Chapter IV

RESEARCH METHODOLOGY

In the introductory chapter the special features of the 21st Century and resultant effects on the business were discussed. The discussion could establish a need for committed, dedicated and motivated employees. The second chapter dealt with the concept and important theories of motivation. A review of pertinent literature on motivation was done in the third chapter. In this chapter the research student intends to discuss the various steps in research methodology and design.

4.1 Research : meaning, objectives and process :

In simple words research means search for knowledge. It is a scientific & systematic search for pertinent information on a specific topic. The Advanced Learner’s Dictionary defines research as ‘a careful investigation or enquiry specially through search for new facts in any branch of knowledge.’ Redman & Mory define it as ‘systematized effort to gain new knowledge.’

It is thus a movement from known to the unknown. When a researcher confronts with the unknown, his inquisitiveness makes him to probe deeper to gain knowledge about the unknown. This inquisitiveness & its process is called Research.

According to Clifford Woody, research is an academic activity comprising the following activities
- defining & redefining problems
- formulating hypothesis or suggested solutions

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- collecting, organizing & evaluating data
- making deductions & reaching conclusions
- carefully testing conclusions to ascertain whether they fit the formulated hypothesis.

Parvez Ghauri & Kjell Gronhaug\(^2\) in their book titled as ‘Research methods in business studies’ have aptly described the steps in the form of a ‘Wheel of Research’ as shown below.

![Diagram of the Wheel of Research]

Thus it will be seen that research is an original contribution to existing knowledge. It is a pursuit of truth with the help of study, observation, comparison & experiment.

4.1(a) Research - Objectives

Purpose of research is to discover answers to questions through the application of scientific procedures. It’s objectives, briefly, have been stated below:

- To gain familiarity with phenomenon or to achieve new insights into it – formulative research
- To describe accurately the characteristics of a particular individual or group or situation – descriptive research
- To determine the frequency with which something occurs – diagnostic research
- To test a hypothesis of causal relationship between variables – hypothesis testing research.

4.2 Social Research

Research has a very vast canvas & the scope spans to a very wide area touching various aspects. One such aspect relating to society, people in society, their habits & behaviour is called as social research. Social sciences like sociology & economics consider man not as an isolated individual but as a member of a group.

As such the research that involves observation & study of behaviour of individuals, their relationships, traditions, values, heritage & so on is called as social research. S.R.Young has given a comprehensive definition of social research as ‘a scientific undertaking which by means of logical & systematized techniques aims at three things

1) discover new facts or verify & test old facts
2) analyse their sequences, inter-relationships & causal explanations which are derived within an appropriate theoretical frame of reference
3) develop new scientific tools, concepts & theories which would facilitate reliable & valid study of human behaviour.’

Thus it will be seen that social research is the search concerned with various aspects relating to society. Management which is defined as ‘getting things done through people’ is also a social system. As such management research can be called as a social research. Again
management is an exhaustive subject spread over various areas / functions. The area dealing with the most important resource in management is the management of people at work i.e. Human Resources Management. Through this, competent & willing people are made available to the organization who will give their ‘best’ so as to accomplish the organizational goals effectively. Thus the research conducted into the area of their willingness to give their best to the organization is also a social research.

4.2(a) Objectivity in social research
Objectivity can be defined as willingness & ability to examine evidence without any bias and prejudice. It is the first requirement of research. Subjectivity on the other hand involves bias, prejudice & value judgement and as such is not a rational basis for research.

When human beings are concerned it is difficult to achieve objectivity. A researcher may be influenced by his personal likes & dislikes, faiths & beliefs, prejudices, value systems & so on. This may adversely affect true value & authenticity of the study.

The objectivity can be achieved through the following steps -
1) Less dependence on investigator – data to be collected from field should be as far as possible collected by the researcher himself & not by the other person, so that his biases are not included.
2) Employing statistical measurement – wherever possible; this would reduce subjectivity to a large extent.
3) Standardization of terms & concepts – every individual has his own view point and uses the terms accordingly. As such standardization of terms & concepts will reduce the possibilities of misunderstanding & resultant confusion.
4) Use of questionnaire – It is one of the popular methods to study social problems. Here a comprehensive questionnaire is prepared,
administered to the appropriate persons and their responses are sought in respect of the questions.

5) Interview method – It involves presentation of oral - verbal stimuli & reply in terms of oral - verbal responses. This method can be used through personal interviews.

Questionnaire & interview methods have been discussed in detail in the following pages as they have been mainly used in the present research exercise.

4.3 Questionnaire Method

Once the project has been formulated it is followed by data collection. In order to systematically collect the primary data, questionnaires & schedules are prepared and administered. This method of data collection is more popular among the research workers.

