Chapter IV

Objectives, Methodology, Design and Limitations of the Study
Objectives, Methodology, Design & Limitations of the Study

This chapter deals with the objectives, methodology, design and limitations of the study. This chapter is divided into four sections. In Section I, the objectives of the study are mentioned. The research methodology is narrated in Section II. Section III is concerned with the design of the study. In this section we have identified the various chapters and discussed the contents of each chapter. In Section IV the limitations of the study or the problems associated with this study are identified.

I. Objectives of the Study

The main objective of this study is to analyze the influence of HRA information on managerial decision-making. More specifically the objectives are:

- To assess the importance of HRA practices vis-à-vis managerial decision making in India;
- To examine whether HRA practices facilitates organisational and/or HR performance;
- To evaluate the performance of human resources through HRA information;
- To obtain the viewpoints of executives regarding the valuation of human resources and presentation of HRA information in the annual reports;
- To examine the influence of HRA information and identify the decision areas where HRA information can be applied for decision-making by management;
- To analyze the respondents on the basis of their perceived importance of HRA information; and
- To suggest possible improvement over the existing practices for making the HRA system more useful.

The detailed discussion of these specific objectives is given below.

To assess the importance of HRA practices vis-à-vis decision-making in India we have studied the general picture of HRA in India with special emphasis on the Indian IT sector. The research studies carried in India with respect to HRA and managerial
decision-making have thoroughly reviewed to identify the decision areas and to learn how the HRA information is used by the managers.

To examine the linkage between HRA practices and corporate performance, we have studied the performances of top five IT companies in India. Among these five companies, three of them had HRA practice, whereas the other two do not have the practice, whom we have phrased as the Non-HRA companies.

The evaluation of HR performance through HRA information has been done to highlight the importance or the utility of the HRA information. The study was carried out in a leading public enterprise in the power sector.

The next objective is to obtain the viewpoints of executives regarding the valuation of human resources and presentation of HRA information in the annual reports. This objective has been set because it was felt that if the views about the general aspects of HRA practice are not known it will not be possible to do justice to the main objective of the study, which is to judge the influence of HRA information on managerial decision-making. This objective is meant for proper understanding of the HRA system.

The next objective is more aligned with the main objective of this study. We have tried to examine the influence of HRA information and identify the decision areas where the HRA information can be used on the basis of the perceptions of the executives belonging to various functional areas.

The respondents to the questionnaire i.e. the executives have been categorized on the basis of their perceived importance of HRA information. And the last, but not the least, objective is to offer suggestions based on the study so as to improvise the existing HRA practices.

II. Methodology of the Study

This is an empirical study to evaluate the influence of HRA information on managerial decision-making. In this study, we have followed both the quantitative and qualitative methodologies. Case study approach has been adopted in this study. Case studies are widely used in recent researches in management and it has been proved that cases study research can contribute to theory building in applied
disciplines (Dooley, 2002. p.337). The unique opportunity that is provided by case study research is that the researcher can use a mixed methodology, i.e. it can blend both quantitative and qualitative data to generate strong findings. With respect to the objectives of the study we have designed separate chapters i.e. Chapter V to Chapter X. We have followed separate methodology in each of the chapters aligned with the objectives. So we will discuss the research methodology with respect to the different chapters.

In chapter V, we have carried out an in-depth study of the HRA practices in India, with special emphasis on the Indian IT sector. The data collected for this chapter are mainly from secondary sources. This part of the study is descriptive in nature. We have computed the correlation matrix by using the Statistica package 6.0 with respect to the selected variables to highlight the HR efficiency of the selected IT companies having HRA practice. We have drawn some inferences about the HRA practices in India on the basis of the facts and figures obtained by following the methodology adopted for this study.

