CHAPTER - I

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INTRODUCTION

Each and every country strives hard for its steady and speedy economic development. Though the economic development of a country can be achieved through the exploitation of natural resources, availability of physical and financial resources and international aid, none of these factors is more significant than efficient and committed manpower of the country. In fact it may be said that all development comes from the human mind.¹

What are human resources to the development of a country, the same is to the development of a business organization also. Hence the human resource of an organization must be best managed for its development and success. Here comes the significance of human resources management of an organization. In this context, human resource management has been defined by Leon. C. Magginson as "the total knowledge, skill, creative abilities, talents and attitudes and beliefs of the individuals involved."²

Thus human resource management is a long-term perspective and a development function.


² Magginson Lear C. Personnel and Human Resources Administration Richard D. Irunn Inc, Home wood, Illinoins, 1977, P. 4
IMPORTANCE OF THE STUDY

Needless to mention that the major objective of any business organization is to make sufficient profits. In the case of public sector undertakings also, where the major objective is to serve the society, they are expected to make some profits, if not maximum. However, published sources say that the public sector undertakings make either negative profits or insignificant profits. Though various reasons have been attributed to the poor performance of the public sector undertakings, one of the major reasons said is the poor performance and non-involvement of their human resources. It is said that in a developing country like India, the work force is not that much educated and hence the managements of these organizations find it difficult in getting their objectives accomplished through their work force.

Based on this, the researcher wanted to study the extent of the contributions of the human resources to the performance of the public sector undertakings. But due to the time constraint, the researcher has selected only one unit of the Government of Tamil Nadu undertakings to study the HRD climate in that organization. This study will reveal whether the human resource of the organization has been better developed and utilized for the success of the organization or not. If it is not used so, then, it will mean that the management of the organization must take steps to develop its human resources to make the organization successful. Thus the study on the HRD climate in a public sector undertaking occupies importance.
REVIEW OF LITERATURE

Many studies on personnel / human resource management have been made in the past, but they do not give much insight to the totality of human resource management. A few examples of such studies are given below:

Kapoor³ in his study felt that the most complex organization present in the world is apparently the man and still more complex is the management of men. This study has put emphasis on understanding of personnel and hence the importance of personnel management.

Deodhar⁴ in his study had referred to the problems faced by the labour in the sugar industry. He had suggested measures for improving the labour conditions in sugar factories.

Rajagopalan⁵ notes that the human resources of an organization engaged in either manual or intellectual work simultaneously produce 'scrap' of human problems. The management concerns only with the results of human endeavour that is used solely for the production of finished goods and ignores the 'scrap' of human problems.

Sapru⁶ examined the role of banking institutions in public sector and how the personnel management within it can be revamped for the improvement of its performance.

³ Kapoor D.C., Personnel Policies, Indian Consumer Co-operative, Volume 6, May 1979, P. 12-13
Vadivelu\textsuperscript{7} made and attempt to study the personnel management policies and practices in selected Central Co-operative Banks in Tamil Nadu.

Pearson, C.A.L.\textsuperscript{8} in his study observed that participative team members met weekly with their superiors to discuss work related problems. They experienced a higher perception of involvement in decision-making and were more satisfied in their jobs. But, the non-participative groups do not enjoy so.

Jeffery A. Mello\textsuperscript{9} in his study has considered whether it is possible to reprimand some one so that the end outcome is positive for all, particularly, the employee. The author discussed ways for supervisors to master the art of giving constructive, tactful, motivating reprimands to present any breakdown in individual motivation and performance that would hinder a group’s process and results.

Sue Glasscock and Kimberly Gram\textsuperscript{10} observed that the benefits from frequent and sincere appreciation can be seen on the bottom line on every measurable corporate attribute, including productivity, sales, product quality and customer satisfaction.

\begin{itemize}
  \item Pearson C.A.L., The efforts of participation on job motivation, job satisfaction, and work practices; Asia Pacific HRM, Volume 29, No. 3 1991, P. 61-70
  \item Jeffrey A. Mello., The fine Arts of the reprimands using criticism to enhance commitment, motivation and performance; Employment Relations Today, Volume 22, No. 4, 1995, P. 19-27
  \item Sue Glasscock & Kimberly Gram, Winning ways; Establishing and effective work place recognition system, National Productivity Review, Vol : 14, No. 3, 1995, P. 91-102
\end{itemize}
Ann Parle\textsuperscript{11} in his study has observed that despite a low jobless rate and a tight job market, workers are very anxious about the security of their jobs. He has also concluded that the HR professionals can contribute significantly to recognize employs and to show their gratitude towards increasing involvement in their jobs.

Bob Nelson\textsuperscript{12} has stated that the managers should consider using the power of the five I's to focus their time and energy on daily interactions with employees. The five I's are: Interesting work, Information (share it), Involvement (encourage it), Independence (allow it), and Increase visibility.