A questionnaire consists of a number of coherent & pertinent questions related to the various aspects of the topic under study. It is printed or typed in a definite order on a form or set of forms. It is mailed to the respondents who have to answer the questions on their own. As such it is called as a mailed questionnaire. However, the information can also be collected directly by the investigator himself. According to Prof. V. P. Michael3 there is no bar in collecting the information directly. In fact a questionnaire is widely used more as a direct method these days than as an indirect way of collecting data. When the respondents are located at a distance, mailed questionnaire are preferable. Thus a questionnaire in the words of Bogardus, is “a list of questions sent to a number of persons for them to answer. It secures standardized results that can be tabulated & treated statistically.”

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4.3(a) Characteristics of a good questionnaire:

An effective questionnaire should have the following characteristics:
- Its size should be modest but not at the cost of the necessary information.
- Questions should be as simple as possible.
- Maximum clarity should be maintained.
- Leading questions should be avoided as far as possible.
- The sequence of questions should be maintained.
- It should attract the attention & interest of the respondent.

4.3(b) Merits of questionnaire method:

While formulating a questionnaire, the research worker takes into account the above mentioned characteristics. As such it avoids ambiguity and resultant confusion. The responses would therefore be more authentic & reliable.

It is not very expensive. At the same time a large number of respondents can be covered. As such it is a cost effective method.

Since the respondent writes the answers on his own the possibility of the bias of the research worker or enumerator can be eliminated.

The respondent gets adequate time to think & answer the questions.
The respondent is assured that information provided by him will not be made public. Hence he will be free from any anxiety while giving his responses. The conclusions as such would be more realistic.
Large coverage of respondents is possible. Therefore the findings would be more dependable & reliable.
4.3(c) Demerits of questionnaire method:

There are certain disadvantages in this method, which are given below -

- Possibility of low or lukewarm response. It depends upon understanding and willingness of the respondents. Even though this method is said to be fast and economical, the respondents may not reply promptly, making it necessary to send repeated reminders. The time taken in such cases will normally be more.
- Once the questionnaire have been sent we have little control over them.
- Biased and subjective nature of answers can not be ruled out.
- Inability in getting indepth information.
- Possibility of omission of replies
- Questions requiring deep reflections might be answered superficially without giving deep thought to them.

Nevertheless, the questionnaire method, irrespective of the drawbacks, is widely accepted as an effective method for the collection of primary data. It is a straightforward & powerful method, when information about peoples’ attitudes & opinions is sought. However, care should be taken to minimize the impact of disadvantages. In this research study it has been achieved as follows. Mostly the responses to the questionnaire have been sought in person on one to one basis. As such their doubts, if any, have been clarified then and there itself. At the same time due care has been taken not to provide leading answers. This has enabled to eliminate few of the limitations. Out of the total respondents about 10% have been contacted again. A detailed personal background of them has been obtained and their views / opinions have been obtained in respect of some of the answers in the questionnaire.
Some of the drawbacks mentioned above can be overcome to a certain extent through interview method, which has its own advantages also. It is discussed in the following pages.

4.4 Interview Method:
An interview is an interpersonal, face to face conversation, with a view to collect the required data. It involves presenting oral - verbal stimuli & collecting oral - verbal responses.

Goode & Hatt define interview as ‘fundamentally a process of interaction’ whereas according to Fred N Kerlinger , it is ‘face to face interpersonal situation in which one person, the interviewer, asks a person being interviewed, the respondent, questions designed to obtain answers pertinent to the research problems.’

4.4(a) Objectives of Interview:
- To elicit information, arouse feelings & ascertain attitudes & reactions of people in respect of a particular topic.
- To collect information about unknown facts through face to face conversation.
- To understand the inner feelings of the respondent.
- To unveil the various aspects and dimensions in respect of the subject of investigation by imaginatively motivating the respondent to express his views.
- To study the relationships between various factors under study & to test the hypothesis.

4.4(b) Merits of Interview as a Method:
- As the interviewer has a personal dialogue with the respondent, more and indepth information can be obtained. It overcomes the
resistance, if any, on the part of the respondent and as such ensures a high response participation rate.

- A deeper probe in the problem areas is possible vis-à-vis questionnaire method.
- The interviewer can restructure questions, rephrase and repeat them, highlight a certain issue. All these aspects yield more flexibility.
- Feedback is possible. The information collected can be discussed with the respondent, suitable alterations, if any, can be made. The views expressed, therefore, become more dependable.
- In view of the face to face conversation the emotions, feelings, perceptions etc. of the interviewee become more clear and open.
- Unknown facts, dimensions etc. regarding research work can be learnt.
- Personal traits, characteristics of interviewee can be made known.