In chapter VI, we have made an analysis of the corporate performance of the HRA and Non-HRA IT companies in India. The companies not having the HRA practice have been phrased as 'Non-HRA' companies for the purpose of this study. The data for this chapter have been collected from the secondary sources, i.e. the annual reports of the selected undertakings hosted at their respective websites. Certain indicators reflecting the organizational performance and the HR performance have been selected. The indicators selected to highlight the organisation performance are Return on Capital Employed (ROCE), Return on Owners’ Equity (ROWE), Fixed Assets Turnover Ratio (FATR), Working Capital Turnover Ratio (WCTR) and Current Ratio (CR). With respect to HR performance the following indicators have been selected- Profit Factor (PF), Expense Factor (EF), Remuneration Revenue Factor (RRF), Remuneration Expense Factor (REF), and Remuneration Factor (RF). With respect to the organizational performance indicators, the data have been collected from the annual reports of the selected companies for the period 2001-2007. The data with respect to ROCE and ROWE was readily available in the annual reports of all the selected companies but we had to calculate the data regarding the
FATR, WCTR, and CR on the basis of the information available in the annual reports. As far as these HR performance indicators are concerned, they may not be considered as the best indicators, but they were selected because it can be calculated on the basis of the data available in the annual reports. The HR performance indicators were calculated on the information available from the annual reports of the selected organisations for the period 2001 to 2007. The time period selected for this study is not sufficient as far as the applications of standard statistical tools and techniques are concerned. But we had to confine ourselves within this time period, 2001-2007, because of the non-availability of the annual reports prior to 2001. We have used very simple statistical tools and techniques for the analysis of the collected data. For calculating the indicators the concept of ratio analysis has been applied. For the study, the ranking technique has been followed, and we have ranked the indicators on the basis of mean values of the indicators and coefficient of variation among the variables selected for the study. This study has been case study based since through this approach we can explain the link between HRA information, HR Performance and Corporate performance. Though this approach is labour intensive and subject to the biasness of the researchers, strong inferences can be drawn from such studies. It includes detailed study of few companies selected for the study.

Chapter VII is a case study, where we have attempted to evaluate the HR performance through HRA information in NTPC Ltd. The data of NTPC Ltd. for the period 1982-83 to 2001-02 used in this chapter have been collected from secondary sources, i.e. Published Annual Reports of the company. In this chapter the period 1982-83 to 1991-92 has been taken as the pre-liberalization period while the years 1992-93 to 2001-02 have been considered as the post-liberalization period. The company started its HRA practice in the financial year 1986-87. Since then the company has been following the 'present value of future earnings' model of Lev and Schwartz for measuring its HR value by applying a discount rate of 12 per cent. So the computed HR values for the years disclosed by the company in its annual reports have been directly taken while for the purpose of the study the figures of the HR value for the years 1982-83 to 1985-86 have been computed by using the same model with the same rate of discount. For analyzing data the technique of ratio analysis,
simple mathematical tools like percentages, averages etc. and statistical techniques like Spearman’s rank correlation, multiple correlation, etc. have been used. The ‘t’ test and ‘F’ test have been applied at appropriate places.

Chapter VIII: A questionnaire entitled “Questionnaire on Human Resource Accounting System” has been designed for the study. The details of this questionnaire have been discussed later in this chapter IV. The questionnaire contains three sections, Part A, B and C. Part A dealing with the ‘General Information about HRA system’ has been used for this chapter. We have elicited the executives’ perception on the different questions and statements about the HRA system on a five-point scale (1 = 'strongly disagree' to 5 = 'strongly agree'). The data used in this chapter have been collected from primary sources. The questionnaire has been mailed to executives of various organisations in West Bengal, which were selected on the basis of their volume of sales. The executives belonging to the top level management were approached. Certain inputs of this study are based on the information collected through personal interviews with some of the executives.

For analyzing the data the technique of ratio analysis, simple mathematical tools like percentages, averages etc. and simple statistical techniques have been used. The opinions of the executives have been ranked on the basis of the mean value and the standard deviation value.

Chapter IX:

Section I: Influence of HRA information on managerial decision making

The data has been collected from primary sources. The questionnaire entitled “Questionnaire on Human Resource Accounting System” has been used to collect the executives’ perception about the HRA system. Part B consisting of ‘Statements on influence of HRA information on managerial decision-making’ has been used for collecting data for this chapter. Descriptive statistics have been used for analyzing the data.

Section II: HRA Information vis-à-vis Decision Area

The data has been collected from primary sources. Part B of the questionnaire has been used for collecting data for this chapter. In Part B of the questionnaire we have identified forty statements on the influence of HRA information on managerial
decision-making through review of the existing literature. We have elicited the executives’ perception on these statements on five-point scale (1 = 'strongly disagree' to 5 = 'strongly agree'). The executives are from various functional areas, but mainly from HR and Finance, and they are from the top level management cadre.

For analyzing the data used in Section I of this chapter, Principal Component Analysis has been applied. We have performed by the principal component analysis with the SPSS 12.0 package. After the components/ factors were identified we have performed Cronbach’s alpha reliability analysis to judge the internal consistency of the items belonging to each factor.

