Chapter-2:
Research Methodology and Literature Under Review
CHAPTER 2
RESEARCH METHODOLOGY AND
LITERATURE UNDER REVIEW

RESEARCH METHODOLOGY

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RESEARCH METHODS VERSUS METHODOLOGY

It seems appropriate at this juncture to explain the difference between research methods and research methodology. Research methods may be understood as all those methods that are used for conduction of research. Research methods or techniques, thus, refer to the methods the researchers use in performing research operations. In other words, all those methods which are used by the researcher during the course of studying his research problem are termed as research methods. Since the object of research, particularly the applied research, is to arrive at a solution for a given problem, the available data and the unknown aspects of the problem have to be related to each other to make a solution possible. Keeping this in view, research methods can be put into the following three groups:

1. In the first group we include those methods which are concerned with the collection of data. These methods will be used where the data already available are not sufficient to arrive at the required solution;
2. The second group consists of those statistical techniques which are used for establishing relationships between the data and the unknowns;
3. The third group consists of those methods which are used to evaluate the accuracy of the results obtained.

Research methods falling in the above stated last two groups are generally taken as the analytical tools of research.

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done
scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the research methods but also the methodology. Researchers not only need to know how to develop certain indices or tests, how to calculate the mean, the mode, the median or the standard deviation or chi-square, how to apply particulars research techniques, but they also need to know which of these methods or techniques, are relevant and which are not, and what would they mean and indicate and why? Researchers also need to understand the assumptions underlying various techniques and they need to know the criteria by which they can decide that certain techniques and procedures will be applicable to certain problems and others will not. All this means that it is necessary for the researcher to design his methodology for his problem as the same may differ from problem to problem. For example, an architect, who designs a building, has to consciously evaluate the basis of his decisions, i.e., he has to evaluate why and on what basis he selects particular size, number and location of doors, windows and ventilators, uses particulars materials and not others and the like. Similarly, in research the scientist has to expose the research results that are capable of being evaluated before they are implemented. He has to specify very clearly and precisely what decisions he selects and why he selects them so that they can be evaluated by others also.

**RESEARCH AND SCIENTIFIC METHOD**

For a clear perception of the term research, one should know the meaning of scientific method. The two terms, research and scientific method, are closely related. Research, as we have already stated, can be termed as "an inquiry into the nature of, the reasons for, and the consequences of any particular set of circumstances, whether these circumstances are experimentally controlled or recorded just as they occur. Further, research implies the researcher is interested in more than particular results; he is interested in the
repeatability of the results and in their extension to more complicated and general situations." On the other hand, the philosophy common to all research methods and techniques, although they may vary considerably from one science to another, is usually given the name of scientific method. In this context, Karl Pearson writes, "The scientific method is one and same in the branches (of science) and that method is the method of all logically trained minds.... the unity of all sciences consists alone in its methods, not its material; the man who classifies facts of any kind whatever, who sees their mutual relation and describes their sequences, is applying the Scientific Method and is a man of science." Science method is the pursuit of truth as determined by logical considerations. The ideal of science is to achieve a systematic interrelation of facts. Scientific method attempts to achieve "this ideal by experimentation, observation, logical argumentation from accepted postulates and a combination of these three in varying proportions." In scientific method, logic aids in formulating propositions explicitly and accurately so that their possible alternatives become clear. Further, logic develops the consequences of such alternatives, and when these are compared with observable phenomena, it becomes possible for the researcher of the scientist to state which alternative is most in harmony with the observed facts. All this is done through experimentation and survey investigations which constitute the integral parts of scientific method.

PROBLEMS ENCOUNTERED BY RESEARCHERS IN INDIA

Researchers in India, particularly those engaged in empirical research, are facing several problems. Some of the important problems are as follows:

1. The lack of a scientific training in the methodology of research is a great impediment for researchers in our country. There is paucity of competent researchers. Many researchers take a leap in the dark without knowing research methods. Most of the work, which goes in the name of research is not methodologically sound. Research to many
researchers and even to their guides, is mostly a scissor and paste job without any insight shed on the collated materials. The consequence is obvious, viz., the research results, quite often, do not reflect the reality or realities. Thus, a systematic study of research methodology is an urgent necessity. Before undertaking research projects, researchers should be well equipped with all the methodological aspects. As such, efforts should be made to provide short-duration intensive courses for meeting this requirement.

2. There is insufficient interaction between the university research departments on one side and business establishments, government departments and research institutions on the other side. A great deal of primary data of non-confidential nature remain untouched/untreated by the researchers for want of proper contacts. Efforts should be made to develop satisfactory liaison among all concerned for better and realistic researches. There is need for developing some mechanisms of a university – industry interaction programme so that academics can get ideas from practitioners on what needs to be researched and practitioners can apply the research done by the academics.

3. Most of the business units in our country do not have the confidence that the material supplied by them to researchers will not be misused and as such they are often reluctant in supplying the needed information to researchers. The concept of secrecy seems to be sacrosanct to business organisations in the country so much so that it proves an impermeable barrier to researchers. Thus, there is the need for generating the confidence that the informational data obtained from a business unit will not be misused.

4. Research studies overlapping one another are undertaken quite often for want of adequate information. This results in duplication and fritters away resources. This problem can be solved by proper compilation and revision, at regular intervals, of a list of subjects on
which and they places where the research is going on. Due attention should be given toward identification of research problems is various disciplines of applied science which are of immediate concern to the industries.

5. *There does not exist a code of conduct for researchers* and inter-university and inter-departmental rivalries are also quite common. Hence, there is need for developing a code of conduct for researchers which, if adhered sincerely, can win over this problem.

6. Many researchers in our country also face the *difficulty of adequate and timely secretarial assistance*, This causes unnecessary delays in the completion of research studies. All possible efforts be made in this direction so that efficient secretarial assistance is made available to researchers and that too well in time. University Grants Commission must play a dynamic role in solving this difficulty.

7. Library management and functioning is not satisfactory at many places and most of the time and energy of researchers are spent in tracing out the books, journals, reports, etc., rather than in tracing out relevant material from them.

8. *There is also the problem that many of our libraries are not able to get copies of old and new Acts/Rules, reports and other government publications in time*. This problem is felt more in libraries which are away in places from Delhi and/or the state capitals. Thus, efforts should be made for the regular and speedy supply of all governmental publications to reach our libraries.

9. *There is also the difficulty of timely availability of published data* from various government and other agencies doing this job in our country. Researcher also faces the problem on account of the fact that the published data vary quite significantly because of differences in coverage by the concerning agencies.
10. There may, at times, take place the problem of conceptualization and also problems relating to the process of data collection and related things.

CENSUS AND SAMPLE SURVEY

All the items in any field of inquiry constitute a 'Universe' or 'Population.' A complete enumeration of all items in the 'population' is known as a census inquiry. It can be presumed that in such an inquiry, when all items are covered, no element of chance is left and the highest accuracy is obtained. But in practice this may not be true. Even the slightest element of bias in such an inquiry will get larger and larger as the number of observation increases. Moreover, there is no way of checking the element of bias or its extent except through a resurvey or use of sample checks. Besides, this type of inquiry involves a great deal of time, money and energy. Therefore, when the field of inquiry is large, this method becomes difficult to adopt because of the resources involved. At times, this method is practically beyond the reach of ordinary researchers. Perhaps, government is the only institution which can get the complete enumeration carried out. Even the government adopts this in very rare cases such as population census conducted once in a decade. Further, many a time it is not possible to examine every item in the population, and sometimes it is possible to obtain sufficiently accurate results by studying only a part of total population. In such cases there is not utility of census surveys.

However, it needs to be emphasised that when the universe is a small, individual it is no use resorting to a sample survey. When field studies are undertaken in practical life, considerations of time and cost almost invariably lead to a selection of respondents i.e., selection of only a few items. The respondents selected should be as representative of the total population as possible in order to produce a miniature cross-section. The selected respondents constitute what is technically called a 'sample' and the selection process is
called 'sampling technique'. The survey so conducted is known as 'sample
survey'. Algebraically, let the population size be \( N \) and if a part of size \( n \)
(which is \(< N\)) of this population is selected according to some rule for
studying some characteristic of the population, the group consisting of these \( n \)
units is known as 'sample'. Researcher must prepare a sample design for his
study i.e., he must plan how a sample should be selected and of what size
such a sample would be.

**TECHNIQUE OF DEVELOPING MEASUREMENT TOOLS**

The technique of developing measurement tools involves a four stage
process, consisting of the following:

(a) Concept development;
(b) Specification of concept dimensions;
(c) Selection of indicators; and
(d) Formation of index.

The first and foremost step is that of *concept development* which
means that the researcher should arrive at an understanding of the major
concepts pertaining to his study. This step of concept development is more
apparent in theoretical studies than in the more pragmatic research, where the
fundamental concepts are often already established.

The second step requires the researcher to specify the *dimensions of
the concepts* that he developed in the first stage. This task may either be
accomplished by deduction i.e., by adopting a more or less intuitive approach
or by empirical correlation of the individual dimensions with the total concept
and/or the other concepts. For instance, one may think of several dimensions
such as product reputation, customer treatment, corporate leadership, concern
for individuals, sense of social responsibility and so forth when one is thinking
about the image of a certain company.
Once the dimensions of a concept have been specified, the researcher must develop indicators for measuring each concept element. Indicators are specific questions, scales, or other devices by which respondent’s knowledge, opinion, expectation, etc., are measured. As there is seldom a perfect measure of a concept, the researcher should consider several alternatives for the purpose. The use of more than one indicator gives stability to the scores and it also improves their validity.

The last step is that of combining the various indicators into an index, i.e. formation of an index. When we have several dimensions of a concept or different measurements of a dimension, we may need to combine them into a single index. One simple way for getting an overall index is to provide scale values to responses and then sum up the corresponding scores. Such an overall index would provide a better measurement tool than a single indicator because of the fact that an "individual indicator has only a probability relation to what we really want to know." This way we must obtain an overall index for the various concepts concerning the research study.

ABOUT THE PRESENT STUDY

THE INTRODUCTION

Bank of Baroda is the third largest public sector Bank in India, after State Bank of India and Punjab National Bank. Bank of Baroda has total Assets in excess Rs. 2.27 Lakh Crores, of Rs. 2,274 Billion, a network of over 3000 branches and offices, and about 1657 ATM’s. It has a variety of delivery channels and through is specilised subsidiaries and affiliates in the areas of investment banking, credit caras and assets management, Maharaja of Baroda Sir Sayaji rao Gaekward III forwarded the Bank on July 20, 1908 in the primary state of Baroda, in Gujrat. The Bank, alongwith 13 other Major Commercial banks of India was Nationalised on 19 July 1969, by the Government of India.
HDFC Bank

HDFC Bank Service Company based in India, incorporated in August 1994, after the Reserve Bank of India allowed establishing private sector banks. The Bank was promoted by the Housing development finance corporation, a premier Housing Finance Company (set up in 1977) of India. The HDFC Bank has 1986 Branches and over 5471 ATM’s, in 996 cities in India, and all branches of the Bank are linked on online real-time Baric. As of 30 September 2008 the Bank had total assets of Rs. 1006.82 Billion. For the Financial year 2010-11, the Bank has reported net profit of 3,926.30 Crore, up 331% from the 2463.4 Crore in 2010-11 It is one of the Big four Banks of India, along with State Bank of India, ICICI Bank and Punjab National Bank - its Main competitors. The HDFC Bank was the First Bank in India to branch an international debit card in association with VISA (VISA Electron) and issued the MasterCard maestro debit card as well. The Bank launched its credit card business in late 2011. By Marc 2009, The Bank is positioned in several of Internet banking positioned in various net based B2L opportunities including a wide range of Internet banking services for fixed deposits, loans, Bills payments etc.

Concept of Human Resource Development

HRD is concerned with the development of Human resource is an organization. Development Means improving the existing capabilities to the Human resource in the organization and helping them to acquire new capabilities required for the achievement of the corporate as well as individual goals.

Human Resources Development believes that individuals as an organization have unlimited potentials can be development and multiplied through appropriate and right type of climate in the organization. Individuals can be helped to give full expression of their potential contribution to the
achievement of goals of the organization and there by ensuring optimization of Human resources.

Prof. T.V. Rao has defined HRD is a process in which the employees of an organization are continuously helped in a planned way. According to him HRD in an organization needed for following purposes.

I. To acquire or sharpen their capabilities required to perform various obligations, tasks and functions associated with and related to their present or future expected roles.

II. To develop their capabilities as individuals so that they may be able to discover their potentialities and exploit them to full their own and organizational purposes.

III. To develop an organizational culture where superior subordinate relationship, team work and collaboration among different sub-units are strong and contribute to the organizational wealth dynamism and pride of employees.

Human resource development scheme in Banks are covered in the following system and sub system –

- Training
- Performance Appraisal
- Career Development
- Vocational Guidance
- Job Rotation and Job Enrichment

**OBJECT OF THE STUDY**

The main objective of this study is to investigate the effect of Human resource development on Banking services in Bank of Baroda and HDFC Bank and same others objective are:-

1. To Focus on the organization development programmes in the Bank.
2. To Identify the emerging trends in the working scenario in the present times.

3. To study the existing HRD programmes in the context of Bank of Baroda and HDFC Bank.

4. To study the effects of HRD mechanisms on the banking services.

5. To analyze different organizational variables and their relationship in the Bank.

6. To investigate the present scenario of the Bank in the context of HRD.

7. To analyze the effectiveness of employment conditions in attracting the able and efficient Human Resource from Labour Market.

8. To study the HRD schemes of nationalized Bank and private banks comparatively.

9. To develop the constructive mind and an over all personality of the employees.

10. To generate systematic information about human resource.

**HYPOTHESIS**

The proposed study will examine the following research hypothesis. "The Human Resource Development of Bank of Baroda is better than HDFC Bank".

**Data Collection**

To achieve the objectives of study both primary as well as secondary data will be collected through primary & secondary sources. A primary source is one that a researcher himself collects the data a secondary source is one that makes available data which have been collected by some other agencies.
Primary Data

The primary data are those which are collected a fresh and for the first time and thus happen to be original in character. In this study primary data will be collected through some following methods-

- **Observation method** - Through the observation method, the information will be collected about the various HRD programmes like training & development, performance appraisal, recruitment and selection, planning process etc.

- **Questionnaire method** - For the collection of primary data questionnaire method is also used. A structured questionnaire will be designed to collect the relevant information and it will cover number of question printed or typed in a definite order in form or set of forms.

- **Interview method** - In this study the researcher use direct personal interviews and indirect oral interviews.

Secondary data

The secondary data, on the other hand, is that which has already been collected by someone else and which has already been passed through the statistical process.

Sample Design

For the research study two major public sector banks VIZ Bank of Baroda and HDFC Bank have been selected from the universe.

The study will be conducted on the representation Basis and Sample units have been selected randomly. Sample size will be comprise of 600 employees selected from the branches of both the Bank of Baroda. Further employment structure in Banking sector is divided in to two cadre i.e. supervising staff (Managerial Grade) and Award staff (Clerks, peons etc.) Here deliberate attempt will be done to ensure equal representation to each Cadre each Bank.
<table>
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<th>S. No.</th>
<th>Name of Cadre</th>
<th>Name of Organization</th>
<th>Total Employees</th>
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<td></td>
<td></td>
<td>BOB Bank</td>
<td>HDFC Bank</td>
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<td>150</td>
</tr>
<tr>
<td>(2)</td>
<td>Award Staff</td>
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</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>500</td>
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Data Processing

(a) Classification

The next step after data collection is the classification of Data it is the process of assigning data in groups or classes on the Basis of Common Characteristics. There are two types of classification-
1. Classification according to attributes.
2. Classification according to class intervals.

(b) Tabulation

After the classification of data it is necessary to arrange same in some kind of concise and logical order. Tabulation is process of summarizing raw data and displaying the same in compact from for further analysis. It is an orderly arrangement of data in column and rows.

Data Analysis:

After the data is processed the next stage in search appears to analyze the data in various aspects to prove / disprove the hypotheses. Data analysis is the most important part of research. In this process the results are gained by using various statistical and mathematical techniques and the researcher finds out the result of the research derive from the process carried on. Also in this process inference is all drawn in from of percentages, deviations, co-efficiencies and variances of the matter of data collected for research work.
Report Writing:

It is the last function of research process. When the result of data analysis is completed and various insertions are formed in form of the answers. It is the duty of a researcher to bring out the research work and results in form of reports. In report writing process all the work done is presented in a written from and the findings of the work is presented for the public. The report is from and it should contain all the research activities and findings in short form. The presentation of this report should be based on objectivity and in simple language.

Justifications and Need of Research

Research, invention, investigation, advancement exploration are synonyms. Research work is a continuous process and it never ends. Research work continued since old era. Process of giving a new dimension to old thoughts always continued.

Research is a careful and an intensive study for advancement of knowledge to any event. It is a systematic and objective study in respect of a problem to derive a general principal. According to Robert Barnes, “It is a systematic investigation to get a solution of a problem.” Knowledge of an individual is bringing enhanced by studying the facts drawn previously and by extracting new conclusion with the help of previous knowledge or facts. Following results may be an outcome of my research:-

1. It improves decision making power
2. It decreases uncertainly
3. Help in adopting new strategies
4. Helps in planning for future
5. Helps in trend establishing
REVIEW OF LITERATURE

1. Prof. T.V. Rao in his book "Future of HRD" discusses about the role and importance of HRD. This book is published by Machmillan India Ltd. (2003). The book outlines the roles and tasks of such HRD managers and also provides some tips needed to develop themselves and their human resources development function. This book presents a global scenario in terms of HRD and its development. It also argues that Indian corporations have a long way to go even while adopting India HRD models. It presents a vision for the future of HRD and describes current HRD managers and their profile.

2. Dr. Monil Chaturvedi in his book "HRD in public sector and private sector banks" has discussed about the existing conditions in banks related to human resource procurement, planning, motivation, development and training. This book is published by "Indus valley publications" (2005). This study has attempted for developing conscious awareness about – Job and its redesigning in bank services, expanding opportunities in bank services, diversified clientage and their expectations, level of training and development available, futuristic need of HRD in banks. The author has developed several suggestions which are helpful for Indian economy in general and banking industry in particular.

3. Dr. Sudhir Dawra stressed his book "Human Resource Development” any organisation, weather is it big or small is a total integration of man, machine and management. This book is published by Rajat publications New Delhi (2003). Managers must treat them as a whole and not in parts, they are an organic entity. They may grow, get sick become healthy, develop, mature and even decay like living beings. This book explores the various facets of the human resource development.

4. Dr. T.D. Tiwari in his book "Human resource development a new perspective" wrote that, HRD has become very important not only in
administration but also for the corporate world. This book is published by Shanti Prakashan New Delhi (2003). According to the author, HRD is a dynamic process, which continues evolving out new knowledge and practices, necessitated by the exigencies of the situational challenges, filled by human idealism, supported by a growing knowledge base about human systems and initiated by pioneering practitioners.

