directly or indirectly channelled through communication. Hence apart form day today activities, vision, mission and future plans of the organization are implemented through communication. From the organization’s point of view, communication to the stake holders, to shareholders and to public is sensitive and important. Hence this element is chosen as an independent variable to study the relation with organizational health.

Culture of the organization is another element having influence in organizational health. Organizational culture is the sum total of the individual culture of the stake holders of the organization. The contribution of culture is a prominent factor in organizational health. At the induction level ‘Cultural fit’ of these new recruiters is a concern to every employer. Then with the beginning of the job in an organization, comparatively at a younger age the cultural bindings of the employees will be there but as it grows with time it will be more and consolidated which collectively contribute to the organizational health.

The researcher wanted to study the role of leadership in organization with it’s effect on the dependent variable organizational health. Leadership potential is contributing to any organization for creating, sustaining and retaining of its organizational health. With the vision and direction from the leader, organization grow and performs to better
standards, alongside the organizational health also improve. Hence the element of leadership is closely associated with organizational health.

The work life balance is considered as another element, relatively from modern management concept, having relation with the dependent variable organizational health. The existence of the same is there even with traditional Industry like Ayurveda medicine manufacturing and treatment centres. The influence of work life balance is more with the upper age group which can be justified in the practical sense too as the age increases dependency on work life balance increases. At this age group the time needed to meet the requirements outside the professional arena also increases, due to the family and other social commitments. Even due to health reasons they require extra time to strike the balance between profession and personal life.

Training and development is considered as new buzz word for modern management gurus. The purpose of training is to update the skills and knowledge to the employees to discharge their duties in the required level. The productivity of the organization is directly proportional to the productivity of the employees of the organization. In order to increase the productivity the technical skills as well as the behavioral capabilities to be raised and updated. Hence this element is also a variable which can influence the organizational health.

The total productivity and efficiency of the organization related to the level of organizational health. To achieve the productivity and overall efficiency of any organization depends on the team work existing in the organization. The synergic value of the team will be much more than the individual contribution for the effeminacy of the organization. Hence the dependency on element team is studied in this research.

Performance management system is one of the time tested tool adopted by the human resource development department across the globe. Even though Ayurveda industry is conventional in its attitude towards modern management programs and not fully geared up to the latest management techniques in measuring the performance of its employees, the performance management system is in place in many organizations. The performance in totality will be a factor to create and sustain the health of the organization. Hence the researcher decided to study the effect of the element performance management system working with the organizational health.
1.11 Research Design

Research Design is one of the integral part of research where the researcher decide in advance the collection and analysis of data as to which design would be appropriate for the research topic and for the most suitable result.

“A research design is the arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.” (Claire Seltiz et.al., 1962).

The research design is the blue print for fulfilling objective and answering questions. Selecting a design may be complicated by the availability of a large variety of methods. (Cooper & Schindler, 2014)

The research design constitute the blue print for the collection, measurement and analyzing of data. It aids the scientist in the allocation of his limited resources by posing crucial choices: Is the blue print to include experiments, interviews observation the analysis of record, simulation or some combination of there. Are the methods of data collection and the research situation to be highly structured? Is an Intensive study of a small sample more effective than a less intensive study of a large sample? Should the analysis be primarily quantitative or qualitative?

Research design in the plan and Structure of investigation so conceived as to obtain answers to research question. The plan in the overall scheme or Program of the research. It includes an Outline of what the investigator will do from writing hypo there and their Operational implications to the final analysis of data A structured in the frame work Organization or Configuration of the relation any variable of a study.

A research design expresses both the structure of the research problem and the plan of investigation to obtain empirical evidence on relation of the problem. Research Design lays the foundation for conduct the project.

Various research designs are explained below

(a) Descriptive research is defined as the study that describes characteristics of a population or phenomenon being studied or who take part in the research.
It depicts the participants in an accurate form. “Descriptive research is an effective way to obtain information used in devising hypothesis and proposing association” (Elaine R. Monsen& Linda Van Horn – 2008). The researcher can adopt various methods like observation, case study and survey to do a descriptive research project.

