CHAPTER – II

METHODOLOGY
SIGNIFICANCE OF THE STUDY

In view of the vitality of development of human resources the term 'Human Resources Development' has become very popular in recent years. In fact, the Union Government has also instituted a separate ministry of the Human Resources Development. Many organizations have either started Human Resources Development departments or have appointed Human Resources Development Managers or at least have strengthened their personnel departments to look after the human resources development functions.

In spite of the human resources development boom there seems to be a lot of misguided thinking about human resources development in several organizations. One such misconception is treating human resources development equivalent to training and development.

The contributions of human resources for the organizational effectiveness are more significant in organizations like Refrigeration and air conditioning industry. Further it is said that human resource development plays a significant role in Refrigeration and air conditioning industry in enhancing human resources contributions for congenial customer relations, maximizing profitability, etc. Indian refrigeration and air conditioning Industry has been playing a very vital role in the growth of Indian economy. However, the projected growth of Indian refrigeration and air conditioning industry will largely depend upon the Industries' ability to manage its human resources.
In fact, designing a system, innovation, creation and invention of new technology are all the outcomes of human brain. Management of human brain is more an art rather than a science. As such, it is a difficult task compared to management of other resources. The significance of human resource management in refrigeration and air conditioning companies need not be over-emphasized as it is a technology based industry which needs more of human brain rather than other resources for its survival, growth and development by way of innovative and novel schemes and projects.¹

The employees of refrigeration and air conditioning Industry are mostly knowledge workers. Knowledge workers are skilled, use intuition and past experience, as well as creating the new knowledge which resides in their heads and which is also evident in their commitment, attitude and relationship. Ducker who coined the term knowledge worker as ‘high level employees who apply their theoretical and analytical knowledge acquired through formal education, to develop new products and services’ and pointed out that “knowledge workers have mobility. They can leave. They own means of production, which is their knowledge.”²

Refrigeration and air conditioning industry has highly/technically-qualified professionals, many with engineering, computer applications, and science and minimum knowledge in other disciplines with rare skills. It is a people critical industry, the significant input and output is knowledge.

The professional in the refrigeration and air conditioning industry will be working under highly competitive and turbulent environment. The
attainment of objectives of Human Resources Management is significantly
dependent upon the development of human resources. Human resources
development (HRD) is a process by which employees are continuously
helped in a planned way to acquire all-round capabilities and organizational
culture where teamwork and collaboration contribute to the organizational
health. Thus, HRD can be attributed to the fact that it helps in improving
human relations, developing congenial organizational climate in moulding,
organizational culture and in maximizing employee's contributions in
attaining the organizational goals economically and effectively.

The root-cause for all problems and differences in profits is mostly due
to the absence of proper management and development of human
resources. The offshore opportunities, high salary slips, challenging work,
competitions from within or/and outside the country are the prevailing
factors, to be considered by the Refrigeration and air conditioning industry
for their existence in the business for a considerable period of time. Even a
glance at the annual reports of the Refrigeration and air conditioning industry
speaks that they are the first in spending huge amount for their HRD/HRM
departments. Indian Refrigeration and air conditioning industry is
comparatively old and despite of that not many research studies are carried
out on it. Against this background it is profoundly felt that there is a need for
the study of human resource development in Refrigeration and air
conditioning industry
A review of the literature indicates that most of the studies have focused on understanding the prevalent Personnel and Human Resource Development (HRD) practices across organizations through surveys (Anandram 1987; Basu, 1985; Gautami, 1988; Patro, 1989; Rao & Abraham, 1986; Rudrabasavaraj, 1969). A large number of success stories of HRD have been documented as case studies (Dayal, 1989; Pareek & Nairal, 1992; Rao & Periera, 1986; Silviera 1990). Some of the other surveys on HR practices are sector specific, for example, public enterprises (Philip et al., 1989; Sharma and Bhaskar, 1991); co-operatives (Goel & Goel, 1979); banks (P. Subba Rao 1988, 1997 & 1986), T.V.Rao, Small Scale Industries (Ramana Murthy 1992), Metallic Springs (Pandya 1995), Software Industries (Nagendra Reddy 2004).

Assessment of effectiveness of HRM has received little attention from the research community. Some authors have attempted replication of the studies done in the USA (Gopalji, 1988) Bolar (1970) assessed the effectiveness of personnel policy implementation in a large number of organizations by using a questionnaire. The data was collected from HR respondents and the line managers. The study revealed differences in the manner in which the policies were implemented across organizations. Some reference to assessment of effectiveness is made indirectly in a study on job satisfaction (Walton R.F, 1985).
Though research has been done on HRD/HRM, a considerable study has yet to be made on the historical background, HRM aspects of Indian refrigeration and air conditioning industry. The literature on Indian refrigeration and air conditioning industry is available mainly in the form of Annual Reports, and other web based reports. The Technical, Engineering and Management journals also published articles on the subject. A great amount of research work has to be carried on in the country.