For Section III, IV and V same methodology has been followed.

**Section III:** In this section, we have tried to ascertain whether there is any difference between the perception of the HR executives and the Non-HR executives. On the basis of the objective of this section, we have framed the null hypothesis and the alternative hypothesis.

- \( H_0 = \) There exists no difference between the opinions of the HR Executives and the Non-HR Executives
  \[ H_0: \mu_1 = \mu_2 \]
- \( H_A = \) There exists difference between the opinions of the HR Executives & the Non-HR Executives
  \[ H_A: \mu_1 \neq \mu_2 \]

For testing the hypotheses we have performed the independent sample t-test. The outputs of the independent samples t- test are:

- Group Statistics (No. of data sets, Means, SDs & Std. Err of Means)
- Independent Sample Test provides results of 2 tests
  - Levene’s Test for Equality of Variances
  - T-test for Equality of Means

Since the study is based on the perception of the executives we have performed a Non-Parametric Test- **Mann-Whitney Rank-Sum U Test**, for testing the hypotheses. The Mann–Whitney Rank-Sum test is a nonparametric alternative to the t-test that measures whether two groups differ from each other based on ranked scores (George
and Mallery, 2006, p.208). In case of perceptual study, the opinions are made on the basis of perceived ranks, i.e. ordinal preferences of the respondents for the variables identified for the study. For a clear understanding of the issue, we can say that the value obtained from the respondents while carrying out the survey are the perceived ranks. Though respondents assign value cardinally, originally it is ordinal in nature. The Mann-Whitney Rank Sum U Test has been chosen because the measurement is ordinal (Cooper and Schindler, 2007, p.664).

**Section IV:** The main objective of this section is to find out whether there is significant difference between the opinion of the executives belonging to the public and private sector. At par with this objective we have formulated the null hypothesis and the alternative hypothesis which are as follows:

- \( H_0 = \) There is no difference between the opinions of the Executives of the Public Enterprises & the Executives of the Private enterprises

\[ \mu_1 = \mu_2 \]

- \( H_A = \) There is difference between the opinions of the Executives of the Public Enterprises & the Executives of the Private enterprises

\[ \mu_1 \neq \mu_2 \]

For testing the hypotheses we have performed the independent sample t-test. The outputs of the independent samples t-test are:

- Group Statistics (No. of data sets, Means, SDs & Std. Err of Means)
- Independent Sample Test provides results of 2 tests
  - Levene’s Test for Equality of Variances
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Since the study is based on the perception of the executives we have performed a Non-Parametric Test- **Mann-Whitney Rank-Sum U Test**, for testing the hypotheses. The Mann–Whitney Rank-Sum test is a nonparametric alternative to the t-test that measures whether two groups differ from each other based on ranked scores (George and Mallery, 2006, p.208). In case of perceptual study, the opinions are made on the basis of perceived ranks, i.e. ordinal preferences of the respondents for the variables identified for the study. For a clear understanding of the issue, we can say that the
value obtained from the respondents while carrying out the survey are the perceived ranks. Though respondents assign value cardinally, originally it is ordinal in nature. Mann-Whitney U Test is one the most powerful tests to test significance of differences between two groups, especially when there are small numbers (Pareek, 2002, p. 28)

Section V: In consonance with the objective of the chapter, the null hypothesis and the alternative hypothesis are as follows;

- \( H_0 = \) There is no difference between the opinions of the Executives of the Manufacturing & the Executives of the Service Sector Enterprises
  \[ \mu_1 = \mu_2 \]
- \( H_A = \) There is difference between the opinions of the Executives of the Manufacturing & the Executives of the Service Sector Enterprises
  \[ \mu_1 \neq \mu_2 \]

For testing the hypotheses we have performed the independent sample t-test. The outputs of the independent samples t-test are:

- Group Statistics (No. of data sets, Means, SDs, & Std. Err of Means)
- Independent Sample Test provides results of 2 tests
  » Levene's Test for Equality of Variances
  » T-test for Equality of Means

Since the study is based on the perception of the executives we have performed a Non-Parametric Test- Mann-Whitney Rank-Sum U Test, for testing the hypotheses. The Mann–Whitney Rank-Sum test is a nonparametric alternative to the t-test that measures whether two groups differ from each other based on ranked scores (George and Mallery, 2006, p.208). In case of perceptual study, the opinions are made on the basis of perceived ranks, i.e. ordinal preferences of the respondents for the variables identified for the study. For a clear understanding of the issue, we can say that the value obtained from the respondents while carrying out the survey are the perceived ranks. Though respondents assign value cardinally, originally it is ordinal in nature.
Chapter X:
For this study, questionnaires have been mailed to various executives belonging to the top level management of corporations operating in West Bengal. Responses have been received from 42 executives. Among the 42 responses received, 21 are from the HR executives and the rest 21 from executives of other functional areas. We have applied Hierarchical Cluster Analysis and $K$-Means Clustering for analyzing the data collected through structured questionnaire. It has been performed on SPSS 12.0 package.

