# CHAPTER-2

REVIEW OF LITERATURE AND RESEARCH METHODOLOGY

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CHAPTER-2
REVIEW OF LITERATURE AND RESEARCH METHODOLOGY

This chapter will be dealt under two parts. Part-A deals with the Review of Literature and the literary gaps identified in the earlier studies. Part-B deals with the Research questions for the study, the objectives of the study, Hypothesis formulated for the present research study, the Research methodology adopted for the study and the limitations drawn for the present research work.

PART-A

2.1. LITERARY ASPECTS

This part deals with the review of some of the latest studies on human resource development practices covering its various aspects and sub-systems.

Rao, T.V., Raju Rao and Taru Yadav (2001) examined ‘A Study of HRD Concepts, Structure of HRD Department and HRD Practices in India’. In order to examine the structure of human resource development function and implementation of various human resource development systems, 12 [Venture Finance Company (VFC), Consumer Products Company (CPC), Multinational Electronics Manufacturing Company (MEMC), Tyre Manufacturing Company (TMC), Indian Multinational Company (IMC), Automobile Manufacturing Company (AMC), Cement Manufacturing Units (CMUS), Metal Manufacturing Company (MMC), Power Manufacturing Company (PMC), Gas Distribution Company (GDC), Soap Manufacturing Company (SMC) of the 50 organization were chosen. Results and findings of the study show that – most of the organizations seem to have well-developed performance management system. The performance management systems of all these organizations seem to be development oriented. This is more so in organizations where there is a separate human resource development department or there is high emphasis on human resource development. Three hundred and sixty-degree feedback is being tried out in seven organizations. Feedback and counseling is the second system which only a few of them seem to follow. There is no potential appraisal as a separate system in any of these companies. It is a part of performance
appraisal in a few of these companies. Training and development is well developed and well managed in these organizations.

Tripathi, Sangeeta and Nachiketa Tripathi\(^2\) (2002) studied, ‘The Effect of Organizational Climate on Organizational Success’. An attempt has been made to investigate the relationship between organizational climate and organizational success; which includes effectiveness, job satisfaction, organizational commitment and intention to quit. The study was conducted in ten different organizations (five each in public and private sectors) of an industrial city in northern India. For this purpose, 200 lower and middle level managers were contacted personally and requested to fill the questionnaire comprising of measures of organizational climate. The organizational climate questionnaire was used to tap the respondent’s perceptions of the organizational climate. The results show that the climate is highly correlated with all components of effectiveness. All other low coefficients are insignificant except that of loyalty with responsibility. Climate has very low correlation coefficient with intention to quit. It appears from the results that reward and participation is the best predictor of overall effectiveness accounting for 37 percent of the total variance.

Umashankar, Venkatesh and Akshay Kulkarni\(^3\) (2002) studied that all organizations need strategies to attract and retain employees, at high levels of knowledge, skills and motivation. The service sector employees with their requirements have immediate and pressing need to be provided motivational support within the modern organization. This study is an attempt to identify some of the bottlenecks that hinder the Indian hospitality industry and looks at it from the employee empowerment perspective. The main problems in the hospitality industry are – over staffing, lack of multi-skilling and multi functioning, lack of trained staff and high staff turnover. In order to enhance motivation, it is therefore necessary to create an environment fit enough for the individual to grow. Besides, the deep-rooted feudalism in the Indian society has led to hierarchical structures that create a lot of dissatisfaction among employees. Thus, on the whole the hospitality industry in India suffers from lack of motivation mainly from over work, hierarchical tyranny and lack of dignity of labour leaving no choice before the employees. Therefore, it is required that efforts be taken towards ensuring empowerment built in industry along four dimensions: (1) meaning : how an individual compares the value of a work goal
to his standards or values, (2) impact: the belief of the individual worker that his or her work can or does influence the outcome, (3) competence: the belief of individual worker that he can perform an activity on job with skill, and (4) choice: individuals have autonomy in making work related decisions and modifying the work behaviour.

Challis, D, D. Samson, and B. Lawson⁴ (2002) studied the relationships between facets of integrated manufacturing, variable organizational investments and the environment in which organizations are operating. Facets of integrated manufacturing (IM) consist of total quality management (TQM), just in time (JIT) and advanced manufacturing technology (AMT). Integrated manufacturing (IM) is related to employee’s performance, whereas TQM and JIT are associated with improved manufacturing performance. Study supports the view that effective AMT, TQM and JIT implementations must be complemented with adequate organizational human resource and managerial change. Effectiveness of hard AMT, TQM and JIT enhance employee training, employee performance, teamwork, employee responsibility, job satisfaction etc. It also increases manufactures’ performance and quality.

The results indicate that organizational and human resource practices together with IM facets, explained significantly more variance in employee’s performance (46 percent) than IM facets alone (31 percent). The results also indicate that organizational and human resource practices together with two IM facets of JIT and TQM, explain significantly more variance in manufacturing performance (25 percent) than JIT and TQM alone. Further, research could concentrate on establishing practical guidelines to managers as they guide their firms by the technological change and associated organizational adjustments.


The study shows that there was a positive and moderate correlation between human resource management practices and a sense of competence. Incentive, performance appraisal and selection process made a significant impact on sense of competence. However, induction training, work environment, compensation and
career development did not show significant level of relationship. Results show that age, sex, marital status, educational qualification, work experience and tenure with the organization did not show any significant difference in the sense of competence.

Ganesan, P. V. Samuel Raj Kumar and V. Saravanan\(^6\) (2002), studied the ‘Determinants of Employee Relations Climate in Public Sector Undertakings’. The objectives of the study were to analyze the employees’ relations climate and to identify the various employee attitudes. For sample, 59 supervisory cadres and 107 workmen cadre were selected. For data collection five-point Likert-scale was used. Results showed that at supervisory level, 76.2 percent of respondent’s educational qualification was diploma, followed by 10.2 percent were school-level and 13.6 percent were under – graduate and post – graduate. In workmen category 77.5 percent had school-level and 22.5 percent had diploma as their educational qualification. In the age category, 37.2 percent of supervisory category were 51 years and above, followed by 34 percent of respondents were in age of 41-50 years. Next to it, 22 percent were in the category of 31-40 years. In workmen category, 35.5 percent were 51 years and above of age, followed by 30 percent were 41-50 years and the minimum 10.2 percent was below 30 years. Marital status showed that 93.2 percent supervisory category respondents were married and 6.8 percent were unmarried. In case of workmen, 91.5 percent were married and 8.5 percent were unmarried.

Bhandarker, Asha\(^7\) (2003) Studied, ‘Building Corporate Transformation New HR Agenda’. The study focuses on understanding the changing role of human resource in achieving corporate transformation in the India. The 350 questionnaire were sent by mail to human resource chiefs of various companies operating in India. Out of which 89 questionnaires were usable for the present study. The study analyses the four aspects of HR relating to corporate transformation – efforts to change mindsets for corporate transformation, change in HR practices, change in HR role and triggers for change. Data analysis was done using parametric and non-parametric tests.