4.4(c) **Demerits of interview as a method:**

- It is an expensive and time consuming method.
- There is a possibility of bias on the part of both the interviewer and the respondent.
- It may be difficult to seek interviews of highly placed personalities on account of their busy schedule and preoccupation. As such valued opinions and views of such eminent people, which can be of great help in the research topic, may not be available.
- Possibility of imaginary, idealistic responses can not be ruled out.
- Proper rapport between the interviewer and the interviewee is a pre-requisite for an effective interview. This is a very difficult requirement in most of the cases.
- Lack of skill in the interviewer

All these drawbacks may adversely affect reliability and validity of data. To overcome these drawbacks, interviews have been sought
from leading personalities in the field of management. Due care has been taken to get their prior appointments and discuss in-depth the various issues involved. It has enabled the research student to corroborate the findings emerging out of questionnaire and interview method.

Nevertheless, interview has been one of the most prominent sources of information for a research worker. This is true in respect of research in both social sciences and managerial areas. In managerial areas, when the emphasis is on human factors like motivation, industrial disputes, labour welfare etc, the interview method assumes more importance.

In view of the above facts, the research workers usually make judicious use of questionnaire and interview methods to collect primary data, so that the analysis, interpretation and conclusion become more authentic, reliable and dependable.

4.5 Library method
Motivation being a dynamic concept, abundant literature in the form of books, periodicals, articles and research papers etc. is available. It does provide certain information. But it has limited application in testing and examining the hypothesis. Nevertheless, the information can be used in analysis and interpretation of the observations generated through questionnaire and interview methods. As such limited use of library method has been done.

4.6 Observation method
In view of the nature of topic, observation method might not yield meaningful information and therefore has limited scope. Hence it has not been used.
4.7 **Questionnaire used in the present research work**

The survey instrument used to collect primary data in the present research study while framing the survey instrument has been based on an instrument devised and structured by Prof. Udai Pareek.\(^4\) However few modifications have been made which are explained in the coming pages.

Before discussing the captioned instrument, it would be worthwhile to give some idea about the instruments in general.

Instruments are devices used for collection of data on behavioural aspects to help derive some tentative generalizations. They are widely used in various fields for different objectives. Some of the uses of instruments are given below:

- **Selection of employees**: Used for recruitment and selection.
- **Research**: Used to collect data and then to draw conclusions to test or validate a set of hypotheses or a theory. They are administered to a large sample to find out the correlation between different variables.
- **Performance appraisal**: Instruments are used for career planning mainly for potential appraisal. They help to measure various critical attributes like visioning, strategic thinking, decision making and coping ability etc.
- **Individual growth**: To prepare action plans for own growth.
- **Training**: Instrumented training is becoming increasingly popular. They are used for analyzing individual responses or developing team / group profiles. The data thus generated can be used by a facilitator as a part of training.

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- Organisational development (OD) : In the initial stage, instruments are used to collect data, analyse it and develop an understanding. This helps in diagnosing accurately the critical areas for further action. They are also used for follow-up and evaluation.

- Use for HRD - The instrument can be used to help the participants become aware of their motivational profile. Without intrinsic motivation, creative work cannot be done & growth does not occur.

4.7(a) Selecting an instrument:

The first step in the research work is to select appropriate instrument. It is guided by the purpose, the group / individuals with whom it will be used. It is essential that the facilitator should be familiar with the instrument.

The survey instrument in the present research study has been used to collect primary data in the area of job motivation. A person’s behaviour is the result of several factors or motives. A knowledge of the typical motivators of behaviours in a work setting can help managers & consultants to deal more effectively with people. If roles are properly designed, they can create high motivation among individuals & also an enabling climate in the organization.

The instrument : Intrinsic & extrinsic motivation

What do you look for in a job?

It is based on the Hygiene theory of motivation propogated by Frederick Herzberg. The theory has been discussed in detail in chapter no. II containing various theories of motivation. The instrument contains 14 items, 7 of which relate to hygiene factors whereas the remaining 7 relate to motivating factors.
In the instrument of Prof. Udai Pareek the respondents have been asked to rank order all the 14 items depending on their importance to them. i.e. 1 for the highest rank & 14 for the lowest rank.

The survey instrument used in the present research study has been devised with few modifications. eg. items Considerate & sympathetic supervisor (item no. 11) & technically competent supervisor (item no. 12) in the original instrument have been clubbed in one & renamed as a good boss (item no. 2) in the survey instrument. Similarly items pay according to ability & competence (item no. 14) & adequate salary (item no. 2) in the original instrument have been combined & retitled as salary (item no. 13) in the survey instrument. Items like a prestigious or status job (item no. 6), challenging job (item no. 14) have been added to make up for shortfall of the two items (as a result of clubbing).