Questionnaire
A questionnaire entitled "Questionnaire on Human Resource Accounting System" has been designed for the study. Both hard copies and the electronic version of the questionnaire have been used for collection of data. The e-questionnaire was hosted at our university website (http://www.buruniv.ac.in/mbahras/).
The questionnaire starts with the working definition we have designed for our study to provide a basic idea about the HRA system to the respondents. It contains three sections, Part A, B and C. Part A deals with the ‘General Information about HRA system’, Part B contains forty statements on the ‘influence of HRA information on managerial decision-making’. Part C includes questions to enquire whether the companies are having computerized HRIS system or not. In Part C, we have exposed the vital information that are generated by the HRA system and have tried to explore whether these information can be generated by the HRIS system or not. The questionnaire is given in Annexure II.

Validity of the questionnaire: The items of the questionnaire itself establish the face validity because the choice of the items has been made on the basis of the analysis of relevant sources to this end. The construct validity of the questionnaire has been established through the factor analysis. The results of the factor analysis have been discussed in Chapter IX.
Reliability of the questionnaire: In order to judge the reliability of the questionnaire we have carried out the reliability tests. Two types of reliability- Cronbach’s alpha
(α) and split-half reliability have been used for the purpose. The output of the reliability tests are given below. Table 4.1 reveals that the α value is 0.963, which indicates that the internal consistency between the items of the questionnaire is excellent.

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>No. of Items</th>
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<tbody>
<tr>
<td>0.963</td>
<td>40</td>
</tr>
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</table>

From Table 4.2 we can obtain the results of the split-half reliability test. The forty items of the questionnaire have been divided into two parts - Part 1 and Part 2. The list of items in each of these halves is given below as point ‘a’ and ‘b’. In case of part 1, the α value is 0.937 and in case of part 2, the α value is 0.954, which implies that there high level of internal consistency among the items of each group (George and Mallery, 2006, p. 231). The Guttman Split-Half coefficient is 0.783.

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Value</th>
<th>No. of Items</th>
<th>Value</th>
<th>No. of Items</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Part 1</td>
<td></td>
<td>Part 2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Value</td>
<td>0.937</td>
<td>0.954</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No. of Items</td>
<td>20(a)</td>
<td>20(b)</td>
</tr>
<tr>
<td>Total No. of Items</td>
<td>40</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Correlation Between Forms: .647
Spearman-Brown Coefficient: Equal Length: .786, Unequal Length: .786
Guttman Split-Half Coefficient: .783

a The items are: Facilitate HR Decision making, Provides numerical information about HR, Motivates to adopt HR perspective in decisions involving people, Effect of decisions on human organisation, Attract investors, Facilitates HR Planning, Preparing HR acquisition budget, HR selection, Allocation of resources to HR development, Formulation of policies for HR acquisition and development, Allocation/Placement of HR, Conserving/Retaining HR, Utilize HR effectively & efficiently, HR Utilization level, Performance & Promotability of HR, Administration of reward system, Efficiency of HR departments, Career planning and development of HR, Quality of working life of employees, Feedback to the HR managers.

b The items are: Evaluation of alternative investment opportunities, Employee Turnover & Optimal Staff Mix, Estimation of standard positional replacement cost, Analysis and Selection of new business opportunities, Estimation of total return on total resources employed, Corporate mergers & acquisitions, Allocation of funds for employee welfare amenities, Cost benefit analysis of any proposal, Employee Layoff decisions, ROI on Management Development Programmes, Isolate the HR value from goodwill, Employee Advancement Analysis, Budgeting training and development costs, Resolving employer-employee disputes, Removing Employees’ grievances, Improves motivation, morale, commitment and loyalty of the employees, Decisions regarding delegation and decentralization, Settlement of Labour-Management Disputes, Investments in Research & Development, Decisions relating to investment, financial assistance or credit facilities.
Sampling
The population for the study constitutes the companies operating in West Bengal. The companies have been listed on the basis of revenue and the first 250 companies are selected for the study. The list of companies has been obtained from various sources like Capitaline, 2007 and CMIE Database, Prowess. So the target population constitutes 250 companies. Among the 250 companies we have discarded few companies to keep parity in the number of companies belonging to manufacturing and service sector, companies belonging to public and private sector. Thus we have obtained the operational population comprising of 214 companies. The questionnaire was mailed to these companies and responses have been received from 48 companies. Some of the responses have been rejected since they suffer from certain errors like error of central tendency, and 42 responses have been selected. Among these 42 responses, 21 are from the HR executives and the rest from other functional areas whom we have phrased as Non-HR managers.

