CHAPTER - III

RESEARCH METHODOLOGY

This chapter focuses on the research design and methodology. This chapter serves as a basis for the development of interview questions that is used to probe the information from selected participants in respect of troubling issues. The focus of this chapter is on the research design and methodology that directs the investigation. The section’s purpose is to explain the rationale behind the methodology used, and also to indicate how the research was conducted. It further outlines the steps that are taken to ensure data gathering, analysis, case selection, validity and reliability and ethical consideration of the study. The research design will be briefly provided.

SCOPE

Hence the study is descriptive in nature the aim of the current research is to clarify the variables that impact on the success and recognizing the importance of showing how HR contributes towards the business strategy, HR effectiveness and development in the organization. The study examine the impact of HRM practices in Company mission & leadership, Corporate culture, Innovation & Change, Climate, Performance Management, Role of clarity and working condition towards the impact on the success of the organization.

STATEMENT OF THE PROBLEM

Human Resource plays a vital role for the existence and survival of any organization. The success or the failure depends on the perception, attitudes, values of the employees, which they have about their organization. Furthermore,
it also depends upon the Company mission & leadership, corporate culture, Innovation & Change, Climate, Performance Management, Role of clarity and working condition in the organization. Today organizations are existing in a stiff competition and the organizations are facing problems in the areas of technological advancement, shortage of resources power, energy etc.

In spite of all these things the organizational has to plan strategies and implement programmes so as to retain the employees for a longer run. Employees are the great asset of any organization. So, the organizations have to take much care in the areas of welfare measures, and the safety provisions of the organizations. When these provisions are taken care the health of the employees are maintained i.e. both physical and psychological aspects are given importance. The welfare benefits make the employee to feel that his organization is giving much importance to the employees and in turn loyalty and commitment increases. When these are developed the satisfaction towards the work is also very high. These are the factors which will have an immediate effect upon the employees. In order to achieve the production as per the desired standards organization has to motivate the employees through performance appraisal, Performance management, role clarity and positive climate. So, these activates are very essential for the smooth functioning of the organization. Various research findings in the fields of psychology, behavioral sciences had concluded that training, performance appraisal, welfare measures are the key components in the success of any organization. In order to take care of these measures Human resource Management department are established. Because HRM is a proactive
measure carried out in the organization. It helps to achieve productivity and profitability.

The cement industry is quite unique in many aspects, so it cannot be compared with any other. Because the nature of the work, the working condition, the environment in which the employees exposed are entirely different. The employees are easily prone to accidents and health hazards. Due to the heavy of dust inhalation in the manufacturing process the employees are victims of pulmonology disease. So the employees has to safe guarded by providing welfare, safety, training and performance appraisal measures to improve their efficiency and productivity. So an attempt is made in this study to what extent human resource management is contributing for the satisfaction of the employees in the cement industry.

OBJECTIVES

1. To study the impact of personal profiles towards the human resource management practices in Grasim cement industry.

2. To analyze the existing human resource management practices in Grasim cement industry.

3. To ascertain the relationship between the dimensions of human resource management in Grasim industries.

4. To identify the best predictors of HRM practice in Grasim Cement Industry.

5. To create a model for Human resource practices in Grasim cement industry.
HYPOTHESES

The following are the hypotheses are framed and tested in the study:

1. There is association between personal profiles and human resource management practices.
2. The Dimension creates a positive impact towards HRM practices in Grasim industry.
3. The present HRM practices are satisfactory in Grasim industry.

AREA OF THE STUDY

The area for the purpose of the study is the Ariyalur District in Tamilnadu. This area is selected because more cement industries are located in this specific area when compared to other areas.

PERIOD OF THE STUDY

The period of study is from 2007 to 2010. The primary data were collected during the last year of the study 2010.

SAMPLING TECHNIQUE

The employees working in Grasim cement industry were considered as population. Hence the size of the population was 584. The employees were classified by their designation as Top level, Middle level and Floor level. The number of employees in each classification differs in size. Each employee was assigned a number, and then by generating random number, the sample from each unit was considered. Hence the sample size for the study was 150 by adopting Stratified simple random sampling technique.
TOOLS FOR DATA COLLECTION

The researcher used structured questionnaire to collect the necessary data from the respondents. The questionnaire was framed with five point scale technique in such a way to elicit responses relating to Company mission & leadership, corporate culture, Innovation & Change, Climate, Performance Management, and Role of clarity and working condition. Secondary data were used from Books, Journals, Websites and journals from the company.

STATISTICAL TOOLS:

The collected data have been consolidated, tabulated and analyzed by using relevant statistical tools like, Chi-Square, Factor Analysis, Correlation, Regression, ANOVA and Path Analysis. The SPSS 18 package was utilized for analyzing the data. The interpretation of the study is done by using tables, graphs and charts to give meaningful results.

PILOT STUDY

Pilot study is an informal exploratory investigation which serves as a guide for a larger study. A pilot study is a small-scale replica and a rehearsal of the main study. Pilot studies are concerned with administrative and organizational problems related to the whole study and the respondents. The success of the pilot study is undoubtedly enhanced by the pilot or preliminary investigation. This shows the advantages of doing a pilot study to determine the final target.

A sample of about 50 respondents was taken randomly from all level of employees to test the questionnaire. Through this study, the researcher deleted
certain items in the questionnaire which were found to be unanswerable and similar responses by the employees. Finally the research tool is modified and restructured to give meaningful results of the present study.

**RELIABILITY STATISTICS**

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Dimension</th>
<th>Number of Items</th>
<th>Cronbach’s Alpha</th>
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<tbody>
<tr>
<td>1.</td>
<td>Company Mission &amp; Leadership</td>
<td>6</td>
<td>.848</td>
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<tr>
<td>2.</td>
<td>Corporate Culture</td>
<td>6</td>
<td>.846</td>
</tr>
<tr>
<td>3.</td>
<td>Innovation and Change</td>
<td>4</td>
<td>.791</td>
</tr>
<tr>
<td>4.</td>
<td>Climate</td>
<td>4</td>
<td>.777</td>
</tr>
<tr>
<td>5.</td>
<td>Performance Management</td>
<td>5</td>
<td>.783</td>
</tr>
<tr>
<td>6.</td>
<td>Role of Clarity</td>
<td>5</td>
<td>.794</td>
</tr>
<tr>
<td>7.</td>
<td>Working Condition.</td>
<td>4</td>
<td>.727</td>
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Cronbach's alpha is the most common form of internal consistency reliability coefficient. Alpha equals zero when the true score is not measured at all and there is only an error component. Alpha equals 1.0 when all items measure only the true score and there is no error component.

Interpretation: Cronbach's alpha can be interpreted as the percent of variance the observed scale would explain in the hypothetical true scale composed of all possible items in the universe. Alternatively, it can be interpreted as the correlation of the observed scale with all possible other scales measuring the same thing and using the same number of items.
Cut-off criteria: By convention, a lenient cut-off of .60 is common in exploratory research; alpha should be at least .70 or higher to retain an item in an "adequate" scale; and many researchers require a cut-off of .80 for a "good scale."

**LIMITATIONS**

(a) The study is restricted to less number of respondents due to time and cost constraints and hence the findings cannot be extrapolated for other categories of workers.

(b) Sufficient number of respondents from all levels of executives, supervisors and Workers could not be included.

**CHAPTERIZATION**

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