Similarly the method of ranking has been amended. Instead of advising them to rank order all the 14 items, it was decided to ask the respondents to shortlist five items which they feel more important. Thereafter they were asked to rank them in the descending order i.e mark 5 for the most important, 4 for the 2nd most important & so on.

This was done while keeping in view the hypothesis of the research study. The contents of the original Herzberg theory were also made use of while framing & modifying the instrument. Both these instruments one by Prof. Udai Pareek and the modified research instrument have been given in the following pages.
Dr. Pareek’s instrument

What do you look for in a job?

Name: ..................................................  Role: ......................
Organisation: .......................................  Date: ......................

Different persons look for different things while deciding to take up a job. This instrument is meant to collect information about such factors. There is no right or wrong answer. Rank the 14 factors given below in terms of their priority to you in a job. Put 1 against the item that is most important to you while deciding whether or not to take up a job. Put 2 against the second most important item, and so on. Place 14 against the factor with lowest priority to you. Do not leave any item unanswered and use each number (1 to 14) only once.

1. Job security
2. Adequate salary
3. Fringe benefits (Perks etc)
4. Opportunities for promotion
5. Comfortable working conditions
6. Interesting work
7. Sound company policies & practices
8. Respect & recognition
9. Responsibility & independence
10. Doing something worthwhile
11. Considerate & sympathetic supervisor
12. Technically competent supervisor
13. Restricted hours of work
14. Pay according to ability & competence
Research instrument

Pilot survey for Ph.D. research on Job motivation

What do you look for in a job?
Given below are the factors related to your job. Of these, please select five factors that are important to you. Rank them in the order of their importance. Put 5 against the factor that is most important to you, 4 against the second most important and so on (1 being the least important among the five so selected)

The research student intends to find out the relative importance of these factors. There may be some variation depending upon personal preferences. You have been specially chosen for this study. The information will not be revealed to anyone. It will only be used to draw certain conclusions at the end of the study.

Thanks for the cooperation

1. Name: ........................................................................................................
2. Organization: ...........................................................................................
3. Current position in the organization: ..............................................

<table>
<thead>
<tr>
<th>S.N</th>
<th>Factors</th>
<th>Ranking</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>An interesting job / work</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>A good boss</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Recognition and appreciation of the work</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Opportunity for promotion / advancement</td>
<td></td>
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<tr>
<td>5</td>
<td>A satisfying personal life</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>A prestigious or status job</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Responsibility and independence (autonomy)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Good working conditions</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Sound company policies, procedures and practices</td>
<td></td>
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<tr>
<td>10</td>
<td>Opportunity for development</td>
<td></td>
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<tr>
<td>11</td>
<td>Doing something worthwhile</td>
<td></td>
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<tr>
<td>12</td>
<td>Job security</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Salary</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Challenging job</td>
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</tbody>
</table>
4.8 Hypothesis

When a researcher observes known facts and takes up problem for analysis, he has to start somewhere and this beginning is hypothesis. It means that one has to start formulating tentative solutions as soon as the problem is finalised.

These proposed solutions / explanations constitute the hypothesis which the researcher proceeds to test on the basis of facts already known and that can be made known.

Goode and Hatt define hypothesis as “a proposition which can be put to test to determine validity”. According to Rummel and Balline hypothesis is “a statement capable of being tested and thereby verified or rejected”.

Thus hypothesis is a provisional formulation or possible solution or suggested answer to the problem. It is therefore tentative, likely to be modified during the investigations if the facts demand it. If a hypothesis is proved, the problem is answered. If not, alternative hypothesis needs to be formulated and tested.

Functions of hypothesis:

- to test theories – function of hypothesis is to state a specific relationship between phenomenon in such a way that the relationship can be empirically tested.
- to suggest theories – every worthwhile theory permits formulation of additional hypothesis. It can be tested and either proved or rejected.
- to describe social phenomenon – when a hypothesis is tested it explains social phenomenon associated with it. It may be totally new or partly known earlier.
4.8(a) Characteristics of hypothesis:

A hypothesis provides the basis for investigation and ensures the proper direction in which the study should proceed. It facilitates the collection of data and to arrive at appropriate conclusions, suggestions and observations. In view of its important role in social research, it should possess the following characteristics:

- it should be conceptually clear and precise.
- it should be empirically testable
- it should be specific
- it should be related to available techniques
- it should be related to the body of theory
- it should be relevant to the existing environmental conditions for the purpose of testing,
- it should identify the specific variables and their relations.

A hypothesis which fulfils these characteristics can make a significant contribution to the body of knowledge.

4.8 (b) Source of hypothesis:

A researcher gets hypothesis from various sources, eg. through his own thoughts, investigations, observations etc.

The research student thought of this hypothesis on the basis of his experiential learning which is given below.

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Experiential Learning

During the eventful tenure of 30 years with State Bank of India, the research student had an opportunity to work with a large no. of people. The managers at different levels of hierarchy, clerks and cashiers of varying seniority and messengers were among these people. Apparently all of them worked for the common objective of earning surplus on a continuous basis through efficient customer service. However it was observed that the involvement and commitment of the staff members was not uniform. While majority of them were contributing adequately, some were found to have a very high level of dedication and hardwork not to mention a few who were lazy and tried to avoid work as much as possible. This was seen irrespective of the cadres viz the supervising staff (managers), clerical and cash deptt people and subordinates (messengers).

In the initial period, terms like motivation, inducement were not much familiar. However the behaviour (motivated and demotivated also) could very much be observed. Adages like money makes a mare go, stick & carrot policy etc studied in school days could be seen put in working. But with the passage of time it was realised that money could move the people only to a limited extent. On the other hand people were seen driven by passion, aspirations, intense desire to do something worthwhile and similar ideals. They could really be seen as role models. As such the topic of motivation started beckoning since that very time.

Earlier the research student was in the ‘managed’ category. On being promoted to the managerial cadre, the role got transformed. Now there was the responsibility to get the work done through people. It became necessary to deal with them in a way that would enable to bring out the best in them.

The opportunity to work as a faculty member in bank’s training system, introduced to a fascinating field of intraperson and interpersonal
behavioural aspects. Maslow’s hierarchy of needs, Herzberg’s two factors
theory, Mc Gregor’s presumptions in the form of theory x, theory y and
others explained why and how people behaved in a particular manner. In
the light of all these, the research student could see how forces of
physiological and safety needs, hygiene factors operated.

At the same time people stung with esteem, self actualization needs were
keeping no stone unturned while discharging their duties and
responsibilities. The experience of heading fairly large sized branches, the
work at bank’s Zonal office and Corporate office enriched the research
student and made him even more attracted to this topic of motivation. It
could be said that he almost became obsessed with the complex issues
relating to motivation and decided to probe deeper in this subject at an
appropriate time. This thesis is the result of that quest.

4.8(c) Hypothesis for present research

As stated in the experiential learning, the research student had almost
become obsessed with the complex issues relating to motivation. He
could observe that money and monetary incentives could motivate
people only up to a certain extent. In order to produce superior
performance what was really needed was dedication, commitment
and involvement. This could be achieved only through intrinsic and
non monetary factors such as challenging and interesting job,
opportunities for development and career progression, autonomy and
innate desire for doing something worthwhile. Therefore he decided
to probe deeper into this area, which is a need for survival in the 21st
Century.
For the purpose of this PhD Research, the research student has framed the hypothesis as given below.

*In an organization non-monetary incentives play a significant role in motivating the Junior and Middle level managerial employees.*

### 4.9 Sample design

Data collection is the process of obtaining valuable and reliable information for the purpose of research. Data thus forms the important source of information. Information collected by individuals or groups through observation, questionnaire and interviews constitutes the primary data. Whereas secondary data contains books, manuscripts, publications, letters and so on. The main task of the researcher is to collect the primary data. It can be done through census survey or sample survey.

Census method is the systematic way of collecting data from the whole universe or population. The former refers to the aggregate total of units in any field of enquiry and the later means the total of units about which the information is desired. In this research work the employees in the various organizations represent the universe whereas Junior and Middle level managers represent the population. The population or universe can be finite or infinite. In case of fixed number of units where it is possible to study it in its totality, it is finite. When it is theoretically impossible to observe all the units, it is infinite population. In reality there can not be truly infinite population even through the number is very very large. It really means that infinite population cannot be enumerated in a reasonable period of time. Thus infinite population can be an approximation of a very large finite population.
For individual researchers, it will be impossible to carry out census surveys unless the population is limited and small. Therefore they use mostly the sampling method, which is very popular among them. A sample is a smaller representation of a larger whole. In other words it is a section of population selected in such a way that it represents population. A single member / unit of population is a population element and a group of elements selected with the intention of finding out something about population is a sample. In short a sample is a portion selected with a view to draw conclusion/s.

Sample design means a theoretical basis and practical means by which we infer the characteristics of some population by generalizing from the characteristics of relatively few of the units comprising population.

Advantages of sampling\(^6\):  
- saves time, money and manpower  
- enables more accurate measurement  
- makes the study possible in case of very large no. of units.