III. Design of the Study
The present study is divided into eleven chapters. The outline of the study is given below.

1. Introduction
2. Human Resource Accounting: Theoretical Exposition
3. Review of Existing Literature on Human Resource Accounting
4. Objectives, Methodology, Design and Limitations of the Study
5. HRA Practices in India
6. Comparative Analysis of Corporate Performance of selected HRA and Non-HRA IT companies in India
9. HRA Information vis-à-vis Decision Areas based on Executives’ Opinion
10. Analysis of Executives on the basis of their perceived importance of HRA Information
11. Final Thoughts & Suggestions
Annexure I: Bibliography
Annexure II. Questionnaire

The chapters V to X have been designed in consonance with the objectives we have set for the study. Let us now discuss the content of the chapters in details.

Chapter I: Introduction
In chapter I, we have started our discussion by highlighting the importance of HR factor in an organisation. Through the excerpts of existing of literature attempts have been made to reveal the importance that has been gained by the HR function. The evolution aspect of the HR system has been briefly highlighted. We pointed out that how the drawbacks of the existing accounting system have made it more essential to develop or adopt a tool that can measure the HR system. The chapter ended with a note on the contribution that may be generated by this study to the existing theory and practice of HRA.

Chapter II: Human Resource Accounting: Theoretical Exposition
The main objective of this chapter is to provide an overview about the theoretical aspects of human resource accounting. This chapter starts off with a brief chronicle of the definitions proposed by advocates of human resource accounting since 1960s. The objectives and the need for human resource accounting are highlighted in this chapter. The development and the state of the art of human resource accounting are reviewed in short. Various aspects relating to human resource accounting, like factors to be considered in choosing a HRA system, the phases in the development of HRA system, types of HRA systems, and future directions of HRA, are mentioned in this chapter. The different approaches/models for measuring the economic and non-economic aspects of human resources are discussed in details. This chapter concludes with a review of the recent developments in the field of HRA.
Chapter III: Review of Existing Literature on Human Resource Accounting
This chapter starts with a review of the existing literature on human resource accounting. For this, the published articles on human resource accounting in various journals of repute were thoroughly studied. The studies are categorized as Foreign Studies and Indian Studies. Some of the books and edited volumes on human resource accounting were reviewed. At the end of this chapter the findings of the various studies reviewed, which highlights the utility of human resource accounting information on managerial decision making, are presented in a nutshell.

Chapter IV: Objectives, Methodology, Design & Limitations of the Study
In this chapter, we have discussed about the objectives, methodology, plan and limitations of the study. The chapter has been divided into four sections. In Section I, we have mentioned the objectives of the study. The research methodology has been discussed in Section II. Section III is confined with the design of the study. In this section we have identified the various chapters and discussed about the contents of each chapter. In Section IV, we have listed the limitations or the problems associated with this study.

Chapter V: HRA Practices in India
This chapter provides a general overview regarding the HRA practices in India and to put special emphasis on the HRA practices in the Indian IT sector. This chapter consists of four sections. In Section I, the general picture regarding the HRA practices in India has been highlighted while in Section II, the HRA practices in the Indian IT sector are depicted. In Section III, some of the studies carried out in India with respect to the utility HRA system have been briefly discussed. These studies highlight the importance of HRA practice vis-à-vis managerial decision-making in India. The concluding remarks are narrated in Section IV.

Chapter VI: Comparative Analysis of Corporate Performance of selected HRA and Non-HRA IT companies in India
This chapter seeks to analyze the organizational performance and HR performance in case of organisations having HRA system and those not having the system. Section I deals with introduction to the chapter, where we have review the existing literature specific to this chapter. Section II presents a brief profile of the selected enterprises.
The methodology of this study is explained in Section III. Section IV is concerned with the findings of the study. In Section VI, concluding remarks are narrated.