5. Dr. B.S. Bhatia & G.S. Batra have analysed in their book "Human Resource Development" (Industrial relations, Labour Management, Organisation Development). Management of human resources plays a key role in opening up new opportunities for increasing productivity and promoting both individual and organizational growth. In this context there is need for redefining the role, objectives and structure for the banks are engaged in regular and continuous borrowing through deposits from public on various types of accounts such as current, savings, fixed deposits etc. and land money of finance the working capital requirements of commercial and industrial enterprises.

6. Rashmi Sharma has studied the topic "Motivation and Morale in banking organizations: A study of The Bank of Rajasthan Ltd. (1998)". This study is mainly concerned to examine the impact of motivation in The Bank of Rajasthan and to analysis the impact of morale on employee's behaviour and organizational health. She reviewed the concept with reference to this particular bank. It is of utmost important to first have an insight of the studies that have dominated this concept. It is also wise to trace the development human relations theory from the moral climate, which had made its emergence inevitable through a journey of its basis the classical studies to the present exponents and conditions context too.

7. John, Mylonakis in his article entitled "The Impact of Banks Mergers and Acquisitions on their staff employment and effectiveness", published in International Research Journal of Finance and Economics,
issues 3rd, 2006 argued that most bank employees regards mergers and acquisitions as a threat to their jobs, since shareholders often demand limitations in the number of employed staff.

8. Anand P. Mishra in his article, published in Times of India, 2009, entitled "Careers in Banking" highlighted the favourable employment scenario and condition in public sector banks in present times.

9. M.S. Verma in his article "Commercial banking in the next millennium”, 1998, the journal of Indian Institute of Bankers viewed in the context of ongoing globalization process that Indian commercial banks are getting their shape well and are technologically better equipped and stronger in the capital base.

Above mentioned studies are before the period of globalization and after globalization, the banking scenario in India has revolutionized.

**SCOPE OF THE STUDY**

Scope of the study is wide as it covers almost all the "Human Resource Development in Banks: A comparative study of Bank of Baroda and HDFC Bank". This research is related to terms of employment such as job evaluation and appraisal, training and development of Human Resource, personal research and information system. In career planning and development, on the organization development programme in the bank.

The proposed research is interesting and comprehensive. It will provide some new scope of banks which has much potentiality and those areas have more chances for HRD in banks.

**Area of Study Bank of Baroda**

This study is based on the HRD programmes in context of Bank of Baroda. The Head quarter office of Bank of Baroda is situated at Vadodara.
Bank at Baroda is the third largest Bank in India. Bank of Baroda has more than 3409 branches and offices and about 1657 ATMs. It plans to offer a wide range of Banking products and Financial services to corporate and retail customers through a variety of corporate and retail accounts, as well as delivery channels and through its specialized subsidiaries and affiliates in areas such as investment banking, Credit Card, and Assets management.

**HDFC BANK**

The HDFC Bank is a leading private sector bank, having branches all over India. The Bank was promoted by the housing development finance corporation, a premises housing finance company (setup in 1977) of India. HDFC Bank has 1986 branches and over 5471 ATMs in 996 cities in India. The headquarters of the HDFC Bank are situated in Mumbai.

The study involves whether the training and development program is well developed and well managed in banks. The performance appraisal system should be effective in an organization because it shows the performance of the employees so the performance appraisal system of banks will be studied. To improve the efficiency and productivity of employees, job enrichment & job enlargement are used by the organization. So it will also be studied various rewards and welfare schemes must be adopted by the organization to motivate their employees so it will also be a part of the study.

**LIMITATIONS OF THE STUDY**

The topic of research "Human Resource Development in Banks: A comparative study of Bank of Baroda and HDFC Bank" will be affected with some limitation -

- Studies only Quantitative Data.
- Homogeneity and uniformity of Data necessary.
- Studies only groups.
• Helpless to get interpretation of Data.
• Intensive study impossible.
• Difficulties to get the selection of method of Data Analysis.
REFERENCES


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