The above review shows that most of the studies have been carried out only on one or two aspects of HRM. That is, there was not even a single study to cover the whole system of HRM. Hence it was felt that an extensive study must be conducted to study the HRD climate in an organization. For this purpose, the researcher has selected an undertaking in the public sector, namely, TANCEM, Ariyalur Cement Works.

**OBJECTIVES OF THE STUDY**

The following are the objectives of the study:

1. To study the subsystems of HRD functions in the organization.
2. To study the satisfaction level of employees (especially at the supervisory level) about the HRD climate in the organization.
3. To suggest measures to improve HRD climate in the organization.

\textsuperscript{11} Ann Parle, Have an attitude of Gratitude, Work Force, Vol. 76, No. 11, Nov. 1997, P. 77-78

HYPOTHESIS

Apart from the above listed objectives, the following hypothesis was also set for the study.

Null Hypothesis : There is no significant difference in the opinion of the employees regarding the HRD climate in the organisation.

Alternative Hypothesis : There is significant difference in the opinion of the employees regarding the HRD climate in the organisation.

At the end of the data analysis of the study, the hypothesis have been tested.

SCOPE OF THE STUDY

The scope of the study is limited to the cement manufacturing unit at Ariyalur of the Tamil Nadu Cements Corporation Ltd.

UNIVERSE

Universe is the aggregate of all the elements defined prior to the selection of sample. In this study all the employees of the whole organization constitute the universe. Thus the size of the universe of this study is 690 employees.
SAMPLE

It is a fact that when the universe is very large it cannot be studied as such and hence it has to be studied through a suitable sample. Hence the elements of the sample were carefully selected by the Researches.

SAMPLING TECHNIQUE

The method of selecting for the study a portion of the universe with a view to drawing conclusion about the universe is, known as sampling.\textsuperscript{13}

A sample must have the characteristics of the universe. Hence the sample elements must be carefully selected by keeping these points in mind. The employees of the organization have been classified into 4 categories, namely, Officers, Administrative Staff, Technical Staff and Workers. As HRD aspect is more concerned with the first 3 categories of employees, to get an appropriate sample, it was decided to follow stratified sampling technique. This technique helped the different categories of employees to have their due representation in the sample. Thus the sampling technique used in this study is stratified random sampling and the sample elements have been selected from all the seven departments of the study unit.

SAMPLE SIZE

Sample size refers to the number of items selected from the universe. The sample size must be sufficient to give a meaningful representation of the universe. As the size of the universe of the study is 690 employees, the size of the sample was decided to be 150 (which is around 20\% of the universe).

\textsuperscript{13}Wilkinson & Bhandarkar, methodology & Technique of social research, Himalaya Publishing House, Bombay, Fourth Edition (1984), P. 250
METHODOLOGY

The methodology adopted in the study uses both primary and secondary data. The details of the methods and sources of the collection of the primary and secondary data are detailed below.

PRIMARY DATA

The primary data are collected fresh and for the first time and thus happen to be original in nature. The primary data for the study have been collected with the help of a questionnaire.

QUESTIONNAIRE

It was decided to use a questionnaire to collect primary data and hence a questionnaire was designed. The questionnaire consists of two parts: the first part speaks about the personal data and the second part deals with the opinion survey of the respondents about HRD climate in the unit under study. The questionnaire was pretested with a sample of 15 respondents and was improved suitably.

The questionnaire was framed in such a way that the response of the respondents were measured with five point scale, namely, Always True, Mostly True, Sometimes True, Rarely True and Not at all True. Almost all the respondents in the pre-test reacted that there was no much difference between the opinions “Always True” and “Mostly True”. Hence, it was decided to use any one of these two options. Thus the scale of measurement was fixed at four point, viz., “Always True”,

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SECONDARY DATA

Secondary data are those, which have already been collected by someone else and used by some other for his study purpose.

The secondary data for the study have been collected from the records of the company, journals, reports, website, etc., in order to use them in the appropriate places.

TOOLS FOR ANALYSIS

The Researcher in the data collected, so as to arrive at the logical interpretation and conclusion, used the following tools

1. Percentages
2. F-Test
3. Chi-square Test.

LIMITATIONS OF THE STUDY

The following are the limitations of the study

➢ Unwillingness on the part of the respondents to give their true opinions.
➢ Non-availability of enough data and records.
➢ Time constraint of the researcher.

SCHEME OF CHAPTERISATION

The different chapters of the report are as given below.
The first chapter explains the design and structure of the study.
The second chapter discusses the History and development of Indian Cement Industry with special reference to Tamil Nadu and also the techniques involved in the manufacture of cement.

The third chapter speaks about the unit under study, namely, the Ariyalur Cement works.

The fourth chapter gives a conceptual review of Human Resource Management.

The fifth chapter presents the details of data collected, the analysis of the same and interpretation.

The last chapter, namely, the sixth chapter gives the findings of the study, the suggestions based on the findings and the conclusion of the study.

The last part of the report gives the Bibliography and Annexure.