The analyses of the above literature on HRM reveal that the scope of almost all the research papers is narrow, limiting to a particular aspect of HRD or HRM or a company. Thus, there is obviously a need for an intensive study of HRM in refrigeration and air conditioning industries. As such, a comprehensive and integrated outlook based on an empirical study on human resource management in refrigeration and air conditioning industry the might contribute to fill gap in the existing literature on the subject.

OBJECTIVES

The objectives of the study are:

1. To enquire into the practices of various HRM techniques in the refrigeration industry;
2. To analyze the outcomes of human resource management; in refrigeration and air conditioning industry.
3. To make a comparative study among 5 sample companies regarding HRM practices to acquire a picture in industry as a whole.
4. To offer appropriate suggestions, wherever necessary, to improve the practice of human resource management techniques in order to minimize negative outcomes and maximize the positive outcomes.

In the fulfillment of these objectives, a close study is made on all-important areas of human resources management in as many as five famous companies in refrigeration and air conditioning industry.

**METHODOLOGY:**

The primary and secondary data are collected for the study. Conducting interviews and discussions to collect the primary data, with employees and management respondents through two separate questionnaires structured for the purpose. Various appropriate statistical techniques were employed for analyzing the data. The statistical analysis and data are supplemented by the information collected through interviews and personal observation so as to derive effective and meaningful conclusions.

The secondary data is collected from various sources. Factual data was collected from the annual reports of sample companies, training departments, in-house magazines and other records of the companies. Companies' web sites and other related web sites were of major source.

Opinions of respondents were solicited on five-point scale with scale values 5, 4, 3, 2 and 1.
Various statistical tools are used. Weighted averages calculated to find the HRM practices internally in individual organization, on the scale of +2 to -2.

**SAMPLING**

Data for this study was collected based on the 'Convenient Random Sampling' technique. Total refrigeration and air conditioning industry in Hyderabad and Bangalore were considered and five major companies selected, they are Blue Star, Voltas, Carrier, Thermax and Tecumseh. Further respondents are divided into two strata's viz., employee respondents and management respondents. For opinion of the respondents the data collected from each company is as follows-

<table>
<thead>
<tr>
<th>Sino.</th>
<th>Name of the Company</th>
<th>No. of employee respondents</th>
<th>No. of Management respondents</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Blue Star</td>
<td>70</td>
<td>25</td>
<td>95</td>
</tr>
<tr>
<td>2</td>
<td>Voltas</td>
<td>75</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td>3</td>
<td>Carrier</td>
<td>45</td>
<td>15</td>
<td>60</td>
</tr>
<tr>
<td>4</td>
<td>Thermax</td>
<td>60</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>5</td>
<td>Tecumseh</td>
<td>50</td>
<td>15</td>
<td>65</td>
</tr>
<tr>
<td><strong>Total Sample Size</strong></td>
<td><strong>300</strong></td>
<td><strong>100</strong></td>
<td><strong>400</strong></td>
<td></td>
</tr>
</tbody>
</table>

The total sample of employees is 300. The total sample of managers is 100. Hence the total size of sample under taken for this study is 400, which
is not unwieldy. The total employees and management in Blue Star 350, in Voltas 200, in Carrier 150, Thermax 170, Tecumseh 160.

**DATA COLLECTION**

**Collection of data from respondents through opinion schedules:**

A primary data schedule is prepared for the companies. From each company the data is collected as per the above table no 3.1, which is based on convenient sampling.

Secondary data is also collected, by referring to journals, magazines, newspapers and textbooks companies annual reports and Internet are used to collect secondary data from various web sites.

**Tools for Analysis:**

To analyze the data the following statistical tools are used.

The percentages, weighted averages, are used as and when necessary. Tables are used to represent the data. Scaling techniques are used to analyze the opinions of managers as well as employees.

**SCOPE OF THE STUDY**

The study covers all the important areas of human resource management/development in the refrigeration and air conditioning industry. These areas include conceptual clarification about human resource and human resource management in refrigeration and air conditioning industry, essentials of HRM, recruitment, Selection, retirement, industrial relations, the
sub-system of human resource development like performance appraisal, training, management development, career planning and development, etc. These primary areas of human resources management are studied thoroughly to the maximum extent through the means of discussions, interviews, reports, accounts, observations etc.

LIMITATIONS OF THE STUDY

As companies are chosen randomly and the study is limited to Hyderabad and Bangalore only, because Hyderabad and Bangalore are in to refrigeration and air conditioning industry for quite a long time and thousands of refrigeration and air conditioning industry professionals are working in Hyderabad and Bangalore. This made researcher to choose Hyderabad and Bangalore. Findings cannot be generalized to all Indian refrigeration and air conditioning industry as so many companies are present. Further the study is limited to Hyderabad and Bangalore only, despite the presence of respondent companies across the globe, because data is collected through sampling, there may be deviation in generalizing the opinions of refrigeration and air conditioning industry’s professionals.
REFERENCES