Drawbacks of sampling\(^7\):  
- chances of bias  
- difficulty of accuracy  
- difficulty in obtaining representative sample  
- lack of trained manpower  
- possibility of error in sampling  
- inadequacy of samples

\(^7\) Research methodology in management - Prof. V P Michael (Himalaya Publishing House) - 3\(^{rd}\) revised edition 1996, Reprint 1997, page 69
However the drawbacks can be eliminated / overcome by a planned and systematic approach. The research student, while selecting the sample and framing the sample design, has tried to eliminate these limitations and make the sample as a reasonably good representation of the population. This work has been planned in 3 phases which are explained in the pages to follow.

4.9 (a) Phase I

As discussed in Chapter I (Page nos. 9 & 10 ) the problem of motivation of the employees has become most important. On the backdrop of globalization and stiff competition, it has become crucial because the survival of the organization is at stake. This problem is not confined to one area, sector or country but has become universal. It is also applicable to all categories and the levels of employees i.e. right from the managed ones to the managers. Among the managers it has been observed in Junior, Middle and Top Management levels too. In view of the very large number involved, it has been decided to confine the study to the Junior and Middle level managers in 10 different sectors (25 each) situated in Pune and adjoining area. They have been drawn from different types of industries, both manufacturing and service industries and from private, public and cooperative sectors. These organizations are as under –

1. Bank of Baroda
2. Emerson Export Engineering Centre
3. Tata Technologies
4. Jehangir Hospital
5. Saraswat Bank
6. Educational Sector
7. Axis Bank Ltd.
8. Hotel Le Meredien, Pune
9. Greaves Cotton Ltd, Pune
10. Bharat Sanchar Nigam Ltd (BSNL)

Most of these organizations are well established and doing well in their respective work areas. However in order to give an idea as to what are their present activities and performance, a brief review of all these organizations is described in the following pages.
Bank of Baroda

- Founded by H H Sir Sayajirao Gaikwad, the Maharaja of Baroda on the 20th July 1908.
- A well accepted and recognised Brand in Indian banking industry.
- Bank’s Corporate Goals and Strategy
  “To maximize quality growth and profit through enhanced customer orientation with prudent risk and liquidity management policies and practices in our endeavour to consolidate Bank’s financial strength”.
- Chairman and Managing Director – Shri. M D Mallya.
- Business parameters as on 31-3-2009
  
  | Capital       | 366 (Rs in crores) |
  | Reserves and Surplus | 12470 |
  | Deposits      | 192397         |
  | Advances      | 143986         |
  | Net profit    | 2227           |

- Branches
  - domestic – 2926 (well spread network in metro, urban, semi – urban, and rural areas)
  - foreign – 48 (in 25 countries)

- No. of subsidiaries – 4 (working in housing finance, credit cards, capital market and assets management)
- No. of employees (all categories) – 36838
- Business per employee - 9.14 (Crores)
Emerson Export Engineering Centre (EEEC)

- Emerson was founded in St. Louis, Missouri, USA in 1890, by Charles and Alexander Meston and John Wesley Emerson to manufacture electric motors and a variety of household and commercial appliances.
- It has shown unprecedented growth in past 120 years. Emerson group, today, has more than 60 divisions, operating at 255 locations spread in 150 countries in all the continents. With its headquarters in St. Louis, America, the group has approx. 141000 employees with total sales of 24.8 billion US Dollars in the year 2008. It is ranked at 94 in fortune 500 companies (2009).
- It has 8 major divisions, like Climate Technology, Network Power, Storage solutions, Process Management, etc. engaged in diversified activities.
- EEEC is a division of Process Management which is engaged in process control and automation for plants and industries. It is a 100% Export Oriented Unit (EOU), established in September 1997. It is based in Pune and engaged in offering engineering and software services in the field of process management in 39 countries.

Emerson – Group Chairman – David N Farr
EEEC- Executive Vice President Emerson Process Management – Steven A Sonnenberg

Mission Statement of EEEC –

- To be the leader in the field of “software and engineering” by global standards
- To be the lowest cost and high performance centre for engineering and software in Emerson’s World.

Values of EEEC – excellence
               commitment
               forward looking
               customer focused.

No. of employees - 800 +
**Tata Technologies**

- A global company, offering cost-effective engineering and I.T. solutions for more than 20 years.
- Clients include automotive, aerospace, industrial and consumer goods manufacturers from across the world. To quote a few:
  - Airbus
  - British Airways
  - Boeing
  - Ford Motors
  - General Electric

**Mission statement**

Better products benefit people that is our business.

**Vision statement**

We are determined to be the world’s number one partner to the manufacturing industry.