(b) **Exploratory research** is defined as the study conducted for a problem that has not been clearly defined before. “Exploratory research tends to tackle new problems on which little or no previous research has been done” (Brown, 2006). It often occurs before we know enough to make conceptual distinctions or put forward as fact for an explanatory relationship. In an exploratory research you can define the problem more precisely and can isolate main variables and relationships for further examination.

(c) **Causal Research** is defined as the name states that involve finding the effect of one thing on another or the effect of one variable on another. It investigates into an issue or case that looks at the effect of one thing or variable on another. It finds the cause and effect relationship between variables. It seeks to determine how the dependent variable changes with variations in the independent variable.“Causal research allows casual inferences to be made; seeks to identify cause and effect relationships”. (William G. Zikmund & Barry J. Babin 2007)

In this research, researcher adopted the descriptive research method. The researcher circulated structured questionnaire among the decided population and the specified strata and collected the data for the research study. On the basis of the survey, the data collected were subjected to statistical analysis.

1.12 RESEARCH METHODOLOGY

Among Ayurveda companies spread across Kerala a preliminary survey was conducted and various aspects which can provide data for this study were finalized. The companies with minimum required turnover and financial capability, structured
organogram, availability of employees belonging to the category of executives and above are considered as parameters for selecting these Ayurveda companies.

All the selected four Ayurveda companies are having structured departments with specific activities to perform. They are having full-fledged human resource department where various activities associated with that department are held. Companies having minimum turnover of thirty crore are considered for this study. All the four companies are in the similar business line like manufacturing and marketing of Ayurveda products. They are adopting common traditional as well as modern techniques for production and manufacturing.

A questionnaire was set with questions pertaining from major HR interventions like leadership, communication, culture, team, training, work life balance and performance management system. These HR functions form independent variable for the study. These seven human resource variables are common across the organization and are considered as most appropriate from the organizational back ground particularly for this industry. Each variable has undergone various studies and has proved its relevance in creating an influence on the wellbeing of the organization. From the literature of various scientifically proven studies, the researcher identified these variables to understand its influence on organizational health, the dependent variable.

These questionnaires were circulated among executive and above level employees from all sections in all the four companies. The data collected were subjected to statistical analysis for scientific result.

Methodology is an integral part deciding the success of any business research. A well framed methodology takes into account scientifically validated tools and techniques that can provide data in a reliable manner.

The methodology followed in the study includes sampling design, target population, sampling frame, sampling method, and sample size, Collection of data and validation of the questionnaire. Each method is explained below.
1.12.1 Sampling Design and Target Population

Quality of research work always depends on the data collected. The scope of data collection depends on the ‘Universe’ or in other words ‘Population’. Practically to examine all the elements in the population is impossible and not required also. Considering the time and the cost involved only a selected No of respondents will be taken for the study. These selected representatives of the total population is considered as the cross-section of the population and known as ‘Sample’ and the process is ‘Sampling Technique’. A sample is considered as relatively small subset of the population.

A sampling design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. Sample design may as well lay down the number of items to be included in the sample, i.e. the size of the sample. Sample design is determined before data are collected. There are many sample designs from which a researcher can choose. “Sample design is a procedure used to select individuals from the sampling frame to include in the sample”. (James E. Burt, Gerald M. Barber, David L Rigby – 2009). Some designs are relatively more precise and easier to analyze than others. Researcher must select/prepare a sample design which should be reliable and appreciate for the research study.