Chapter VII: Evaluation of HR Performance through Human Resource Accounting Information: A Case Study of NTPC Limited
The main intent of this chapter is to highlight a utility aspect of the HRA system, i.e. to show how the human resource accounting information can be used for the evaluation of the HR performance in a particular organisation. This chapter seeks to evaluate the position and performance of HR of NTPC Limited with the help of its HRA information during both the pre-liberalization and post-liberalization periods and to make a comparison between them. The remainder of this chapter is organized as follows. Section II presents a brief profile of the selected enterprise. The methodology of this study is explained in Section III. Section IV is concerned with the findings of the study. In Section V, concluding remarks are narrated.

Chapter VIII: Executives' Perception of Human Resource Accounting System: An Empirical Study
The main purpose of this chapter is to have an idea regarding the executives' views on HRA system. The other purposes of this chapter are:

- To know whether the organisation is having HRA system, if yes, which model they are following to value the human resources;
- To explore the possible reasons for introducing HRA system;
- To have an idea about the factors that stop the organisations from adopting the HRA system;
- To identify the users of HRA information;
- To know about the preferred basis for HR valuation;
- To find out the major reasons for HR valuation; and
- To identify the items relating to HR that should be disclosed.

Chapter IX: HRA Information vis-à-vis Decision Areas based on Executives' Opinion
The main purpose of this chapter is to examine whether there is any significant influence of HRA information on managerial decision making or not. The other objectives are:

- To identify the decision-areas where HRA information can be used for effective managerial decision making;
Chapter IV: Objectives, Methodology...

- To see whether there is any significant difference of opinion among HR and Non-HR executives;
- To examine whether there is any significant difference of opinion among the executives of the public sector and the private sector; and
- To observe whether there is any significant difference of opinion among the executives of the manufacturing sector and the service sector.

With respect to the objectives, this chapter has been divided into six sections. In Section I, we have made an attempt to find out whether HRA information influence managerial decision making or not. Section II identifies the decision areas where HRA information can be used; Section III makes a comparative study of the opinion of the HR and Non-HR executives; Section IV deals with the comparison of opinion of the executives belonging to the public sector and the private sector; and Section V explores the relationship between the opinion of the executives from the manufacturing sector and the service sector. Concluding remarks are presented in Section VI.

Chapter X: Analysis of the Executives on the basis of their perceived importance of HRA Information

The main intent of this chapter is to classify the respondents i.e., the executives belonging to different functional areas into different category on the basis of their perception about the importance of HRA information on managerial decision-making. The executives are the subjects of this study and the different statements on the influence of HRA information on managerial decision-making, provided in Part-B of the questionnaire, are the variables. The classification of the executives will be made to explore their level of HR orientation. The level of HR orientation will help us to draw an inference about the executives' perception about the use of HRA information on managerial decision-making.

Chapter XI: Final Thoughts and Suggestions

This chapter will present conclusions, suggestions and avenues for future research in the field of human resource accounting.
IV. Limitations of the study

The first limitation of the study is that the scope of the work is narrow. We could have included the valuation aspect or the external stakeholders rather than being confined to the managerial decision making only. We have also confined our study to the organisations in West Bengal, and narrowed the scope of our study.

The study has been restricted to large firms operating in West Bengal. So, the implications of the findings of the study should be restricted to large firms only.

The survey has been carried out in various firms belonging to various industries. Since there is heterogeneity in need for HR information among various industries, the study could have been industry specific.

There are certain limitations attached with web based survey methodology. In certain cases it was observed that the executives were not aware about the HRA system and hence response was not received from them. Certain inputs of the study are based on the information collect through personal interviews of some of the executives. The responses were better in cases where we have approached the executives, explained the concept of HRA, and answered their queries. May be through personal approach, we could have been able to collect more number of responses. Even in few cases it was felt that the executives dislike responding to online surveys and the online medium also deter survey participation (Thompson and Surface, 2007, p. 241).

Only the views of the top-level management have been considered for the study. The data have been obtained in the form of perceptual measures. In present day researches in management perceptual measures are widely used, though objective measures are more desirable.

Paucity of time has been a major concern of this study. Collection of responses from the executives has been a very difficult task. For these two reasons we have been unable to gather adequate responses. We strongly feel that a larger sample size would have been better.

So these are some of the limitations associated with this study.
References: