CHAPTER – TWO

RESEARCH METHODOLOGY AND TOOLS OF RESEARCH

2.1 STATEMENT OF RESEARCH PROBLEM AND OBJECTIVES OF THE STUDY

The present phase of the study gives complete view of the methodology of the study adopted by the researcher for the development of the study and analysis of data which have been obtained from various sources both primary and secondary. The research problem selected by the researcher of the vital significance in the present context when human resources are assuming augmented value in the organizational perspective.

Personnel Management was neglected area in the past. But now, it is the most powerful of all the functional areas of management. Modern organizational setting is characterized by constant change relating to environmental factors and human resources.

No research is possible without adopting suitable research methodology. It is an integral part of research design. Adoption of appropriate methodology is an essential characteristic of quality research. The methodology of study may defer from problem to problem, yet the basic approach towards research remains the same. In fact, research must be an original contribution to the existing stock of
knowledge making for its advancement. It is the pursuit of truth with the help of study, observation, comparison and experimentation. In short, the research for knowledge through objective and systematic methods of findings solution to a problem is research.

As such, the term ‘research’ refers to the systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the facts or data, analyzing the facts and reaching certain conclusions either in the form of solutions towards the concerned problem or in certain generalizations for some theoretical formulation.

The primary objective of the study is to examine HRM practices in Kinetic Elevators Limited and to evaluate human resource management and human resource development activities in both of the organizations. Some of other objectives of the study are:

To define the concept of human resources, human resource management and human resource development in organizational perspectives and also to distinguish between personnel management and HRM

- To define human resource audit and human resource research, their nature, tools of study of human research and the purposes of human resource audit in an organization with special reference to organizations understudy.

- To discuss the significance and benefits of human resource audit and research, problems and prospects of human resource audit and research in India.

- The fundamental objective of the present research is to appraise the human resource audit activities of Kinetic Elevators Limited and to study in detail human resource research being done by these two professionally managed business group that is KEL.
To explain various approaches to human resource audit and strategic issues involved in human resource audit and research.

To enlist the qualities of human resource auditor and statutory compliance and other related issues.

Lastly, to submit report after analysis of the human resource activities of Kinetic Elevators Limited and to submit recommendations for further compliance by these organizations and to motivate further researches in this mammoth area.

2.2 RESEARCH DESIGN AND METHODOLOGY OF THE STUDY & REVIEW OF LITERATURE

The present research study is a combination of various research designs like, descriptive, analytical, exploratory and empirical. Research design is a purposeful scheme of action proposed to the carried out in a sequence during the process of research focusing on the management problem to be tackled. It defines the task of researcher from identifying a managerial problem and problem area to report writing with the help of collection, tabulation analyzing and interpretation of data. Though not exhaustive, Claire Selltiz’s definition of research design reveals some important aspects of a research design “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”.

2.2.1 TYPES OF RESEARCH DESIGN

Various types of research designs are generally used by researchers. On the basis of nature of research, research design can be classified as: (a) Census survey design or overall design, (b) sampling design, (c) statistical design, (d)
observational design, (e) operational design. These methods can be used for any type of designs, as per situations.

On the basis of the methodology, research design can be classified under three titles viz.:

- Experimental Research Design.
- Research design for Exploratory Research Studies; and
- Research design for Diagnostic or Descriptive Research studies.

2.2.2 EXPERIMENTAL RESEARCH DESIGN

Experimental Research Designs, which can otherwise be called hypothesis testing research designs, were originally made by R.A. Fisher in agricultural research in England. Experimental designs are now used in almost all of the scientific studies. Three principle of experimental design; which Fisher prescribed are, viz. (a) the principle of replication (b) Principle of randomization (c) the principle of local control.

The principle of replication suggests that the experiment must be repeated so that the treatment is applied in many experimental units. This increases the statistical accuracy of the experiments. Randomization indicates that the variation resulted by extraneous factors can be brought under “chance”. Principle of local control indicates that the extraneous factor is allowed to vary deliberately over a wide range so that the variability it causes can be measured and eliminated from the experimental error.
2.2.3 RESEARCH DESIGN FOR EXPLORATORY RESEARCH STUDIES

There is a specific problem formulated for precise investigation or a specific hypothesis is formulated from an operational observation in this type research. These types of studies are known as formulate studies also. Generally flexible research designs are popular for such studies because discovery of ideas and new insights are emphasized. Analyzing relevant examples and cases to stimulate insight, literature survey and evaluating the past experiences, etc., are generally associated with such designs. In many managerial studies, this type of design is commonly used.

2.2.4 DIAGNOSTIC RESEARCH DESIGN

Diagnostic research studies are generally descriptive and hence such studies are called descriptive studies. Diagnosis is made in which frequency of effect in the event of the occurrence of a cause is determined. These rigid designs generally concentrate on the aspects like setting objectives, defining and stating the problem under study, designing the method of data collection, including sampling and survey, analysis and interpretation, report writing, arriving at inductions, deduction and conclusions, etc., in managerial problems solving diagnostic studies are common, while in case analysis exploratory research designs are popular.

2.2.5 REVIEW OF LITERATURE

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Many research studies have been undertaken by different researcher on various aspects of human resource management but no study has been undertaken by any researcher in the past pertaining to human resource development / management in Kinetic Elevators Limited. Mention may be made of monappa and Kamat (1988) who undertook study on ‘Status of Personnel in Corporate Structure – An Empirical Study’. It covered only status of people in corporate world.

**According to Das (1958)**\(^1\) in an article “an alternative method of assessment of personnel selection using behavioral indices”, was appearing in Indian Journal of psychology. She suggested a method for selection of higher personnel, which is especially useful, where the number of candidates is small and standardized selection methods are not available. She recommends the selection of a sample of tasks through job analysis indicating the qualities essential for success. The task is assigned to the candidates who gives her/his response in writing and accomplishes it in the presence of board of observers. Those observers assess the responses, she attempts to outline six such tasks: - group discussion, preparation of minutes, sales organization, and proposal for research and a design for keeping records as well as to indicate the procedures to be followed in each cases. The method appeared to have an inadequate reliability for employment purposes.

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Ganguli (1964)\(^2\) found that a higher degree of control was prevalent in leadership behaviour of Indian Managers working in an engineering factory. Majority of managers preferred autocratic style of supervision. He reported that 46.9 percent of the managers and 31 percent of the workers of factory preferred democratic climate. The existing environment was perceived to be autocratic by 51 percent of the managers and 43.6 percent of the workers.

Rajamani (1973)\(^3\) presents an evaluation of management development in India. He finds a lot of duplication in training programmes organized by different institutions in the country. Very little effort has been made to build up a standard programmes in the sensitive training used. There is almost of lack of support and training institutions. He thinks that no training institute has ever made a sincere effort to go to the industry and business to know their training needs and problems. Thus, it would be a worthwhile attempt to convene a top-level seminar to develop a master plan for management development and training with a view to developing competent, conscientious manages who could change agents in the social milieu obtaining in the country.

According to Seth (1973)\(^4\) in this report on “A survey research on personnel management and industrial relations”. A trend report in Dayal, a survey of research in management vol. 1, he observes that in India there is rarely any empirical study available which provides an understanding of how the process of manpower planning takes place and the problems that are involved in actual practice. This perhaps as Dwivedi (1997) states is the reason why manpower planners in different enterprises in India always waded through the same problems over and over again, and this indicates an urgent for empirical studies on manpower planning.

\(^3\) T.S. Rajamani (1973): Management Development in India; A critique, Lok Udyog.
Gopalji (1985) describes human resource planning in public sector enterprises in India. He thinks that the task of manpower planning is extremely difficult in public sector undertaking. It is due to growth and diversification, changing pace of technology, “carrier block” or “resource gap”, difficulty in marching the growing aspiration of new employees. May also be due to relatively established organizational needs, work environment and compensation system, difficulty in retaining well-qualified and experienced people in view of environment opportunity and pressure, and uncertainty in long term carrier paths of highly qualified people. He further asserts that public sector enterprises suffer not only from excessive manpower, but also from varied bottlenecks, such as scarcity of trained personnel in critical areas, deputations system and inadequate job analysis and specification. This can largely be attributed to lack of adequate awareness of the significance of the problem and failure to undertake comprehensive assessment of the requirements of manpower over a project time span.

Baneerjee (1985) among the companies in India, The Hindustan Lever Ltd. has a scientifically-based MD programme. In HLL, management development is a tool of top management concerning itself with the effectiveness of professional managers and business to enable it to achieve its immediate and long term goals and to maximize utilization of its human resources to this end. In addition it takes into account many other parameters like the expectation of the individual, the social responsibility of the organisation, the way in which people are used and services provided, but would nonetheless focus on the availability of effective Human Resources to achieve goals and objectives.

Prof. Bhatia S.K. (1986) took study on ‘Challenges in Human Resource Management’. It was a comprehensive study but did not study strategic aspects of human resource management.

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6 Rajan Bannerjee (1985): Integrating Executive Development with Management by objectives; Industrial
Phillips and Shaw (1989) agreed that trainer roles were in transition, contending that the move was from training to consulting. Within the consulting role, they identified the following three career paths for trainers:

1. Training Consultant
2. Learning Consultant
3. Organisational Change Consultant

Of course it could be argued that the HRD role is inevitably in a state of transition because organisations are in state of transition from the industrial to the post industrial era.

M.P. Bansal (1991) in his work entitled, “Human Resource Development in public enterprises which is the case study of Steel Authority of India Ltd., the writer describes in detail the HRD mechanism being followed in the studied organisation. The said work is a pioneering study in the said area of Human Resource Management. Steel authority of India Ltd.: the largest public sector undertaking in India has been experimenting with HRD and its components since long. The saga of success of this programme in the SAIL allured the writer to take up the study of HRD in the said organisation. The observation made and the conclusions drawn from the study are worth emulating and would prove useful in improving the HRD models in general.

Das (1992) in his book, “Handbook for managerial recruitment and selection” observes in an empirical study on managerial selection in 16 engineering enterprises in India, the managerial selection practices in India engineering industry are in line with professional standards. Various aspects related to personnel selection, placement and promotion, which help in clarifying different

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issues, problem, and approaches concerning procedures in seminar on “Personnel Selection and Appraisal System”. On the basis of discussion- proceedings of the seminar it was generally noted that selection procedures in public enterprises in India involve varied issues, problems, and approaches. The step following recruitment at initial screening is more rigorous. Orientation may take up several hours or several weeks. Placement occurs after orientation, placement is the assignment of individuals to jobs.

**Dukes (1992)**\(^{11}\) in his book, “Skills inventories and promotion system” handbook of modern personnel administration, observes the actual mechanics or how promotion can be understood with the aid of skills or interests required by a position opening to the extent to which an individual has such skills or interest. It involves some kind of an organized compilation of critical skills and relevant educational factors embodied in most of the opening within an organisation.

**Sandri S. Roy (1993)**\(^{12}\) submitted study on ‘Human Resources Management for the Indian of Tomorrow’. It appeared in ‘Indian Journal of Industrial Relations’. It gave as insight to the researcher but it did not also cover human resource strategy of the organization.

**Kwatra (1996)**\(^{13}\) reports how Titan Industries, Media and Wipro Corporation Train their employees to be more creative. Attempts have been made to identify elements of creativity and measures to develop quality associates with them. The factors, which stimulate creativity at work, include: (i) Personal behaviour drivers, including curiosity, aesthetic, variety, independence and the need for the achievement and superiority. (ii) Expectations pertaining to oneself confidence and tolerance of ambiguity emotions like expressiveness and driving energy, (iii)

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opportunities such as effective leadership, discretion, change orientation a communication network nurturing culture, effective reward, adequate resources and directions. (iv) Means such as divergent thinking skills, remote association skills, intuition and effective behaviour in social circumstances.

**Bhatia (1996)** reports how various firms train workers to meet global standards. It has been recently noted that many companies are going global in their training practices because they want to bring quality alive, communicate quality, build quality skills and show case customer quality. He concludes that the best practices for total quality training include the following (a) Provide workers first hand experience of global best practices. (b) Ensure that supervisors and managers are trained with workers. (c) Expose workers to the environment in which customers use your products. (d) Constantly retain workers in theory and practice of total quality management. (e) Link quality in work place to quality in workers lives.

**Bhandari (1996)** points out, “It is important to provide the mind with all tools possible to make it look at all the alternative possible, no matter how far fetched and chosen the best one.” Ranbaxy laboratories give its workers exposure abroad as a strategy to provide them a view of culture where attributes towards hygiene are fundamentally different. To quote Bindra, (1996) Director, pharmaceutical manufacturing, “Hygiene can be taught as a part of the work procedure. But to embed the concept in the minds of workers ends something more.”

**Mani (1996)** makes several suggestions to improve effectiveness of training. As he points out with liberalization, there is utmost emphasis on training programmes in Indian organizations. Attempts are made to spend profusely towards in company and outside training activities by them. He suggests ten steps to maximize the effectiveness of training. Training needs identification, pre-training

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activities, planning and organizing the programmes, designing the module, feedback on the faculty, feedback from the external faculty, training plan and budgets, development of in-house faculty, nomination to external seminars and training programmes, and quality training focus.

Ray (1996)\(^{17}\) in his resume, “How to retain middle managers” appearing in Business Today reports how Ashok Leyland, BPL, Ramco Systems and ITC retain their middle managers for tomorrow’s flatter hierarchies. The fate of middle manager has become quite uncertain as the result of recent efforts of the enterprise to burn the fate off their middle. Top management expects that the new age middle managers should be equipped with multiple skill seamanship qualities and technological competence.


Amralia (1996)\(^{19}\) executive director (personnel), Ashok Leyland points out, “Middle managers are the back bone of a company. If retained they are the biggest assets, otherwise they are liabilities. Ray (1996), summarizes best practices pertaining to retaining of middle managers as follows: (a) Identify each competence and skill, that middle managers are required to posses. (b) Redesign training schedule merely to retain middle managers for their new roles. (c) Make substantial provisions of training budget to retrain middle managers, (d) Expose middle managers to key customers frequently.

Davar (1996)\textsuperscript{20} describes promotion systems in some Indian firms. He states that Sandoz (India) Ltd. has effective upgrading and promotion system. Promotions are largely made on the basis of merit, effective upgrading and promotion system. Promotions are largely made on the basis of merit potentially and sincerity. The merit is determined through annual merit rating system. Attempts are made to identify promo table individuals in advance and prepare them for promotion through proper training. The major characteristics of the system is that care in taken to assess the promotablity of the individuals keeping in view the requirements of the higher positions and their potentialities for them rather than their performance in the existing positions.

According to Dwivedi (1997)\textsuperscript{21} different programmes are used to build various skills of Human Resources. These include organisations, career, employees and management development. Whereas, Rao (1985) describe Human Resource Development in the organisational context as “a process in which the employees Of organisations are continuously helped in a planned way to (i) Acquire or sharpen capabilities required to perform various tasks and functions associated with their present or future expected roles. (ii) Develop their general enabling capabilities as individuals so that they are able to discover and exploit their inner potential for their own and/ or organisational development purpose. (iii) Develop an organisational culture where superior subordinate relationship team work and collaboration among different sub units are strong and contributes to organizational health, dynamism and pride of employees.

Dayal (1997)\textsuperscript{22} gave sigh of ill organisational health as, widely existing habits of sharing responsibility alternating between defiance and submissiveness to authority, delay in work, prevailing tensions at all levels of management, ‘gheraos’ for trial issues, intensity of unsuspected competition for positions, almost total

lack of self appraisal. How to maintain organisational health or to renew the educational management research, which could be done by incorporating the various factors to form solid constructs of organisational health.

Shashtri (1999)\textsuperscript{23} stated that Human value and leadership skills assume great significance in an organisation. The HR development adds value for an organization’s service and growth. He further demonstrated that HRD managers today should have a complete understanding of various business functions. It is necessary for them to transform production workers to knowledge workers, who are capable of perceiving or anticipating needs of the customers and catering them as required. Thus, it has become imperative for HRD managers to develop HRD practices, which are capable of integrating HRD with corporate goals. Moreover, HRD must create an environment, where the workers contribute to the performance of the organizations. It is therefore essential to grasp the promises that a good HRD manager holds for an organisation such as more satisfied clients, more empowered manpower, more capable employees, more unified culture, greater creativity, greater flexibility and better quality of services.

Vein Patnaik (1999)\textsuperscript{24} has urged for redefining the HRD managers’ role and aligning HRD strategies with organisational strategy. He pointed out that organisations all over the world are finding it difficult to cope with the business challenges such as globalization, technology, intellectual capital, competitive environment, profitability and changes etc. He stated that those organisations are successful, who are quickly responding to the business changes. He suggested two types of roles of HRD managers as partner in strategy execution and positioning HRD to create value The HRD function will be defined not only by what it does, but by what it delivers i.e. enhance organizational values; create clients, investors and employees. Thus, the major objective of HRD is to help the HRD

professionals to acquire an altogether new set of skills and capabilities aiming at strategic aspects, systems and techniques & operational performance.

Satytnarayan (1999) was of the opinion that HRD practices create value for its employees who in return are expected to create value for customers and owners. He further stated that HRD practices play a crucial role in managing change, managerial culture, learning organisation, and organisational restructuring.

“Human Resource Management and Development in the new Millennium” by Dudeja (2000) covers the concepts and approach of human resource management and development, integrating the various issues relating to recruitment, selection, training, development, remuneration, industrial relations and offers a totally new perspective to the professional human resource manager to meet, handle and overcome the challenges offered by the Indian industry in the changing environment in the new millennium. In view of the author the objective of Human Resource Management and development is to ensure that the management of people is comprehensively integrated with the strategic objectives of concern and contributes to the successful achievement of these objectives. As we enter the twenty first century, the age of liberalization, privatization and globalization, the era of information based society, the HRD manager is at the cutting edge. The HRD manager of today has to ensure growth as well as constant qualitative improvement and has to create a niche in the global operation, continuously thinking about new alternative strategies and modalities.

‘Human Resource Development’ edited by B.S. Bhatia and G.S. Batra (2001) runs into seven sections containing twenty research papers. Issues like industrial relations labour management and organisational development are covered. The survival of business organisations in the post of liberalization era of change and

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uncertainty will, to a large extent depend on the performance of their Human Resources. This means that it is in the long term interest of organisations to invest in this asset. A well known economist Alfred Marshall stated that, “the most valuable of all capital is that invested in human beings. “Recognizing this, a number of business organisations have been incurring heavy expenditure on the recruitment, selection, placement, training and development of their personnel. This book deals with Human Resources Development. Keeping in view the global business challenges, growing complexity of the business and increased competition, Human Resource Management has become one of the important part of the policy framework of any corporate enterprise.

Priyadarshini (2004)²⁸ studied the impact of HRD on organisational effectiveness in banking industry. The sample consisted of 200 officers and managers of 20 top performing banks, further classified according to ownership (public and private). Finding indicated that:

- The HRD practices in the banks had a strong influence on their performance.

- Greater the association between HRD practices and organisational effectiveness, greater is the performance of the banks.

- Top performing banks had a higher extent of HRD practices in their organization, which influence the effectiveness of their organisation.

- HRD practices in the organizations had impacts on the effectiveness of organisations and hence on their performance irrespective of their size and ownership.

Chapter-II Research Methodology and Tools of Research

P. K. Sett (2004)²⁹ Human Resource Management and Firm Level Restructuring: The South Asian Drama, *Research and Practice in Human Resource Management*. In advanced Western countries globalisation has been accompanied by the increasing use of sophisticated HRM practices at firm level. Content analyses of case studies of 59 South Asian firms identified a similar trend. The study results demonstrated that the best adopters of ‘soft’ HRM practices were the firms at greenfield sites. While at the unionised brownfield sites ‘hard’ HRM methods were used in the restructuring phase, after successful turnaround, ‘soft’ HRM practices were increasingly invoked to gain employee commitment necessary to meet the competitive challenges. The findings suggest that the globalisation of the South Asian economy is accompanied by a discernible shift from the reactive adversarialism of traditional industrial relations towards increasing use of HRM practices.

Rao (2004)³⁰ in his book titled ‘comprehensive Human Resource Management’ has systematically elaborated the relevance of in the management of Human Resources in corporate world. The human dimensions of the philosophy of management has been brought to fore. Six Sigma, HR Audit and management information system and the practices in some of the Indian companies have been examined, furthermore cases on the specific managing of Human Resources have also been provided for better understanding.


Chapter-II Research Methodology and Tools of Research

Resource Management. The results of the study indicated that repatriation must be planned carefully, from the time of expatriation when expatriate selection occurs. By putting in place suitable HR policies and procedures, an organisation can both, more efficiently manage human resource globally and encourage more employees to accept foreign transfers.

This emphasis is a visible sign that the organisation supports expatriates and attempts to contribute to employee success in the overseas assignment. This Preparedness Phase will significantly increase the probability of successfully managing expatriate crisis situations because responsibilities and liabilities are clarified before the crisis happens. A well-managed and proactive response (Recovery and Preparedness Phases) to an expatriate management crisis may help a company retain experienced international employees and reduce the likelihood of public relations and legal problems in host country.

S. Chiamsiri, S. D. Bulusu & M. Agarwal (2005)\textsuperscript{32} Information Technology Offshore Outsourcing in India: A Human Resources Management Perspective, Research and Practice in Human Resource Management. With the rapid and globalising progress of Information Technology (IT), offshore outsourcing has been particularly popular in the context of business process outsourcing to India. Starting with services like providing the talent pool, and project execution, now the trend of offshore outsourcing is moving towards the higher value echelon of the IT industry value chain with activities like product design and development, as well as consulting. The paper discusses the paradigm of offshore outsourcing by providing a bird’s eye view of the major IT-enabled services outsourced in India. It explores the possible changes of the nature of the services outsourced in India, and issues related to a human resources management perspective

Samir R. Chatterjee (2007)\textsuperscript{33} Human Resource Management in India: ‘Where From’ and ‘Where To?’ This thesis traces notable evidence of economic organisations and managerial ideas from ancient Indian sources with enduring traditions and considers them in the context of contemporary challenges. The World Competitiveness Report rated India’s human resource capabilities as being comparatively weaker than most Asian nations. The recognition of world class human resource capability as being pivotal to global success has changed Indian HRM cultures in recent years. While the historical and traditional roots remain deeply embedded in the subjective world of managers, emphasis on objective global concepts and practices are becoming more common. Three very different perspectives in HRM are evident. Firstly, Indian firms with a global outlook; secondly, global firms seeking to adapt to the Indian context; and thirdly, the HRM practice in public sectors undertakings (PSV’S). As the Indian economy becomes more globally linked, all three perspectives will move increasingly towards a cross verging strengthening. Interestingly, within the national context, India itself is not a homogenous entity. Regional variations in terms of industry size, provincial business culture, and political issues play very relevant roles. The nature of hierarchy, status, authority, responsibility and similar other concepts vary widely across the nations synerging system maintenance. Indeed, organisational performance and personal success are critical in the new era.

Ms. Shikha Jain (2008)\textsuperscript{34} evaluated of Management of Human Resources in Public Sector Banks-1991-2008. In 1991, financial sector reforms initiated in India altered the banking environment and transformed the traditional face of public


\textsuperscript{34} Shika Jain, Management of Human Resources, Journal of Commerce and Management Thought, p. 58-68.
sector banks as mere financial intermediaries. In addition, with increasing globalization and international markets. The researcher assesses the impact of the reform program on PSBs, from 1991 to 2008, on Human Resources Management Practices. These issues have been researched at branch-level, which often gets neglected in macroeconomic report cards. The impact of liberalization on Human Resources Management Practices in PSBs, a period of almost two decades.

The research was conducted at branch level in order to seek answers to the questions. Variables were measured and conclusions were drawn striking a blend between macro-level changes and their consequent impact on banking operations. Such issues and tribulations were explored as existed at bank branches which often get neglected when macro-level data on bank performance appear on economic report cards.

**Hubert Fulford (2008)** examines the impact that Human Resources Management strategies and Staff Performance Appraisal System have on public sector organizations. The available literature suggests that, while there are strong advocates of SPAS, a number of critics also challenge such initiatives. There bodies of international literature are reviewed to provide a theoretical framework for the study. SPS can be empowering instruments in human resource development, but their operation, in practice, can be both problematic and a very time consuming exercise. Moreover the study suggests that, often, staff appraisal exercises are not accorded the level of attention they deserve. This constraint is particularly evident in small states where administrators often have multifunctional roles.
Lallan Prasad and A.M. Bennerjee\textsuperscript{36} observed that the formal organizational structure shows prescribed roles and relationships. The informal groups which are the result of interaction of people at work are never shown in an organizational chart. The group consists of members knit together by common interests, beliefs and faiths and objectives. Such a group may cut across the formal structure and the line communication. It may have its own leader, customs and norms. Normally the number of members is limited to make face to face communication and interaction possible.

They further opined regarding informal organization that managers should not ignore informal groups. At times they may take advantage of using these groups for speedy communication of certain policies or plans and knowing the reaction of people. The group may be taken into confidence by understanding their problems and meeting their genuine aspirations. Informal groups with which supervisors have good relation may help them in overcoming difficult situations at the place of work. Informal grouping at managerial levels are also not uncommon. Much of the organizational politics is directed through such groups.

Rao, P. Subha\textsuperscript{37} stated that variety of terms have been used to designate the subject industrial relations or human resource in an organization e.g. labour-management relations, employee-employer relations etc. However, the term industrial relations, in its broader sense, include the relationship among employee, their unions, management and government.

\textsuperscript{36} Lallen Prasad and Bannerjee, A.M. Management of Human Resources, sterling Publishers Pvt. Ltd., New Delhi, 1990, pp.45-46

Expressing their views about Human Resources and produced, Lallan Prasad and A.M. Bannerjee\(^{38}\) stated that a productivity drive by itself can not lead an organization to higher productivity. This urge has to be accepted by all employees. Then only will human efforts aim towards excellence. Once the employees accept the organizational goals, they will be self motivated to achieve excellence. They would ensure that it does not remain a one time activity but be continuous ongoing process. Thus higher productivity will be attained. It is also a collective effort and can not be lift in the hands of selected few. They further stated that some managers believe that output is given by machines and it is the modernity of machines that governs productivity, while others fail that it is the man behind these machines that governs productivity. Others feel that productivity is primarily an attitude of the mind, a welcome change for the better, a willingness to accept and explore scope for improvement making optimum use of available resources and keeping rejections to the minimum. It is the man who creates and drives the machines. Man is intelligent and creative but slow whereas a machine is uncreative but fast. Both must work in harmony and in unison to supplement the efforts of each other in order to maximize productivity.

Stating the principles of a formal organizational M.N. Rudra Basavaraj\(^{39}\) opined that one of the principles of formal organization is that the organization is structured around task, not men. The formal organization is based on rational and logical analysis of activities, decisions and relations.

Expressing his views about Human Resources Dr. M.K. Agarwal\(^{40}\) opined that in the present age the theory of treating the man as a mere factor or commodity have gone and the approaches towards human factor have also shifted from commodity

\(^{38}\) Op. cit., p. 172-176
\(^{39}\) Op. cit., P.56
\(^{40}\) M.K. Agarwal, Human Resource Development in Public Sector undertakings. P-3
approach to Human relation approach. In the present time importance of effective human resource is recognized in every field.

According to **M.N. Rudra Basavraj**\(^{41}\) an organization is the rational co-ordination of the activities of a number of people for the achievement of some common number explicit purpose or goal through a division of labour and functions, and through a hierarchy of authority and responsibilities. He further observed that organization is perhaps one of the most important innovations of man in society to deal with the affairs in a company, a community, a relation, a state. Since no man can achieve his ends by himself in isolation, he has sought to harness the resource of man, machines, materials, and markets through some kind of organization to reach his goals. The problem of how to organize is as ancient as man himself.

**Urwick**\(^{42}\) opined that problems of organization should be handled in the right order. Personal adjustments must be made, in so far as they are necessary. But fewer of them will be necessary and they will present fewer deviations from what is logical and simple. If the organizer first makes a plan, a desire to which he would work. If he had the ideal human material he should expect to be driven from it here and his machine will work much more smoothly if he starts with a plan. If he starts a motley collection of human oddities and tries various shapes and sized and colours, he may have a patchwork quilt; he may have a patchwork quilt; he will not have an organization.

**N. Ottaway Richard**\(^{43}\) opined that the quality of working life can not be measured solely in terms of financial rewards, working conditions and the like though these are obviously very important. There is something in the nature of man that transcends such things, and for many people makes it imperative that the work they do and the quality of their contribution commands the approval of the society.

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\(^{41}\) Op. cit., p.52 and 56
\(^{42}\) Urwick, L. quoted by Rudra Basavaraj, M.N.

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of which they feel themselves to be a part. The trend of recent years, in fact, suggest that unless our human institutions offer those who work in them the opportunity to satisfy these basic needs they may find it difficult to survive in the longer term.

He further observed that many socio-technical developments have failed to fulfill their promise because the so called ‘open system’ approach was not emphasized sufficiently. The commitment of key people in other independent units must be secured by inviting them to participate in restructuring studies from the start, and the implication for their work must be considered fully in the analysis. If this is not done they will usually appose the changes, at least they will not be supportive, and worst they may use whatever power they have to prevent the new arrangement from working.

Argvis\textsuperscript{44} stated that organizations co-ordinate their various functions through some kind of hierarchy of Authority. Within defined areas a person must be willing to obey the dictates of some other person or some written directives or rules and to curb his own inclinations; even in they are contrary to the dictates. Authority is not the same thing as pure power. Pure power implies that by manipulation of rewards or the exercise of naked strength. You can force someone else to something against his will. Authority, by contrast, implies the willingness on the part of a ‘subordinate’ to obey because he consents, he grants to the person in authority or to the law the right to dictate to him. For such consent to be meaningful in a group or an organization, it must rest on a shared consensus concerning the basis of the legitimacy of the authority.

\textsuperscript{41} Richard, N. Ottaway, Humanising the work place, Croom Helm Ltd., London pp. 136 and 146.
\textsuperscript{44} Argvis quoted by Rudra Basavaraj, M.N., P.62
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Regarding the effectiveness of proper communication Jack Halloram\textsuperscript{45} observed that if a group is to co-operate to accomplish a common purpose, that purpose must be known to all group members and to be known to all it must in same way be communicated. All co-operative activities take place within a framework of communication. Without effective communication there is no co-operation.

Keith Davis\textsuperscript{46} stating the limited usefulness of the classical concepts and also the need for the improvements quoted, “classical organization theory may be compared to a road map. It gives a static picture of an ongoing situation. A map does not tell where the road repairs will be, whether a bridge will be washed out”. Likewise we can not criticize an organization structure for all the details of politics and informal Power that it leaves out. Neither does a road map tell a driver what distinction to seek, what car to drive. Likewise we can not criticize organization structure because it does not tell us how to manage.

On concept of Human Assets Abdul Aziz Tarmoom\textsuperscript{47} revealed that the concept of Human Assets as it is widely used in the accounting system of business organization coincides with the economic concept of Human capital in its limited sense that it is of acquiring skills and knowledge. This is not in fact, accidental. A business organization will not be motivated to invest in people’s rearing and nurturing expense, simply because such investments will not directly affects its own activities. However, it will be willing to make impact upon its own productivity.He further expressed that those who claim man is a capital by virtue of his existence will argue that the cost of Human capital will comprise ass expenses of bringing and rearing a child until he grows up into a man and becomes a member of a labour force. The other will not go along with this approach and

\textsuperscript{45} Op. cit., p.58
\textsuperscript{46} Keith Davis, quoted by Rudra Basavaraj, M.N, P63
will look upon costs of a human being as those limited to his acquirement of skills and knowledge.

Regarding the concept of organizational structure Rao and Rao\textsuperscript{48} opined that the organizational structure is the process of systematic and logical grouping of activities delegating authority and responsibility and establishing working relationship that will enable both the company and the employees to realize their mutual objectives. Organizational structure can be designed to minimize human friction by reducing the number of levels in the organizational hierarchy, without reducing the total number of employees.

Stating the role of a manager in an organization D. Sivasubramanian\textsuperscript{49} expressed his views that every manager has to clearly prove that he is a vital component and the organization he is in or the society in which he lives would perform less without him i.e. a value added component contributed by him should be discernible.

The right manager neither gives an alibi nor deceives himself with impressive statistics or glib phrases but is only interested in real growth. A trained manager understands his business as well as the environment and pays attention to these in detail. The Japanese have achieved the impossible in world markets by this philosophy.

\textbf{Jack Halloran}\textsuperscript{50} stating that the Hawthorne experiment, opined that the employees themselves provide a clue to the changes in the output. He also stated that it was easier to work faster, because work in the test room was fun and there was little regular supervisory control.

\textsuperscript{48} Op. cit., p.21
\textsuperscript{50} Halloran, Jac, Applied Human Relations and organization Approach, Prentice Hall of India Pvt. Ltd.,
A host of studies have been conducted by American researchers on different aspects of human resource management like – Yoder, Beatty, Jucius, Walton, Armstrong, Clothier, Myres and Megginson. These were thoroughly studied by the researcher for the development of the present study. Professor Saiyadain and Arun Monappa have also done lot of research on human resource management with the help of questionnaires for workers, middle level managers and top executives. They covered major problems of HRM and gave ‘useful solutions as identified by the respondents.

Several case studies on different organizations have also been studied for the clear understanding of the subject. Case studies have been prepared by various management done like – Jay Desai, Prof. M.L. Bhaseen, Prof. A.K. Sinha and Prof. R.S. Dwivedi. The researcher reviewed them and was benefited. HRD programmes launches by IOC, MUL, BHEL, SAIL, Tata Motors and Reliance were thoroughly examined by the researcher. Standard literature by various human resource experts was studied for the conceptual and philosophical part of the study. The acknowledgements have been made at several places in the study as well as in the end of the study in appendix under the title ‘Bibliography’.

The present study makes a serious attempt to discuss HRM practices adopted by Kinetic Elevators Limited with special stress on human resource research and human resource audit. These aspects have not been studied by the earlier researchers. As such, it assumes great significance because the research problem selected by the researcher is a novice over the other researches. The present research study may fill the gap between the studies already done and being done on this vital of management.
2.3 ANALYSIS OF DATA

The researcher has made extensive use of survey method in this study. He visited Kinetic Elevators Limited on several occasions with his supervisor as well as relations working in these organizations. Data collection is the process of obtaining valuable and reliable information for purposes of research. As the secondary data consist of data form secondary sources, they may be obtained either personally or by post and may be presented and interpreted. The actual task of the researcher is, therefore, to collect the primary data, either by census survey or by sample survey. The later is the most popular method of collecting primary data.

In the present study, the researcher has used both the methods for collection of primary and secondary data but her main thrust was on face to face discussion with officials, employees and workers. He administered questionnaires (format given in the appendix) and used expensive interview techniques. Company records were also utilized for the purpose of data collection. These proved quite useful to the researcher.

2.4 DETERMINING SAMPLE DESIGN AND HYPOTHESES TESTING

The major part of the data has been collected through interviews. A set of questionnaire was developed for the purpose of interviewing the selected officials and for collection of data:

2.4.1 SOURCE OF DATA

The present study is based on both the primary as well as secondary data. The researcher has resorted to both types of data in his study. Facts, information of
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premises, systematically collected and formally presented for the purpose of drawing inferences, may be called data. Statistically information collected, compiled and presented for the purpose of establishing appropriate relationship between variables may also be included in the data which, whether statistically processed or not, play a very vital role in the research and analysis of management problems, as they do in any other area of investigation. This is the rationale of data collection in research.

The secondary data, on the other hand, are based on second-hand information. The data which have already been collected, compiled and presented earlier by any agency may be used for the purpose of investigation.

| 1.   | Primary                           | (a) Schedule / Questionnaire  |
|      |                                  | (b) Interviews                |
|      |                                  | (c) Observations              |
|      |                                  | (d) Discussion                |
| 2.   | Secondary                         | (a) Office Manuals & Annual Reports. |
|      |                                  | (b) Books                     |
|      |                                  | (c) Journals                  |
|      |                                  | (d) Official Records          |
|      |                                  | (e) Newspapers                |

### 2.4.2 OBSERVATION

Observation has been defined as, “the selection, provocation, recording and encoding of that set of behaviors and settings concerning an organism ‘in situ’ which is consistent with empirical aims.” Here, the term “selection” means that the observers tend to edit or focus their observations intentionally as well as unintentionally. The “selection” process can exert an impact on what is observed what recorded and what inferences are drawn from the data. The term
“provocation” implies modification in the research setting without damaging its naturalness.

2.4.3 RESEARCH TOOLS AND STATISTICAL DEVICES

Many stoical techniques are used for the development of the study. Observation of the behaviour of individuals, groups and organizations or their products or outcomes is not only an essential aspect of human life; it also forms a basic method of scientific research in behavioural sciences. It is most useful in some specialist fields as developmental psychology, anthropology, behaviour modification, social psychology and evaluation research. Observation can be used both in the laboratory as well as in naturalistic (i.e., cocktail party) settings.

Although this method is used by behavioural scientists in the latter settings (natural “ongoing” situations), it also forms a significant component of experimental (both field and laboratory) procedure. For example, in the “before-and-after experiment”, the researcher may base the pre-test and post-test on the observation of behaviour rather than any other methods of data collection devices (i.e., interviews or paper and pencil tests).

Lambert points out, from the very outset, learning theorists have recognized the relevance of observing very fine details in experimental and other settings. For example, when Skinner recorded how many times a rat pressed a bar, he was counting “environmental events” or the effect of the rat’s movement on the environment. However, Guthrie argues that the rat could not have accomplished the change in the environment by using his paw, his snout, his ear or one of many other “movements”. That is, designating the response event (i.e., where the response was “pawing at the bar”, “a snout press”, “an ice-cream snatch” or “an ice-cream ran”). Direct observation is of the utmost relevance in studying several
behavioural science research problems (both basic and applied) involving group processes and group decisions. It is most useful when the variables of research studies are interactive and interpersonal in nature and the researcher intends to study relations between actual behaviour (i.e., group interaction) and other behavioural measures of attribute variables.

There is a great need for both direct and indirect observation as there is no substitute for seeing what actually people do, in behavioral science research. This task is facilitated with the availability of increasingly adequate technical means of making such observations. Notwithstanding innovative applications of recent developments in the field of technology to advance the sophistication of observation, as a scientific method, it must meet varied criteria including: (a) contribution to the attainment of research purpose; (b) systematic planning; (c) systematic recording; (d) reliability; (e) validity.

2.4.4 LIMITATIONS & HYPOTHESES

The researcher has to face several difficulties in obtaining classified information from the organizations selected by the researcher. Some of the secret and policy matter data could not be availed of despite several and repeated visits and requests. The time factor and other resource factors also created some hurdles and were inhibiting factors. However, these did not pose very serious problem to the researcher and the researcher did his best to obtain information from annual reports, news papers editorial remarks, company’s websites and research articles given in various research journals.

Some of the hypotheses are:

- With the development of significance of human resources, the HRM/ HRD practices have gained great importance in the strategic planning of business organizations.
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- The HR audit and research in India are in nascent stage. As such, no prior studies are available on these aspects. There is need to popularize these issues among the professionals, manages and researchers.

- The organization under investigation i.e. Kinetic Elevators Limited is a global organization and is attaching added importance to human factor in their organization, as such, recognizing the significance of human resource audit and research.

- With emerging people organization, people management, the concept of people as a key to corporate excellence, the approaches to managing human resources are undergoing revolutionary changes, hence the prospects of human resource audit / research are optimistic.

- HR researcher are providing necessary data for auditors to assess the effectiveness of human resource activities and employee satisfaction, hence directly helping the wider recognition of human resource and research programmed by the organizations.

2.5 GENERALIZATION AND INTERPRETATION

Generalization and interpretation refer to the task of drawing inferences from the collected facts after analysis of data and information. In fact, it is a search for broader meaning of research findings the generalization is the task of interpretation with two major aspects viz. the efforts to establish continuity in research through linking the results with those of another and the establishment of some explanatory concepts. It is concerned with relationship within the collective data. Interpretation also extends beyond the data of the study to include the result of other researches. Thus, interpretation is the device through which the factors that seen to explain what has been observed by the researcher in the course of the study. It also helps in understanding the theoretical and conceptual foundation.
which can serve a guide for further researchers. The researcher has done all these aspects in the course of study in general and in the end of the study in particular. Future course of research has also been indicated in the end of the study. It is hoped that these will be found useful by the further researchers.

2.6 REPORT WRITING FOLLOWED BY SUGGESTIONS

Report is the end product of researcher’s research project. The report is submitted at the end of the study along with observations, findings and their analysis. The report is always analytical and is followed by suitable recommendations by the researcher and also the researcher gives scope for further researches in the allied areas.

It is most proper to examine the research report here since research is one of the main topics of discussion in this thesis. A research study culminates in report writing, which is a tool for communicating the various aspects of the study, viz., the problem or topic investigated, the method employed to investigate, its objectives scope and limitation, etc.

However, before writing the report, proper report planning is essential. Report planning should take into account such details as defining the problem, the purpose of the report, tracking the material collected, identifying the utility of the report, and so on. The ability to write effective reports is one of the most useful skills a researcher can acquire. In this connection, Brown observes; “We say it as simply as we possibly can, and that is, that a report is a communication from someone to another who wants to use that information. The report may be elaborately formal, it may be a letter, or in a great many organizations, it is simply a memorandum; but it is always planned for use”.

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The usefulness of a report is the basic requisite of any research report. For example, a study that deals with market segmentation for a company should report on the exact distinction between customer groups and their needs for the purpose of sub-dividing its market into specific subsets of customers. Customers are likely to differ in various respects.

The report identifies areas for further researcher, if any, and for fresh hypothesis. Analysis and inferences, suggestions and observations, footnotes and appendices etc., should also find a place in the report which should include specific recommendations for the course of action to be adopted. All the necessary informational materials should be presented in the most appropriate manner. It should be purposeful and should take into account the reader and his reading habits and interests.

The final report follows appropriate recommendations by the researcher management is a burning problem in the corporate world. As such, the recommendations given by the researcher would not only be useful for Kinetic Elevators Limited but for all organizations and the professionals and other professional bodies connected with the problem. The researcher, in this study, has given top priority to the social obligation, business ethics by Kinetic Elevators Limited. The various programmes by Kinetic Elevators Limited connected with these aspects have been examined by the researcher and have taken into consideration in forming opinions and far the purpose of recommendations. The researcher has submitted the findings of the study in the end along-with suitable recommendations which, the researcher hopes, would be found useful by the corporate managers as well as the further researchers in future.

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