Ayurveda industry is taken as the population or universe for the study. Here in Kerala, the number of Ayurveda industry belongs to small and medium category are plenty and large companies are not in bigger number was taken as the population for the study. During the pilot study, many Ayurveda companies located in the state was considered, but on interaction with these companies the researcher realized that most of them still have the traditional management style only. In small and medium category organizations with less turn over and absence of specific organogram, lack of major HR functions, role clarity, professional outlook, work related competency, were observed. Hence it was decided to select only 4 Ayurveda companies having minimum turnover and financial capability (turnover of 30 crore and above) and with specific organogram.
Target population is the whole set of units for which the survey data is to be used to make inferences. Also it can be defined as the eligible population that is included in the process research work. Thus, “The target population is defined as the complete group of objectives or elements relevant to the research project. They are relevant because they possess the information the research project is designed to collect”. (Joseph F. Hair, Jr. Mary Wolfinbarger Celsi, Arther H. Money, Phillip Samouel, Michael J., (2015). The first step in designing a survey is to decide what the study objectives are. Defining the target population should be the second step. Target populations must be specifically defined, as the definition determines whether sampled cases are eligible or ineligible for the survey.

The target populations for the study are those employees belonging to executive cadre and above. The category was decided with an assumption of their competency in judging the relationship between the independent and dependent variable identified for the study.

1.12.2 Sampling Frame

The sampling frame is closely related to the population. It is the list of elements from which the sample is actually drawn. Ideally it is a complete and correct list of population members. The sampling frame denotes a set of elements from which a researcher can select a sample of the target population. Sampling frame (also called population frame) is defined as an ordered list of the individuals in a population. (James E. Burt, Gerald M. Barber, David L Rigby, (200). Because a researcher rarely has direct access to the entire population of interest in social science research, a researcher must rely upon a sampling frame to represent all of the elements of the population of interest. Generally, sampling frames can be divided into two types, list and Non-list.

For the purpose of sampling frame, the researcher identified the list of employees from the muster roll belonging to the category of executives from each Ayurveda company considered for the study, located in the state of Kerala.
1.12.3 Sampling Method

Sampling Method is the process of selecting the observation from a population in the sample for a sample survey. To survey all of its members from the population is a herculean task and highly time consuming one. A small, but a sample with sufficient representation of characteristics of the true population is considered form the population. A sampling method is a procedure for selecting sample members from a population.

Sampling methods are known as either probability or nonprobability. In probability samples, each member from the population has a Non-zero probability of being selected out of the population. It includes random sampling, systematic sampling and stratified sampling. In nonprobability sampling, a Non-random method is used to select members from the population. This includes convenience sampling, judgment sampling, quota sampling, and snowball sampling. The advantage of probability sampling is that in probability sampling error can be calculated. Sampling error is the degree at which a sample might differ from the population. While evaluating the result it is plus or minus the sampling error. “Non-Probability sampling is that sampling which does not afford any basis for estimating the probability that each item in the population has of being included in the sample” (Kothari. C R.2006). But in nonprobability sampling, the degree at which the sample differs from the population remains unknown. Among various sampling methods, random sampling method is considered as the most suitable method for doing a research study.

Random sampling is considered more genuine form of probability sampling. “Random sampling is defined as a precise, scientific procedure for selecting research population elements for a sample that guarantees an equal probability of selection of each element when substantial samples are selected from large population”. (Allen Rubin & Earl Babbie, 2009) Each member in the population has an equal and known chance of being selected. When the population is very large, it is difficult or impossible to identify/consider every member of the population, so the pool of available subjects becomes biased.

After selecting the population as the Ayurveda industry spread across Kerala, employees from different levels and categories are considered as various strata’s in the population. The questionnaire prepared and tested was circulated among these
employees under random sampling method. The researcher chose Random sampling method for the study. In Random sampling, systematic random sampling was adopted for selecting the required sample size.

The researcher approached the organization selected for the study and identified the required number of employees using systematic random technique. Here the researcher using the muster roll identified the employees systematically, by dividing the total number of employees in the sample frame with the required number and then using the obtained number at an interval from the running numbers.

### 1.12.4 Sampling Size

The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. Sample size can be defined in two ways, the designated sample size and final sample size. The designated sample size is the number of sample units selected for contact or data collection whereas the final sample size is the number of completed interviews or units for which data are actually collected. The final sample size may be much smaller than the designated sample size if there is considerable Nonresponsive, ineligibility, or both. The sample size is typically denoted by $n$ and it is always a positive integer.

The researcher decided to take 200 employees as sample for conducting the study. The total sample size is divided equally among four organizations identified for the study, making it 50 each from each organization. The researcher considered the confidence level and precision for determining the sample size. The confidence level determined for the study is 95% ($Z$ value of 1.96) with a standard error of .05. The standard deviation is assumed to be .5.

The estimation of sample size using the formula is given below

$$n = \frac{Z^2 \cdot \sigma^2}{e^2}$$
Total Sample to be collected = 384.

For this study, the total number of employees belonging to supervisory category from all the four organizations considered for the study is 400. This is considered as the population of the study. Hence a correction formula is applied here to get the new sample size.

\[
n = \frac{(.196 \times .196) \times (.5 \times .5)}{(.05 \times .05)}
\]

As per the new calculation the total sample size comes to 196.16, and hence the sample size is 200. Then the researcher decided to collect sample from each organization uniformly. Since there were four organizations in the sample frame, researcher collected data from 50 samples each from organizations.
1.12.5 Data Collection

(a) Primary Data

Primary data is information that you originally obtain through the direct efforts specifically for the purpose of your research project. Advantage of primary data is that it is more latest and relevant and it is tailored to suit your research needs, It’s disadvantage is that it is expensive. The source of primary data is the data collected from the population sample. Determining your target population is the first step in this process. To represent this population in your study it's impossible to collect data from everyone, so you will have to determine the sample size and type of sample. Different methods are there to collect data from your sample population. Survey method is a commonly used method to collect primary data. Other methods include Observation, Case study method and Experimental method.

The researcher used Survey method for collecting primary data. A structure questionnaire was followed for the purpose collecting data. “Survey method studies the sampling of individual units from a population and the associated survey data collection techniques such as questionnaire construction and methods for improving the number and accuracy of responses to surveys”.

The researcher after identified the respective organization approached the target employees with the structured questionnaire. The questionnaire contains elements from independent and dependent variables with wide range of potential questions enabling the researcher to collect maximum data for his study. Personal interviews and discussions with employees belonging to various levels were also adopted by the researcher for gaining authentic data from the respondents.

(b) Secondary Data

Secondary data is the data have been previously collected by someone other than the user and used by others. Secondary data is readily available from other sources. Such data are comparatively cheaper and easily obtainable than the primary data. “Secondary data is data originally collected for some purpose but that has No relevance for a subsequent research project”.

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(JosephF. Hair. Jr. Mary Wolfinbarger Celsi, Arther H. Money, Phillip Samuel, Michale J. 2015) Secondary data is the information that has some relevance and utility for research sources. Internal sources include data that exist and is stored inside your organisation. External data is data that is collected by other people or organization from your organization external environment.

For the purpose of collecting secondary data the researcher availed both internal and external sources. Internal sources like balance sheet, profit and loss statement, other promotional documents, copy of HR policies and paper cutting are collected for this purpose. External data are collected through journals, books and website information and some previous research work conducted in this area.

1.12.6. Validity of the Questionnaire

To find the validity of the questionnaire, the process starts with preparing questions pertaining from dependent variable as well as independent variables. In this study dependent variable is Organizational Health and independent variables are leadership, communication, culture, team, training and development, work life balance and performance management system. Questions are formed after going through a wide range of literature review from various sources. Various studies in Organizational Health, conducted by different agencies across the globe with variant outlook were explored for framing the questions.

As the first step towards this, the researcher identified different elements influencing the dependent variable. These elements were then converted into question format. In order to get the best result out of this study while preparing the questions, special care is taken considering the population and strata selected for this purpose. The population selected for this study is traditional Ayurveda industry, whose presence in this field is for relatively un-questionable period.

After doing scrupulous theoretical review, the researcher could list 200 questions. The first and foremost objective of the study at that point of time was to establish the content validity of the questionnaire prepared by the researcher. Expert Opinion
Method was selected by the researcher to prove the content validity. For that matter these questions were presented before a panel of experts. The panels of experts were selected from different fields relevant to the study with fair understanding of the subject and having calibre to analysis the questions theoretically and practically. The details of experts approached for establishing content validity are given below.
PANEL OF EXPERTS

Table No. 1.1  Panel of Experts

<table>
<thead>
<tr>
<th>Area of Expertise</th>
<th>Number of Experts Approached</th>
<th>Average years of experience in the field</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Experts</td>
<td>4</td>
<td>18 Yrs</td>
</tr>
<tr>
<td>Academicians in Leading Business Schools</td>
<td>3</td>
<td>15 Yrs</td>
</tr>
<tr>
<td>Entrepreneurs</td>
<td>2</td>
<td>35 Yrs.</td>
</tr>
<tr>
<td>Trainers</td>
<td>2</td>
<td>12 Yrs.</td>
</tr>
<tr>
<td>Management Students</td>
<td>1</td>
<td>2 Yrs.</td>
</tr>
</tbody>
</table>

The concept was explained to them elaborately and they were given full liberty to accept those questions that fall under the preview of the research objective, delete those questions that do not fall under the purview of the objective and add any number of questions that they may feel appropriate to be included considering the purview of Research Objective.
Table No. 1.2

<table>
<thead>
<tr>
<th>Questions presented</th>
<th>Questions accepted</th>
<th>Questions deleted</th>
<th>Questions Added</th>
<th>Final Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert No 1</td>
<td>200</td>
<td>10</td>
<td>3</td>
<td>193</td>
</tr>
<tr>
<td>Expert No 2</td>
<td>193</td>
<td>7</td>
<td>5</td>
<td>191</td>
</tr>
<tr>
<td>Expert No 3</td>
<td>191</td>
<td>12</td>
<td>2</td>
<td>181</td>
</tr>
<tr>
<td>Expert No 4</td>
<td>181</td>
<td>8</td>
<td>4</td>
<td>177</td>
</tr>
<tr>
<td>Academicians 1</td>
<td>177</td>
<td>5</td>
<td>6</td>
<td>178</td>
</tr>
<tr>
<td>Academicians 2</td>
<td>178</td>
<td>10</td>
<td>5</td>
<td>173</td>
</tr>
<tr>
<td>Academicians 3</td>
<td>173</td>
<td>8</td>
<td>5</td>
<td>170</td>
</tr>
<tr>
<td>Entrepreneurs 1</td>
<td>170</td>
<td>1</td>
<td>3</td>
<td>172</td>
</tr>
<tr>
<td>Entrepreneurs 2</td>
<td>172</td>
<td>5</td>
<td>1</td>
<td>169</td>
</tr>
<tr>
<td>Trainers 1</td>
<td>169</td>
<td>3</td>
<td>1</td>
<td>167</td>
</tr>
<tr>
<td>Trainers 2</td>
<td>167</td>
<td>4</td>
<td>2</td>
<td>165</td>
</tr>
<tr>
<td>Management Student 1</td>
<td>165</td>
<td>0</td>
<td>0</td>
<td>165</td>
</tr>
</tbody>
</table>

The questions added by the experts in the subsequent phases were forwarded for the approval of all members of the panel. Three of the questions added were Not considered for the study by all experts thereby making the total questions to 162.

The researcher after doing the process has taken only those questions that were accepted by all the experts in the panel. Even though this methodology may have a
risk of a few questions getting avoided because of some experts not accepting it, the researcher followed this approach with an intention to include only those questions that are relevant to the study to the fullest extent.

The questionnaire was presented to all experts chronologically. Each expert was given the option to add and/or to delete the questions considering the objective and focus of the study undertaken. Accordingly researcher made the changes in the questionnaire with few questions finding place in the questionnaire and few of the existing questions removed from the list. The researcher noticed that after meeting the eighth expert, till the twelfth expert no further questions were added or removed indicating that the questionnaire has now been refined to meet the requirement of the study and has been tested and certified for its content validity. The newly added questions were again shown to the experts who assessed the questions previously and obtained their approval where two questions were removed from the list after the process.

Fig. 1.2  The process is diagrammatically depicted below.
1.12.7 Reliability of the questionnaire

Reliability tests how consistently a measuring instrument measures whatever concept it is measuring. It is a necessary contributor to validity. A measure is reliable to the degree that it supplies consistent results. Even though it is a necessary contributor to validity it is not a necessary condition to validity. It is concerned with estimates of the degree to which a measurement is free of random or unstable error. The researcher conducted pre-test reliability and post-test reliability of the questionnaire.

(a) Pre Test Reliability

After testing the validity of the questions, for the purpose of pre-test reliability researcher have decided to circulate the questionnaire among the sample respondents. For the purpose the researcher identified 12 respondents by random from 2 companies and the Questionnaires were circulated. The result researcher received from these 12 respondents to whom these questionnaires were circulated is tested for Reliability using Cronbach’s Alpha Method. The pre-test reliability score of the questionnaire is given below

PRE TEST RELIABILITY SCORE

<table>
<thead>
<tr>
<th>Table No 1.3</th>
<th>No. of Respondents</th>
<th>Type of Reliability</th>
<th>Method used</th>
<th>Reliability Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Cronbach’s Alpha</td>
<td>.871</td>
</tr>
</tbody>
</table>

The questionnaire proved the pre-test reliability test has been administered for survey. Two hundred respondents were given the questionnaire for collecting the data. The results obtained were again processed for post reliability test using Cronbach’s Alpha Method. The score is given below.
**POST TEST RELIABILITY SCORE**

Table No. 1.4

<table>
<thead>
<tr>
<th>No. of Respondents</th>
<th>Type of Reliability</th>
<th>Method used</th>
<th>Reliability Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>200</td>
<td>Post-test reliability</td>
<td>Cronbach’s Alpha</td>
<td>. 799</td>
</tr>
</tbody>
</table>
1.13. SIGNIFICANCE OF THE STUDY

Modern management is of the opinion that the concept of Organizational health can be used to learn the functioning of organizations in a scientific and professional manner. Organizational Health is the ability of an organization to foresee the challenges in advance and prepare itself faster than the competitor to sustain exceptional performance in the days to come. There are many dimensions which contribute for the organizational performance; organizational health plays an equally important role. (Scott Keller and Colin Price,(2011). It requires organizational skills, capabilities and external orientations which can be made possible only with a strong Human Resource practices. Hence Human Resource dimensions like leadership, Communication, Team, Performance Management, Work Life Balance, Training and Development and Culture are considered for this study.

Earlier studies show that there are a few papers in Ayurveda Industry and considering the fact that the researcher was associated with Ayurveda Industry, thought there is a need for such a study in the industry. World over people are embracing alternative medicine to allopathic medicine. In the Indian context Ayurveda system of medicine assumes very high significance. Hence the researcher took this industry and a study on Organizational Health which will create sustained efforts in increasing professionalism in a conducive human resource environment.

Ayurveda Industry is an important Health Care segment of the state of Kerala. Its existence and growth is very critical for the different stake holders including the public. Organizational Health is very critical component for the success of every organization. Similar to organizational health, Human Resource functions also play a pivotal role in leading organizations towards excellence. The study on the influence of different Human Resource functions on Organizational Health is very relevant and makes the study significant. Achievement of organizational health enables a firm to function effectively. As a result, Organization will become more people oriented resulting in improved commitment of employees and ultimately leading the organization to Growth, Productivity and profit. If the human factor in the organization is healthy and happy their association will be fruitful and relationship will be strong and extended one.
1.14 SCOPE OF THE STUDY

The scope of the study is extended to Ayurveda medicine manufacturing and marketing organizations located in the state of Kerala. Ayurveda companies with structured departments performing defined activities as per the organogram are considered for the study. Seven major Human Resource functions like Leadership, communication, culture, team, training, work life balance and performance management system are considered for the study.

The employees belonging to the category of executives and above were considered within the scope of the study. As the major decision making capacity is vested upon them they will be able to come out with better suggestions and to implement the same.
1.15 LIMITATION OF THE STUDY

This study is limited to those structured organizations of Ayurveda medicine manufacturing companies in Kerala, where human resource interventions are in practice. Medium and large scale manufacturing organizations are only considered for the study. Small players in the same field are not taken for the study due to the fact that their human resource activities are not geared up to the level, hence data collection will not be possible and scientific statistical analysis cannot be conducted. Some of the Ayurveda companies could not be considered due to less turnover and financial capability, lack of structured organogram and lack of modern management tools and techniques.
1.16 TOOLS USED FOR ANALYSING THE DATA

(a) **Mean**

Statistical measure mean is the average value, calculated by adding all the observations and dividing by the number of observations. This statistical tool is commonly used in research programme.

(b) **Median**

Median is a statistical measure used widely in the research activity. To calculate the median, list the values/observations of the data in numerical order and identify which value appears in the middle of the list.

(c) **Mode**

Mode is a statistical measure and to find out the value of mode, identifies which value in the data spread occurs most often. In other words, the mode is the number that is repeated most often, but all the numbers in this list appear only once, so there is no mode.

(d) **Standard Deviation**

Standard deviation is a statistical measurement that sheds light on a quantity expressing by how much the members of a group differ from the mean value for the group. In other words the standard deviation is a numerical value used to indicate how widely individuals in a group vary.

If individual value varies too much from the group mean, the standard deviation is big; and vice versa.

Its symbol is $\sigma$ (the Greek letter sigma)
(e) **ANOVA**

ANOVA is a statistical measure used to compare differences of means among more than 2 groups. It does this by looking at variation in the data and where that variation is found (hence its name Analysis of Variance, in short ANOVA).

To determine whether any of the differences between the means are statistically significant, compare the p-value to your significance level to assess the null hypothesis. The null hypothesis states that the population means are all equal. Usually, a significance level (denoted as $\alpha$ or alpha) of 0.05 works well.

One-way ANOVA compares three or more unmatched groups, based on the assumption that the populations are Gaussian.

(f) **Correlation**

Correlation is a statistical measure that indicates the relationship or the interdependency of two or more variables fluctuate together. A positive correlation indicates the extent to which those variables increase or decrease in parallel; a negative correlation indicates the extent to which one variable increases as the other decreases. This statistical tool is used widely in research activities.
1.17 CHAPTERISATION

The present study is organized into five chapters.

Chapter I
Chapter one introduced the study by giving the conceptual framework and covers topics like HR functions, Organizational Health, Research design, Research methodology, Objectives of the study, Significance of the study, Scope of the study, Problem statement, Limitation of the study, Tools for the study and Cauterization.

Chapter II
This chapter deals with Literature Survey. Lot of references has taken for the dependent variable Organizational Health and other seven independent variables collected from various books, journals, theses and news papers.

Chapter III
This chapter deals with Ayurveda — its importance today, Ayurveda — It’s classical status in the world of health care. Ayurveda Industry: A general analysis of the industry and Its Global, Indian, and Kerala perspective.

Chapter IV
This chapter deals with Analysis and Interpretation, all independent variables dependent variables and demographic variables are statistically analyzed with the help of Mean, Mode, Standard Deviation, Analysis of Variance (ANOVA) and Correlation.

Chapter V
Findings and Suggestion made from the study is provided in this chapter.