**Business parameters**

- **Capital** - 37.16 Amount in Crores
- **Reserves and Surplus** - 327.68
- **Net profit** - 58.03

- **No. of employees** - More than 4000 professionals, representing 27 nationalities, working in 14 countries across 3 continents.
- **No. of subsidiaries** - 12 working in Asia, Europe and America, offering services and solutions in wide area.
Jehangir Hospital

- Established by Sir Cowasji Jehangir and Lady Hirabai Jehangir, in February 1946, as a nursing home that would offer high quality and personalised care at affordable prices. Started with just a few beds, it became the first private hospital of Pune City.

- During last 63 years, it has undergone continuous expansion in terms of services offered and no. of beds.

- In 1998, it entered into an association with Apollo Hospitals Group. Over the years it has been transformed from a multispeciality nursing home to a state of the art superspeciality hospital.

- In May 2007, it commissioned the first unit outside the hospital at Hadapsar to provide prompt and life saving medical aid to emergency and trauma victims. 3 more such centres in the peripheries of Pune are being set up shortly.

- Thus equipped with 310 beds, offering all kinds of medical services including CT Scan, the hospital has earned the reputation of one of the most dependable and trusted names in health care.

Chairman – Mr. Jehangir HC Jehangir
CEO – Mr. George Eapen

- No. of employees – 1300 (approx)
Total no. of patients treated in a year – 67,000 (approx)

Of these
In patient service – 20,000
Out patient service – 47,000
The Saraswat Co-operative Bank Ltd.

- Established on 14-9-1918
- Scheduled Multistate Cooperative Bank
- Mission statement of the bank –
  To emerge as one of the premiere and most preferred banks in the country by adopting highest standards of professionalism and excellence in all the areas of working.

- Chairman - Shri. E. K Thakur
- Business parameters

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Amount (Rs in Crores)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital</td>
<td>78</td>
</tr>
<tr>
<td>Reserves and Surplus</td>
<td>1097</td>
</tr>
<tr>
<td>Deposits</td>
<td>12919</td>
</tr>
<tr>
<td>Advances</td>
<td>8110</td>
</tr>
<tr>
<td>Net profit</td>
<td>211</td>
</tr>
</tbody>
</table>

- Branches - 175
- No. of subsidiaries - 1 (working in IT)
- No. of employees (all categories) - 2904
- Business per employee 7.24 (crores)
Educational Institutes

- Symbiosis Law School, Pune
- Huzurpaga Mahila Vanijya Mahavidyalaya, Pune
- Cummins College of Engineering, Pune
- Dr.B. N College of Architecture, Pune
- Hirabai Nanavati Institute of Management Research, Pune
**Axis Bank Limited**

- First of the new private banks to have begun operations in 1994, after the Govt. of India allowed new private banks to be established.
- Promoted jointly by Unit Trust of India (UTI), Life Insurance Corporation of India (LIC), General Insurance Corporation of India (GIC) and other four Public Sector Insurance Companies viz National Insurance Co. Ltd, The New India Assurance Co. Ltd, The Oriental Insurance Co. Ltd and United India Insurance Co. Ltd.
- Engaged both in retail and corporate banking
- Mission statement of the bank –
  
  Customer service and product innovation turned to diverse needs of individual and corporate clientele Continious technology upgradation while maintaining human values Progressive globalization and achieving International standards Efficiency and effectiveness built on ethical practices.
- Managing Director and CEO - Smt. Shikha Sharma
- Business parameters

<table>
<thead>
<tr>
<th>Parameters</th>
<th>As on 31-3-2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital</td>
<td>359.00 (Rs in crores)</td>
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<tr>
<td>Reserves and Surplus</td>
<td>9854.58</td>
</tr>
<tr>
<td>Deposits</td>
<td>117374.11</td>
</tr>
<tr>
<td>Advances</td>
<td>81556.77</td>
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<tr>
<td>Net profit</td>
<td>1815.36</td>
</tr>
<tr>
<td>Branches</td>
<td>835</td>
</tr>
<tr>
<td>No. of subsidiaries</td>
<td>5 (areas – credit cards and retail assets</td>
</tr>
<tr>
<td></td>
<td>- equity investments and venture capital</td>
</tr>
<tr>
<td></td>
<td>- trusteeship activities and mutual fund)</td>
</tr>
<tr>
<td>No. of employees</td>
<td>20598</td>
</tr>
<tr>
<td>Business per employee</td>
<td>10.60 crores</td>
</tr>
</tbody>
</table>
Hotel Le Meredien, Pune

Le Meredien, Pune is an important landmark in Pune’s growing hospitality industry. It belongs to the wellknown Starwood Group having a chain of hotels spread across the continents. Its corporate office is situated in Singapore and Gurgaon in India controls Asia-Pacific region. In India the group has hotels at Jaipur, Delhi, Mumbai, Hyderabad and so on. Le Meredien, Pune was established in March 1999. (Recently the group has added one more hotel viz WestIn in Pune)

General Manager - Mr. Jaswinder Narang
Director, Sales and Mktg - Mr. Gopalkrishnan
Manager HR & Security - Mr. Nitin Jadhav

Vision and Values

We succeed only when we meet and exceed the expectations of our customers, owners and shareholders. We have a passion for excellence and will deliver the highest standards of integrity and fairness. We celebrate the diversity of people, ideas and cultures. We honour the dignity and value of individuals working as a team. We improve the communities in which we work. We encourage innovation, accept accountability and embrace change. We seek knowledge and growth through learning. We share a sense of urgency, nimbleness and endeavor to have fun too.

No of employees - 350 (approx) – all categories

Turnover - Rs. 60 Cr. (Approx)

Around 1 lac satisfied customers stayed at the hotel in the year 2009 – 10.

In addition, it also hosts parties, banquets, conference and so on.
Greaves Cotton Ltd

A multifaceted engineering enterprise

1859 - Established in Bharuch (Gujrat), by James Greaves
1868 - George Cotton joined with a new name Greaves Cotton & Co.
1947 - Pioneering Industrialist Lala Karam Chand Thapar acquired the company – new name – Greaves Cotton Ltd. – now an entirely Indian Company.

- Manufactures wide range of Diesel / Petrol engines, Generator sets, Agricultural equipment and Construction equipment.
- Chairman – Mr Karan Thapar
- MD & CEO – Mr. Prabhakar Deo
- Regd. Office – Mumbai
- Works
  o Chikhalthana, Aurangabad (Maharashtra)
  o Walunj, Aurangabad (Maharashtra)
  o Chinchwad, Pune (Maharashtra)
  o Gummidipoondi (Tamilnadu)
  o Ranipet (Tamilnadu)
  o Thangal (Tamilnadu)

Financial Parameters As on 30.06.2009

<table>
<thead>
<tr>
<th></th>
<th>Amount in crores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1158</td>
</tr>
<tr>
<td>Net Profit</td>
<td>56</td>
</tr>
<tr>
<td>Capital</td>
<td>49</td>
</tr>
<tr>
<td>Reserves and Surplus</td>
<td>360</td>
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<tr>
<td>No. of employees (Pune unit)</td>
<td>380</td>
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<tr>
<td>Subsidiaries</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>(1 in Netherlands)</td>
</tr>
<tr>
<td></td>
<td>(1 in Germany)</td>
</tr>
</tbody>
</table>

Vision Statement - *To be a leading Industrial Institution*
Mission Statement – To manufacture and market a wide range of high quality products, services systems of world class technology to the total satisfaction of customers in domestic and overseas markets.

BSNL – Bharat Sanchar Nigam Ltd.

Bharat Sanchar Nigam Ltd, popularly known as BSNL, was formed in October 2000. It is World’s 7th largest Telecommunications Company providing comprehensive range of telecom services in India. These services include landline, mobile, internet, broadband and various other services. Presently it is one of the largest and leading public sector unit in India.

BSNL has installed quality telecom network in the country and is focusing on improving and expanding it in villages and rural areas of the country. Its reach includes even otherwise inaccessible areas like Siachin glacier and North-Eastern region of the country. It is far ahead of other telecom operators in the country, capturing 85% share of subscribers and 92% share of revenue.

By its focussed efforts and planned initiatives, it has won customers’ confidence and as such has emerged as the No.1 Telecom company of India. Its Corporate office is in New Delhi.
Present Chairman and MD – Shri. Kuldeep Goyal

Pune comes under Maharashtra Circle. There are about 17 main exchanges in Pune Metro area. It is headed by Principal General Manager Shri. V.K. Mahendra.

Aspiration statement of BSNL is as under –
- Be the leading Telecom Service Provider in India with global presence.
• Create a customer focussed organization with excellence in sales, marketing and customer care.
• Leverage technology to provide affordable and innovative products / services across customer segments.
• Provide a conducive work environment with strong focus on performance.
• Establish efficient business processes enabled by IT.
4.9(b) Phase II

In phase II it has been decided to conduct personal interactions with 2 respondents each from all the 10 sectors. The objective of these personal interactions is to ascertain their views in respect of the factors which they feel as motivating factors. An attempt would be made to know something more about the encouraging / satisfying experiences in their work life. This is with the intention of corroborating the findings emerged from phase I.

4.9 (c) Phase III

When the findings of phase I and phase II are available, it is proposed to seek personal indepth interviews with Chairmen / CEOs or similar Highest ranking executives of four different sectors viz industries, banking and education. It is intended to confirm / verify the findings emerged out of phase I and II. The rich experience of these eminent personalities, their exposure and experience and vision would certainly prove beneficial in the research endeavour.