Findings of the study show that training interventions, CEO interaction and other practices which trigger greater involvement like quality circles, total quality management appear to have greater impact on mindset change in employees. The
overall mean value of 3.62 (on a five – point scale) shows that Indian organizations are making above average efforts to bring changes in mindsets. In Indian organizations, HR practices like recruitment and selection, training and development, performance appraisal and manpower planning are taking place but they are not happening up to the desired level of the employees. New HR techniques like assessment centre and 360-degree feedback are introduced in the organizations for talent management but they are not getting translated into the organizational system.

Batt, Rosemary and P. Monique Valcourt\(^8\) (2003) studied the, ‘Human Resource Practices as Predictors of Work-Family Outcomes and Employee Turnover’, to explore the relationship between human resource practices and three outcomes of interest of firms and employees, work-family conflict, employee’s control over managing work and family demands and employee’s turnover intentions. The sample for this study consists of 557 dual earner white collar employees. The scale score takes on five values ranging from 0 to 4. Independent variables include two measures of formal and informal work, family support, three measures of human resource incentive and five works design measures.

Saha, S.K\(^9\). (2003) investigates the similarities and differences between Canadian and Russian human resource management practices. The study is based on a survey, to analyze how Canadian and Russian managers would react to human resource management situations requiring problem solving and decision-making? Data was collected from Russia and Canada by mailing questionnaire to the respondents. Managers were also asked to indicate how health and safety, training and development and pay were important for performance as human resource issues. The other part of the questionnaire was entitled ‘managerial values’ comprising of twenty-five points. The final part of questionnaire elicited demographic information concerning age, education, sex, marital status of the respondents. All respondents were practicing managers. Complete responses were received from 93 Russian and one hundred and fifty Canadian managers.

The study revealed that Russian managers, as compared to the Canadian managers, showed more concern regarding training and development of employees, pay for performance, compensation policy and employee attitude. The Canadian
managers, on their part, attached more important to health and safety issues and employment equity. A larger proportion of Canadian managers, as compared to Russian managers, decided to fund health and safety projects. Similarly, managers in both countries showed a decision dilemma regarding compensation policy, while a significant majority in both countries decided in favour of pay for performance, only a half of the two samples actually came up with a decision to grant pay increase for a subordinate who has shown superior performance.

Ibrahim, Mohamed E., Sabri Al Sejini and Omaima Abdul Aziz Al Qassimi\(^{10}\) (2004) examined, ‘Job Satisfaction and Performance of Government Employees in UAE.’ It studies the relationship between self-rated performance and job satisfaction among government employees in UAE and the effects of other moderating variables (gender, tenure, position, marital status and nationality). The sample of nine government units is a cross-sectional sample that represents different departments. The total numbers of distributed questionnaires were 700. They received 381 usable responses representing a 54.57 percent response rate. This study used overall job satisfaction (and each of its dimensions) as the dependent variable while performance and other variables (e.g. position, gender, tenure etc.) as independent variables. To measure job satisfaction a 10-point numerical scale ranging from one (completely dissatisfied) to ten (completely satisfied) was used. Likewise, to measure performance five-point Likert-scale was used. The scale ranged from one (poor performance) to five (outstanding performance). Tenure was measured in terms of number of years. In study correlation analysis was used to examine the interrelations among the independent variable.

Jacob, K.K.\(^{11}\) (2004) analyze, ‘Worker’s Participation in Management in Public Sector Industrial Undertakings’ in Kerala. The main objectives of the present study are to examine the existence of participative forums and the periodicity of meetings of the forums, to assess the efficiency of the participative forums in representing the worker’s point of view, to evaluate the role of workers in decision-making process, to analyze the encouragement of the management in maintenance of participative forums. For this descriptive study, primary data is collected from the sample workers, trade union leaders and managerial personnel with the help of interview schedules. There are 65 manufacturing units in the state level public enterprises in Kerala. These units are classified as belonging to nine industrial
sectors. One unit from these nine sectors is selected by using random sampling technique. A sample of ten percent each of workers and managerial personnel from each sample unit is selected by using systematic sampling technique. Thus, 383 workers and 114 managerial personnel are selected. In this study, 130 trade union leaders are interviewed. Averages, percentages and chi-square test are used for the analysis of data.

Sukalyani, Swati and Biswajeet Pattanayak\(^\text{12}\) (2004) examine ‘Organizational Climate: An Exploratory Study on NALCO’ to assess, organizational climate and its dimensions in NALCO organization. The objectives of the study are – to understand and assess organizational climate and its dimensions in NALCO and to suggest interventions based on the findings for further improvement of the climate. Findings show that, NALCO is dominated by dependency and expert influence. This implies that the organization has hierarchy and the decisions are made by those who are at the higher level. The experts play an important role in the various aspects of the organizational life. It is a good indicator of a positive organizational climate. Further, it is observed that the executives as a group, perceived the climate to be dominated by dependency and control, which implicates that the organization has clear-cut channels of communication and is controlled by few people. It is also proved that employees are involved in and highly stimulated by challenging tasks and the specialists within the organization dominate in determining these tasks. The organization rewards specialization. This is a highly encouraging finding in the organization. The motivational climate of NALCO is highly positive and encouraging.

Bhatnagar, Jyotsnaha and Anuradha Sharma\(^\text{13}\) (2004) conducted a study on, ‘Strategic HR Roles in India: HR-Dares to Be the Think Tank?’ The study seeks to probe, HR-line managers’ perception of the strategic HR roles in public sector units and multinational organizations, the status of the strategic HR roles and the impact of the background variables on the strategic HR roles.

Findings indicated that there was no difference in the perception of the strategic partner role in the managers of the public sector and multinational firms. There was a significant different in the perception of human resource manager and line managers, while hierarchical level influenced the business partner role of HR.
The results provided support for the strategic HR roles, which was of a moderate quality, found in the managers of the information technology sector. The present study implies that HR managers must involve line managers in strategic decision-making. The study also finds that HR role in India are slowly gaining importance. However, they are not of high quality but moderate quality. IT sector being the best performance and the dairy sector worse one. The study recommends more visibility and content endeavor for HR strategic intervention. There should be HR audit for proper internal environmental scanning. There has to be commitment at the highest level for HR managers to play a strategic role.

Srivastava, S.K.¹⁴ (2004) has attempted to investigate the impact of welfare activities on job satisfaction and attitude of workers towards management, amongst the workers of public and private sectors. Objectives of the study are – to assess the quality of labour activities, to measure the degree of job satisfaction of workers and provision of labour welfare. This study was conducted on 200 workers, 100 from public and 100 from private in Kanpur city.

Welfare activities are provided well in public as compared to private sector. The public sector employees are more satisfied than the private sector employees. The public sector employees have more favourable attitudes towards management in comparison to private sector. It concludes that welfare activities should be enriched and all the hurdles and obstacles in it should be removed. Each and every employer must implement Factories Act. Undoubtedly, the facilities like education, housing, medical, recreation, safety, canteen and good working conditions enhance the worker’s capacity to work sincerely.

Agarwal, M. and Sudeepa Bose¹⁵ (2004) have examined ‘Organizational Climate for Perceptions of Procedural Fairness in Human Resource Practices and Role Efficacy.’ The present study has attempted to establish the linkages between work climate dimensions, perception, justice in the organization’s HR practices and members’ role efficacy in two public and two private organizations. The sample for the study consisted of 205 managerial and supervisory personnel belonging to two public sector organizations (N=105) and two private sector organizations (N=100) in north India. All four organizations are manufacturing organizations. It is hypothesized that if an organization’s work climate is participative, innovation –
supportive and is characterized by interpersonal trust, it would be positively related with employee’s perception of organization’s human resource practices as procedurally fair. The findings highlight the motivational role of innovation-supportive climate in augmenting perceptions of procedural fairness in work organizations. Results indicate that the dimensions of participative climate such as decision-making, work-related problems and members’ welfare are highly correlated with procedural fairness. It appears that the demographic characteristics of members are differently influenced by the RH policies of public and private sector organizations and thereby contribute differently to procedural justice perceptions. Finally, the findings are strongly supportive of the hypothesis that the perception of procedural fairness would be positively related with members’ role efficacy. Irrespective of the form of the organization, management’s attempt to develop the role efficacy of members requires the creation of positive work environment which enables members to perceive as fair the procedures used for implementing human resource decisions.

Prabhu, N. R. V\textsuperscript{16}. (2005) attempts to establish a link between organizational culture and managerial thinking. It would help managers to adopt tactics to effectively deal with people in a cultural context. The objectives of the present study are to examine the impact of organizational culture on managerial thinking style in MNCs and PSUs and to suggest possible organizational development interventions to develop executives’ effectiveness.

All the participants are personally contacted by the investigators during working hours. Participants are taken from MNCs as well as PSUs. The results of the study reveals that there exists, significant mean difference (t-test) between both sectors with regard to autocratic culture, bureaucratic culture, technocratic culture and entrepreneurial culture. It shows that MNCs are more concerned with autocratic, technocratic and entrepreneurial organizational culture. The differences between manufacturing industries and service sector organizations are found to be statistically significant on autocratic, technocratic, bureaucratic and entrepreneurial at 0.05 levels. The industrial sector shows lower mean scores than service sector on technocratic and bureaucratic profiles of organizational culture, while the service sector managers’ lower mean scores on an autocratic entrepreneurial culture profile. The statistical analysis performed on the scores of thinking style inventory show
significant mean differences between private and public sector organizations in relation to different managerial thinking styles. The t-value shows significant differences between MNCs and PSUs with regard to the analyzer thinking style implemener and collaborator. It does not produce any significant difference between managers at the organizational level with regard to the imaginator thinking style while the public sector organizations who higher mean scores on implementer and collaborator styles of thinking.

Priyadarshini, R. Rani Geeta\textsuperscript{17} (2005) conducted, ‘A Study Organizational Effectiveness in Textile Mills’ at Coimbatore: to analyze the effectiveness of organizations in the textile industry. Primary data is collected through questionnaire. The sample-size is 30, collected from three middle level managers from each of the ten textile mills, five organizations from the public and five organizations from private sector. There are thirty respondents, of which 15 are from National Textile Corporation (NTC) and other 15 from private mills in Coimbatore.

Abraham, V. and R. R. Sharma\textsuperscript{18} (2005) examined the ‘New Technology and the Emerging Labors Market: A Study of Indian IT Industry.’ It covers the study about education and training, models of rescaling, the structure of job hierarchy etc. The study is based on a mixed sample survey, conducted among software professionals working in software firm and IT Enabled sector firms in three representative cities, namely Bangalore, Delhi / Gurgaon and Trivandrum. Firm for the sample survey were chosen on three criteria namely level of technology, competence of firm, size and location of firm. Responses to a questionnaire were collected from 150 software professionals, 50 from each city of study.

Results of the study are: (i) in the survey conducted nearly 90 percent of the workers had technical education. Among the technically qualified workers the largest share of workers was with B. Tech in computer engineering and MCA, recoding 29 percent each, 13 percent of the workers had qualified B. Tech in electrical and electronics engineering. Nearly ten percent had engineering degree in other trades. The ITES sector has nearly 60 percent of the workers with general education. From the survey, the share of workers having undergone on-the-job training is found to be positively associated with clustering of firms and size of the firm. More than 14 percent of the workers had attended job oriented courses prior to
joining firm. In Bangalore more than one-third of the workers had received training, in Delhi, it was marginally higher than one-fourth while in Trivandrum it was only 16 percent.

Prasad, Asha (2006) studied, ‘Power Sector Reforms in Delhi: Human Resource Perspective’. In the present study, an attempt has been made to examine the relationship between privatization of the state owned Delhi Vidyut Board (DVB) and adjustment of human resources required for the process to be done smoothly. In all 200 questionnaires were got filled and opinions were collected. The sample design accorded representation to each level. A four – point scale questionnaire containing 46 questions / statements was circulated among respondents. Results are as following – three out of four employees agree with the need for reforms in power sector. Only about 18 percent disagree. The 62 percent of the respondents felt that union were consulted on agreement signed between the management and the unions on the structural changes in the wake of reforms, 38 percent pointed out unions were not taken into confidence. About 70 percent of the higher and middle management were unaware of the contents of the agreement signed and only 22 percent and 13 percent of the staff and subordinates respectively had any knowledge of it. Study indicates that 50 percent of middle management and subordinates still state that the assurance given by top management at the time of restructuring will be honored. Approximately sixty-two percent of the higher management and 40 percent staff also favor the restructuring process.

Purang, Pooja (2006) studied, ‘HRD Climate: A Comparative Analysis of Public, Private and Multinational Organizations’. This study compares the human resource development climate perceptions of middle – level managers of five Indian Organizations. These organizations operate in different sectors, the two are public sector organizations, the two are private sector organizations and the one is a multinational organization. The study hypothesizes that the human resource development climate perceptions of the managers in the private and multinational organizations will be more positive than in the public sector.

Thomas G., Reio Jr. and Faye C. Sutton (2006) conducted a study entitled as, ‘Employer Assessment of Work-Related Competencies and Work-Place Adaptation’. In this study, they identify 17 work-related competencies that might
relate best to the successful workplace adaptation of recent engineering graduates. Competencies are an important indicator of employee commitment, performance, satisfaction, withdrawal and turnover. The study consists of the work-related competency index, the workplace adaptation questionnaire and a demographic survey. The primary objective of this study is to examine the current work related competencies that employers expect of recent engineering graduates and how these competencies relate to workplace adaptation. They assume that interpersonal and technical work-related competency is positively related to establishing relationships, acculturation and the job knowledge of recent engineering graduates. Controlling for selected demographic and background variables, interpersonal and technical work-related competency is also positively related to the adaptation. In this survey correlation, t-tests analyses of variance and hierarchical regression are used to examine the research questions.

Vyas, Rajashree\(^2\) (2006) had done an empirical study on, ‘Performance Management Systems in Banks: Practices and Effectiveness’. An attempt has been made to study performance management system in banking sector. The objectives of this study are – to understand the frequency with which performance is evaluated, to know the methods used for performance evaluation, to understand the parameters and to apply performance assessment to other areas to HR like training and development, rewards and promotions. In order to collect data, questionnaire is prepared with open ended and close ended questions. The study covers eight banks – five from private sector and three from public sector. Data has been collected from these banks and then it is organized compiled and tabulated. Results of the study are – that majority of the banks do performance evaluation (62.5 percent) on yearly basis, 25 percent do it half yearly and 12.5 percent do it quarterly. There is a combination of performance appraisal that is about 50 percent banks use the self and supervisor’s assessment, followed by 37.5 percent using the 360-degree appraisal and only 12.5 percent use supervisors’ assessment method.

Biswas, Soumendu, Vijai N. Giri and Kailash B.L. Srivastava\(^3\) (2006) study, ‘Examining the Role of HR Practices in Improving Individual Performance and Organizational Effectiveness’. The study analyses the several factors which have vital impact on individual performance and organizational effectiveness, during post-liberalization period. The participants of the study are managerial executives.
from nine different firms in India. Data are collected from 357 participants from which 180 belonged to the manufacturing sector, whereas 177 are from service sector organizations. The measure of organizational culture is with 60 items organizational culture questionnaire. A five – point Likert-scale is used to measure HR climate, to measure the organizational structure, 9- items organizational structure scale is used, to measure, the HR practices in an organization, 21-items HR practices inventory is used, to measure employee’s performance, employee performances scale comprise of 16-items is used and to measure organizational effectiveness, 8-items scale is used.

Majee, Kunal K. (2006) in article, ‘Human Resources Climate Survey of Chittaranjan Locomotive Workshop’, says that human resource climate is significant for companies. The human resource climate survey (HRCS) is an accurate, efficient, flexible tool for gathering critical information about organizational conditions and management practices. To measure human resources environment and HR culture several instruments are used which are organizational climate, HRD climate, organizational culture, organizational environmental learning. The study is conducted in Chittaranjan Locomotive Workshop and data are collected through questionnaires. Sample-size has been taken as 100. The total score of all 38-items from each person is calculated. The questionnaire uses a five-point rating scale. The scores on all 38-items are added to get a composite score. Scores, above 114-indicate a good HRD climate, near to 150-indicate excellent HRD climate, below 76-indicate considerable scope for improvement. Findings show that the score is below 114, thus we can say that human resource development climate of chittaranjan locomotive workshop is god, but there is a considerable scope for improvement. By analyzing each of 38 questions individually and taking average of them and summing up all these, 84.25 score are achieved. It shows further scope for improvement in human resource development climate in Chittaranjan Locomotive Workshop because HRD climate is the lifeblood for it.

Mufeed, S.A. (2006) examines, ‘The Need for a Focus on Key Elements of HRD Climate in Hospitals – an Empirical Study’, to have look at the application of concept of human resource development particularly in hospitals. The paper identifies the need for key elements of human resource development climate in
hospitals which includes generals’ climate, OCTAPACE culture (openness, confrontation, trust, autonomy, proactivity, authenticity, collaboration and experimentation) and promotion of HRD mechanisms, with special reference to Shari Kashmir Institute of Medical Science (SKIMS) Srinagar. The objectives of the study are – to study the relevance of human resource development system in hospitals, to analyze the level of satisfaction among employees regarding human resource development practices and to make some suggestions for improving human resource development climate in hospitals.

Lim, Doo Hun and Michael Lane Morris\textsuperscript{26} (2006) conducted the study on ‘Influence of Trainee Characteristics, Instructional Satisfaction and Organizational Climate on Perceived Learning and Training Transfer.’ The main purpose of the study is to assess the perceived learning and transfer of learning made by a group of international human resource development professionals who take a strategic business financial planning course. The study identifies the cross-relationships and influence of the transfer variables in the three transfers constructs (trainee characteristics, instructional factors and organizational climate) towards the trainees’ learning transfer.

The results indicate several findings about the trainees’ retention and transfer of training. The study calculated the trainees’ perceived learning at times 1, 2 and 3 and pretest and posttest scores at times 1 and 2 respectively. It was found that the mean differences were significant for all cases except the perceived learning increase between times 2 and 3. The perceived learning increase between times 1 and 2 and between times 1 and 3, was positive along with the positive pretest-posttest learning increase, while the perceived learning retention between times 2 and 3 was negative.

Pearson R., Terry, Donna Stringer Y., Velle H. Mills La and David F. Summers\textsuperscript{27} (2006) conducted a study on ‘Micro Vs Small Enterprises: A Profile of Human Resource Personnel, Practices and Support Systems’. It is hypothesized that there is difference between micro and small sized enterprises in HRM personnel practices and support systems. The questionnaire is divided into five parts-profile of firms, human resource management, employees’ demographics, personal data about
the primary human resource management, perceptions of expertise regarding human resource management and human resource management support processes.

Findings depict that small size enterprises use formal communication system, employee handbooks and outside legal advice significantly more in their human resource management operations as compared to micro firms. There is no significant difference among primary HRM personnel practices in micro sized enterprise and the small sized enterprise sample. Outcome shows that there is no significant difference observed among primary HRM personnel practices in micro sized enterprises and small sized enterprises. The author’s hypothesis is found to be invalid and research findings suggest a higher level of sophistication and experience in human resource management functions in micro and small enterprises.

Sheehan, Cathy, Peter Holland and Helan De Cieri\textsuperscript{28} (2006) review, ‘Current Developments in HRM in Australian Organizations’, to report on current developments in the area of human resource development in Australia. The objectives of the study are to examine whether the educational levels of HR professionals increased continuously, to study the current key elements of HR role and to study Australian organizational policies and practices to attract the talent. The study analyses 1372 online responses to a survey of Australian Human Resources Institute (AHRI) members.

Results indicate that 46 percent of respondents have completed some form of graduate degree. Human resource professionals are taking the opportunity therefore to increasingly improve the educational qualifications.

Punia, B.K. and Anju Dahiya\textsuperscript{29} (2006) conducted study on, ‘Performance Appraisal Systems in Corporate Sector’. Performance appraisal of employees is an important factor in an organization. The primary objective of the study has been to elicit employee’s comparative opinion on performance appraisal systems being implemented in the Indian corporate sector. Data in the form of a well-structured questionnaire is collected from one hundred respondents working in different organizations of North India. The statements are related to the five key components of the performance appraisal system. These have been identified as role performance appraisal system in objective-setting and problem-solving, leadership and team-building through performance appraisal. Performance appraisal is a tool of employee
motivation, communication efficiency. The respondents are asked to make their preferences on a five - point scale for both type of appraisal systems and the scale ranged from true to very little extent to true to a very great extent. Paired sample test has been applied to ascertain the significance by comparing the t-value.

In the present study, the system’s comparative contribution on five different parameters that is the role of system in objective setting and problem-solving, leadership and team-building, employee motivation, communication efficiency and change management has been analyzed and discussed. Study shows that 360-degree system enhances performance, provides accurate feedback and provides direction for individualized development planning and promotes clarity in performance expectations. Respondents have acknowledged that the 360-degree appraisal and feedback system is superior to the traditional system. Employees prefer that 360-degree appraisal and feedback system stronger tool of motivation, effective communication among employees and a better attitude – change master as compared to traditional system of appraisal.

Akuratiyagamage, Vathsala M.30 (2006) studies on, ‘Management Development Practices: Empirical Evidence from Sri Lanka’. At the time of study there were 207 companies (82 local, 68 foreign and 57 joint ventures). So by stratified random sampling 100 companies were selected for study, but 78 companies (32 local, 26 foreign and 20 joint ventures) agreed for the participation. Data was collected through questionnaire and interviews. In order to measure importance of HR function in an organization and HR managers’ contribution to organizational strategy on management development, a five point Likert-scale was used ranging from (1) very low to (5) very high.

Kandu, Subhash C., Divya Malhan and Pradeep Kumar31 (2007) conducted a study on, ‘Human Resource Management Practices in Shipping Companies: A Study.’ The main objective of the study was to assess the human resource management practices being practiced in shipping companies. The present study is based on primary data gathered with the help of questionnaire comprising of three sections. The first section contained ten background questions and second section contained 22 statements about the human resources management practices. The third section contained 45 statements related to employee service orientation.
questionnaire was administered to 600 respondents of 200 companies who have undergone training and development programmes in training institutes in New Delhi, India. Only 250 (41.7 percent) of the returned questionnaire were found suitable for final analysis and without any discrepancies. Out of the sample of 250 respondents, 90 respondents were from Indian and 160 from multinational shipping companies. All respondent employees/officials were of Indian origin.

Gupta, Smita and Manisha Agarwal (2007) attempt to examine, ‘The Effects of the Organizational Climate Dimensions on the Perceptions of Appraisal System.’ The present study was conducted with the following objectives – (i) to examine the relationships between dimensions of participative climate and member’s perceptions of performance appraisal system in a private sector organization, (ii) to examine the relationships between the demographic characteristics of the employees and the member’s perceptions of performance appraisal system in a private sector organization. The sample consisted of managerial participants from a profit earning private sector organization (N=100), situated in the state of Uttar Pradesh. Measures consisted of scales related to member’s perception of the participative climate, perceived effectiveness of performance appraisal system and demographic characteristics of the participants. The questionnaire for participative climate scale consisted of ten items. The reliability coefficient of the scale was 0.75. Responses of all the items were taken on Likert-five point scales. A four items scale measured demographic characteristics of the participants consisting of length of service, salary received, number of promotions received and age.

Katuwal, Shyam Bahadur and Gurpreet Randhawa (2007) examine, ‘Some Personnel Attributes in Association with job Satisfaction of Industrial Workers of Nepal’. The present study is an attempt to assess the relation between personal attributes – age, gender, marital status, number of dependents, and nature of employment, experience etc. and job satisfaction of the workers in Nepal. The selection of the sample is based on multistage stratified random sampling procedure. At the first stage, the cotton and synthetic textile industries employing 100 and more persons are identified. The second stage includes selection of the sample factories. Four textiles factories are selected by simple random sampling method. In the third stage, sample-size is confined to 372 workers assuming that ten percent would be
significant to represent the opinion of the total persons engaged in the factories. At the fourth stage, the sample for workers in each factory is taken from the list of names provided by the administrative departments of the sample factories. The other part consists of a questionnaire developed for measuring attitude of workers towards their job on the five-point Likert-scale. This includes a total of twenty-one statements, twenty statements for measuring attitude on the sixteen facets of the job and one for assessing the overall attitude of workers towards the job. Interviews are taken personally during working hours. Chi-square test is used to measure the association of the variables. Cramer’s coefficient has also been applied to identify the degree of association among the variables.

Ghebregiorgis, Fitsum and Luchien Karsten\textsuperscript{34} (2007) conducted a study entitled as ‘Human Resource Management and Performance in a Developing Country: The Case of Eritrea’. It studies the relationship between human resource management practices and organizational performance in Eritrea. The findings indicate that there is existence of a positive relation between human resource management practices and organizational performance in Eritrea. But it does not hold true across the four organizational performance measures. The turnover results show that employee turnover decreases as firm’s compensation packages increases. The organizations where there are more opportunities for promotion and development, their employees tend to remain in organizations. Both recruitment and training are significantly related to absenteeism, but these HRM practices are not associated directly with reduced absenteeism. Compensation is found to have significant effect on grievances. Compensation activities are the only HRM practice that has significant impact on reducing employee’s grievances. It is also found that larger firms have fewer grievances than smaller firms. The results reveal that employee development is significantly and positively related with productivity.

Srimannarayana, M.\textsuperscript{35} (2007) attempted to examine, ‘Human Resource Development Climate in Dubai Organizations’. The present study is carried out in selected organizations such as shipping, banking, tourism, and trading and food businesses, to assess the extent of human resource development climate. The 38-items included in the questionnaire can be divided into three categories such as general climate, OCTAPACE culture (openness, confrontation, trust, autonomy, proactivity, authenticity, collaboration and experimentation) and human resource
development mechanisms. Five-point Likert-scale has been used in the present study. The sample-size in the study is 216.

Shailendra Singh, Naresh Kashi and Abhijit Bhattacharya\(^{36}\) (2008), conducted a study on, ‘High Performance Organizations: Relationship with Human Resource Policies and Practices,’ to examine the relationship between organizational performance and human resource policies and practices. It is hypothesized that human resource policies and practices will have a positive relationship with organizational performances. A list of 300 companies is prepared. The data used in this study is collected from 49 organizations consisting of 18 public sectors and 31 private sectors. Pearson correlation and step-wise regression analysis is used to analyze the data. For measuring organizational performance and human resource policy, five point Likert-scale scores ranging from 1 to 5 is used. Results reveal that generic performance and financial robustness are positively correlated with three dimensions of human resource policies while social responsibility is positively related only to meritocracy. Regression analysis results reveal that generic performance is significantly related to motivational human resource policies and empowerment, while empowerment and meritocracy emerged as significant predictors of financial robustness and social responsibility respectively. Empowerment and meritocracy also emerge as significant predictors of overall performance.

George. T\(^{37}\) (2010) conducted a study to examine what can employers and government do to assist workers in improving productivity and what can workers themselves do. In his view the productivity improvement can best take place in the context of economic growth. The study reveals that many workers face the problems of change and insecurity. This can be overcome by training and retraining programmes and adequate provision of workers to move to other work within the same industry. He opined that the productivity can only be achieved through effective teamwork and the fruits of increased productivity should be shared fairly among employers, workers and the public generally. HRD practices will certainly influence quality of work life in the organization.

Basher Ahammed\(^{38}\) (2010) in his study relating to motivational factors of industrial employees observed that the industrial workers of Kerala possess medium
level of efficiency. Similarly, workers are moderately satisfied with the working conditions prevailing in the organization. The efficiency level and satisfaction in the working condition vary from company to company. Level of satisfaction is inversely related to the length of service. Other background variables have no considerable influence in satisfaction. Further, the level of satisfaction depends upon different motivational factors for different companies. Also motivating factors vary with the antecedents of workers like age, caste education, length of service etc. While immediate financial improvement gets the highest preference, other expectations like facilities at work site and medical facilities for family are also important for some companies.

Reghan Bilgie\textsuperscript{39} (2011) and others have observed that organizational attitudes are basically the feelings, beliefs and behaviour towards one’s job and/or organization. Those attitudes include the feeling towards work, identification with a job and/or on organization, perceiving the policy and programmes of the organizations etc. They concluded that it is safe to say that attitudes towards the remarked that ‘if we want to change and improve the attitudes, then there is a need first to establish the baseline’.

Thomas Jacob \textsuperscript{40} (2011) in his research work mentions that the greatest competitive advantage of any organization depends on the quality of its human resource and the effectiveness with which they were deployed. Acquisition of the adequate and appropriate kind of human resources is perhaps the most crucial, complex and perpetual task of management of any enterprise.

Arun Kumar Krishnamurthy\textsuperscript{41} (2011) conducted a study on human resources management. The study reveals that the best service which a human resource function can do is to make the employees feel that they are working in the right place, doing the right work and getting paid justly as long as the Employee remains in service. He pointed out a few norms for employee compensation such as annual pay and perquisites, grade or positional based remuneration, remuneration based on number of years’ service, rewarding performance with increments has a permanent impact on compensation for ever, etc.

Gangadhar and Madhar Keswani\textsuperscript{42} (2011) conducted a study on the changing nature of employment and compensation. The study reveals that with today’s
salaries, employees are reaching the level of hygiene on the monetary compensation front. The ability of monetary rewards to attract and retain has been reduced due to similar and better opportunities available in the market and marginal utility of money.

Rethi Thampatty\(^{(43)}\) (2011) in her study made it clear that the employee productivity in organizations does not directly relate to the kind of performance appraisal conducted alone. The other factors such as the kind of technology employed, levels of innovations achieved, and the kind of market also play a key role in keeping productivity high. All what the system of performance appraisal could do is to keep the people alert of their job performance, motivate them adequately by helping them to develop and utilize fully their skill, potential, capability and creativity.

Jacob\(^{(44)}\) (2012) conducted a study on the industrial relations in public sector undertakings in Kerala and found that industrial relations in the public sector undertakings of Kerala are comparatively better than that of private sector. He examined the role of workers’ participation in management and the role of trade union in establishing industrial peace in the state.

Markel Karen. S\(^{(45)}\) (2012) in his study stated that there has been a great deal of interest in work – life practices from researchers, practitioners and public policy makers. Work – life practices are broadly defined as any practice designed to assist employees in managing their work and non – work lives. He examined why organizations adopt these practice using a large study of organizations in the United States. The findings revealed that work – life practices are not interchangeable and should not be treated as such by researchers, practitioners or public policy makers. Each practice has its own unique antecedents to adoption, implications for the organizations and public policy issues.

Prasad\(^{(46)}\) (2012) in his study observed that majority of the employees in the Textile units of Kerala were under – educated and technically under – qualified. On account of technical incompetence of the employees the textile units in Kerala could not take up the challenges of globalization and liberalization. He also observed that work – variety is an important factor capable of boosting the morale of employees, giving job satisfaction and avoiding monotony. Though the shift system was
necessary to enhance production and to make maximum utilization of available resources, night – shift caused problems related to individual health and to domestic as well as social life of the employees.

Ibrahim Muhammad Faishal17 (2013) made a study in the subject and stated that quality of work life studies is increasingly gaining the attention of urban planners due to their usefulness in assessing and monitoring public policies. He made an attempt to study the quality of work life of residents staying near industrial estates in Jurong, Singapore using 18 subjective life indicators to measure the overall life satisfaction and found health, family life and public safety emerged as the most important aspects, while self – development, religion, and politics were least important. On the satisfaction level public safety, family life and public utilities were deemed to be among the most satisfied aspects, while consumer goods, politics and environment were considered to be among the least satisfied aspects.

Wilson48 (2013) in his study observed that workers were generally satisfied with the environment in which they worked. The satisfaction rate was high among the public sector workers than the private sector workers. Regarding style of supervision both the categories were satisfied. Both the categories were not satisfied with respect to promotion and involvement in decision making. He also found that public sector employees had more satisfaction than private sector employees with respect to reward, human relations, behavior of co – workers and nature of job.

Sarang Shankar Bholà49 (2013) made a study of quality of work life in casting and machine shop industry in Kolhapur. He found that workers from public limited units and very few workers from private limited units were receiving comparable good wages. Workers working with proprietary units were not receiving good wages. He observed that majority of the units under study have not concentrated on the safety aspects of the workers. Almost all units were lacking in basic policy making and its implementation. They are also lagging in defining the goals and mission. He established that the level of the quality of work life did not depend upon the nature of ownership. Public limited, private limited and proprietary units have good or poor quality of work life.

Smythe50 (2014) made a qualitative study of the working - lives of twenty-six Chinese women sweepers in Hefei, Anhui Province, in the People’s Republic of
China. Most participants were illiterate peasant women called *nongmingong*, migrants from the Chinese countryside. The study’s methodology was a project called reframing suggested by Tuhiwai – Smith (1999) used for researching indigenous populations. The sweeping workers suggested that illiteracy was at the root of their employment problems. Policy and taxation reform initiatives by the All – China Women’s Federation and the Ministry of Education in the Chinese party of China Central Committee addressing the formal and informal educational needs women *nongmigong* are recommended.

Mala Bhandari51 (2014) made a study about women in two work roles and the quality of their life. The study was based on home and work as two overlapping spheres of life. It investigates how the quality of life of women is affected by their dual roles, one at home and the other in office. She studied their home and office lives with the quality of life approach. It analysis the socioeconomic dynamics of their households and discussed the determinants of their quality of life.

Antti52 and others (2014) analyzed the relationship between temporary employment and the quality of working life by focusing on findings during the late 1990’s. Empirical research on job insecurity, work attitudes, and work behavior is reviewed with comparisons between temporary and permanent workers. Analysis of the psychosocial work environment of fixed – term employees in Finland illuminates’ differences according to age, gender, job demands and control, and work support. Findings do not demonstrate adverse consequences of temporary employment.

Blanche R and Elma53 (2014) developed a questionnaire and given to 22 social workers in South Africa. Job satisfaction is defined before looking at the organizational factors underpinning it: work content, remuneration, promotion opportunities, working environment, leadership & management style, and group factors. How the supervisor can impact social worker job satisfaction is addressed, along with how to improve social worker quality of working life. Findings indicate that work content is positively experienced by respondents and they gave highest priority to adequate and fair remuneration, while attaching the greatest value to supervisor attitude and recognition of their good work.
Thomas Vander Ven, & Francis Cullen. T^{54} (2014) made a study relating to the increasing entrance of women into the paid labour market. A popular assumption has been that the children of working women are prone to criminal activity. The authors analyze data from the National Longitudinal Survey of Youth, using multiple regression models to examine whether the occupational status of mothers has criminogenic effects on their children during adolescence and early adulthood. After tracing the effects of maternal resources, work hours, and occupational controls to criminality, the authors find that cumulative time spent by mothers in paid employment had no measurable influence on criminal involvement. On the other hand, coercively controlled maternal work over time was related to greater criminal involvement (in their children) in adolescence.

SiddeGowda^{55} (2014) made an investigation for understanding and also to test the efficacy of social work intervention on the wellbeing of the white collared industrial employees and their family. A total of 80 executives were interviewed. The result of the study can be enumerated as follows. After the social work intervention, the executives’ occupational profile was tested, and there were significant changes in role perception, overload, role conflict, low status and poor peer relations. Significant reduction was noticed in their proneness to heart disease, depression inadequate mental mastery, and perceived ill health. There was significant improvement in their orientation, active-recreational and organizational characteristics.

Sreedhar^{56} (2014) proved that when the size of the organization (based on number of employees) increases, effectiveness of human resource management decreases. So, there exists an inverse relation between size of the organization and human resource management effectiveness. He established that small sized state level public enterprises enjoy an effective human resource management system compared to medium and large sized state level public enterprises. This reveals that when the number of people in an organization increases, the complexity in managing those people also increases. Hence, two options are available before the management to resolve this problem. (a) Absorb people within the capacity of their HRM system and (b) Improve the capacity of their HRM system at the required level with every increase in the manpower.
Ramakanta Patra⁵⁷ (2015) observed that ‘employee relationship management’ is a cutting edge, complex, and crucial business process which enable and energizes employees and gives them an effective drive, with additional motivation to do their job better in comparison to the conventional human resource practices. It is simultaneously an effective tool to manage the cordial relationship between employees and the human resource practices and create a dedicated and effective work force. It is an integrated human resource system which allows employees to participate in a transparent communication in the organization, which helps to achieve organizational goals without any ambiguity.

Perrucci⁵⁸ (2015) and others examined the demand-control theory of work strain by formulating the hypothesis that shift work has negative consequences for workers including health and well – being, family life and social relationships. They expand the theoretical arguments in three ways; a) by considering the effects of different job demands, b) by considering the influence of different forms of worker control, and c) by including several forms of work strain including mental health, job satisfaction, and work-family conflict. Their findings support the predictions of demand – control theory with several important qualifications. Working non-standard shift is a work stressor only in the area of family life, but has no negative effects on mental health and job satisfaction. Autonomy, job control and supervisor support are most important for job satisfaction while self-control and resource control are most important for understanding work-family conflict and mental health. HRD practices will certainly influence quality of work life in the organizations.

Handel⁵⁹ (2015) observed that there is significant controversy over recent trends in the material and intrinsic quality of works. Neo-Fordist theories argue that material conditions such as pay, job security, promotion opportunities, and efforts requirements have deteriorated for most of the workforce. Post – Fordist theories argue that new work systems are raising levels of intrinsic reward such as job challenge, autonomy, and cooperation and are also offering high wages. His article tests both theories using repeated cross-sectional data from the general society. Results suggest workers’ perception of quality of their jobs remained remarkably stable on most dimensions.
2.2. RESEARCH GAPS IDENTIFIED IN THE EARLIER STUDIES (RG)

After examining the above literature, it was found that certain research gaps were found to be existing. Hence the gaps are summarily stated as below

1. No research work of worthy nature was done on the nature and performance of Human Resources in Singareni Collieries Company Limited (SCCL) and the relevance of Human Resource Development (HRD) practices was not examined. (RG-1)

2. No major research observations were made on the prevailing HRD practices in SCCL. (RG-2)

3. No major research efforts were made to examine whether the prevailing HRD practices cater to the needs of the employees in SCCL. (RG-3)

4. No major research studies were made on the awareness levels of employees on existing HRD practices in SCCL. (RG-4).

5. No major research studies were made on the satisfaction levels of employees on existing HRD practices in SCCL. (RG-5).

6. No significant research studies were made in order to test the correlation that exists in between HRD practices and satisfaction level of employees in SCCL? (RG-6).

PART-B

2.3. RESEARCH QUESTIONS (RQ)

Based on the above existing research gaps it is proposed to formulate certain research questions by which the research objectives and Research Hypothesis could be constructed and examined.

1. What are the conceptual perspectives of HRD and what are the prevailing HRD practices in SCCL? (RQ-1)

2. What is the organizational profile, growth and performance of SCCL in the present global scenario? (RQ-2)

3. What are the awareness levels of employees in SCCL on prevailing HRD practices and their satisfaction levels on HRD practices being practiced in SCCL? (RQ-3)
4. Do there exists any Correlation between HRD practices and satisfaction level of employees in SCCL? (RQ-4)

2.4. OBJECTIVES OF THE STUDY

In order to answer the above research questions, the following objectives were formulated to conduct the research study

1. To study the concept of Human Resource Development practices in general and with reference to SCCL in particular.
2. To present the profile of SCCL in terms of organization structure, performance and its historical growth since its inception.
3. To assess the awareness levels and satisfaction levels of employees on identified Human Resource Development practices in SCCL.
4. To examine the correlation between HRD practices and the level of satisfaction among the employees in SCCL.
5. To offer suitable suggestions for effective implementation of HRD practices in SCCL.

2.5. HYPOTHESIS

Basing on the above framed objectives, the following research hypothesis were framed and tested statistically.

Ha₁: There exists a close association between demographic profile of the employees and the level of satisfaction on HRD practices in SCCL.

Test Applied: Chi-square Test, Multi-discriminate function Analysis,

Ha₂: Demographic profiles of the employees have a strong positive correlation with the level of satisfaction on HRD practices in SCCL.

Test Applied: Factor Analysis, Pearson correlation, Anova and Multiple-Regression Analysis.
2.6. RESEARCH METHODOLOGY

This portion refers to the methods and data sources used to carry out this study and evaluate the research questions. It clearly lays emphasis on Research Design, Nature of the sample, Size of the sample, Methods of sample selection, Data collection tools and techniques and the statistical tools used to analyze the collected data in order to draw inferences and conclude accordingly.

2.6.1. Methodological Sketch (Outline)

<table>
<thead>
<tr>
<th>Research Design</th>
<th>Descriptive Research Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sampling Technique</td>
<td>Stratified Random Sampling method</td>
</tr>
<tr>
<td>Data Type</td>
<td>Primary and Secondary</td>
</tr>
<tr>
<td>Data Collection Tools</td>
<td>Schedule Method (Structured Questionnaire)</td>
</tr>
<tr>
<td>Sample size</td>
<td>496</td>
</tr>
<tr>
<td>Statistical Tools</td>
<td>Percentage Analysis, Chi-Square test, Multi-discriminate function Analysis, Factor Analysis, Pearson correlation, Anova and Multiple-Regression Analysis.</td>
</tr>
<tr>
<td>Sampling Unit</td>
<td>Singareni Collieries Company Limited, Kothagudem Division, Khammam District, Telangana State.</td>
</tr>
</tbody>
</table>

2.6.2. RESEARCH DESIGN

Research design is the conceived plan and structure of investigation to obtain answers to the research questions. The problem under the research is to describe certain characteristics such as applications, dependency, acceptability and advantages of the subject matter under consideration. The researcher has brought out the existing nature of these characteristics of the subject matter with respect to the study organization, with the help of detailed analysis of collected data. Hence, the design that has been adopted for this research is “Descriptive Research Design”.
2.6.3. SAMPLE DESIGN

In selecting the samples from the population, ‘Stratified Random Sampling’ method was adopted. In Stratified Random Sampling method, the population is segregated into several strata, and then the sample is collected. Stratified Random Sampling method is adopted when population is more heterogeneous. Strata are formed in such a way that it is more homogeneous. The total population under the select sampling unit was segregated into two heads namely open cast and underground coal mining sections. The sample population was stratified into two groups namely executives and Non-executives. Equal percentages of respondents were randomly selected from their respective population under the above mentioned two strata.

2.6.4. SAMPLING UNIT

For selecting the respondents in order to collect the primary data, the Kothagudem Division of SCCL was considered as the sampling unit and hence data was collected from this unit as it possesses both underground and open cast coal mines. Hence the sample possesses the element of uniqueness in its posterity.

2.6.5. SAMPLE SIZE

The total population in the sampling unit is 3306. Out of which 426 employees are executive cadre and 2880 are Non-executive cadre. Sample size for the present study is 496 out of which 64 respondents are from the Executive cadre and 432 respondents are from Non-Executive cadre. Thus the total sample size represents 15% of the total population under study.
Table No.2.1

DETAILS OF SAMPLE RESPONDENTS

<table>
<thead>
<tr>
<th>S. No</th>
<th>Designation</th>
<th>Total Population in the sampling unit</th>
<th>Sample size selected for the study</th>
<th>Percent of the sample size to total population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Executives</td>
<td>426</td>
<td>64</td>
<td>15%</td>
</tr>
<tr>
<td>2</td>
<td>Non-Executives</td>
<td>2880</td>
<td>432</td>
<td>15%</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>3306</strong></td>
<td><strong>496</strong></td>
<td><strong>15%</strong></td>
</tr>
</tbody>
</table>

2.6.6. DATA SOURCES

The present study is based on both primary data as well as secondary data.

2.6.6.1 PRIMARY DATA

It is the First hand data on different aspects relating to the research problem and it was obtained from the sample, through a structured Questionnaire by means of schedule method

2.6.6.2 SECONDARY DATA

Secondary data reveals the valuable information about the problem under investigation. It helps the researcher to grasp the problem better and gives room to a more scientific conclusion and verification. It also provides support to the interpretations made out of the primary data. Secondary data was gathered from all that relevant information through Books, Journals, Newspapers, Magazines and Annual reports of Ministry of Coal Mines.

2.6.7. DATA COLLECTION TOOLS

A Schedule method was employed to collect the data from the sample unit. The questionnaire includes various types of questions to cover up the research
problem. Open – ended and also closed – ended questions with multiple options and scaling techniques were adopted.

The interview schedule has been partitioned into different categories addressing the various issues of the research problem.

2.6.8. IDENTIFIED DIMENSIONS OF HRD

For conducting the research study on HRD practices in Singareni Collieries Company Limited, Certain identified dimensions were subjected to thorough analysis and those identified dimensions are recruitment and selection, training and development, performance appraisal, promotion policy, compensation policy, career planning and development, welfare facility and working conditions.

2.6.9. ANALYTICAL FRAME WORK:

The Core of the study being Human Resource Development Practices in SCCL, the study focus around the dependent variable viz., the level of satisfaction perceived by the respondents towards HRD practices. The independent variables identified for the study are Respondents’ age, Marital Status, Education, Department, Working Section, Experience, Awareness on HRD practices and respondents’ type of Job Designation (Classification of Employee).

2.6.10. TOOLS OF ANALYSIS

While analyzing the Primary data, simple statistical techniques like Distributions, Cross – tabulations have been computed and used. For verifying the hypothesis, statistical tools like chi-square test, Multi Discriminate Function Analysis, Factor Analysis, Pearson Correlation, ANOVA and Multiple Regression tests were used wherever necessary.

2.7. LIMITATIONS OF THE STUDY:

The study covers the analysis of Human Resource Development Practices in the SCCL. It is undertaken with the broad view of making an in-depth study of the awareness of the employees on the Human Resource Development Practices and the impact of HRM practices on the efficiency of SCCL.
It is useful for the Human Resource Departments in its exercise of policies and practices and drafting of programs for effective Human Resource Management. However, the study has the following limitations:

1. The study is limited to only one Unit by name SCCL and one division namely Kothagudem Division that pertains to both Open Cast and Underground coal mines area, obviously excluding many other divisions which could have also formed part of an enlarged sample.

2. The study is confined to certain identified HRD practices like Recruitment and Selection, Training and Development, Performance Appraisal, Promotions, Compensation in terms of Wages, Salary and Incentives, Career Development Welfare Facilities and working conditions only.

3. Work culture is not same in all types of coal mines. Culture in a public sector coal unit is vastly different from a private sector coal unit. The study could not consider it specifically. Hence the results may not be generalized to a larger extent.

4. The study was based upon respondent’s feelings, emotions and attitudes at the time of survey, which may not be generalized over a period of time.

5. Keeping in due consideration the employees’ attitudes to talk relatively less on issues related to human resource, less emphasis was given on their detailed descriptive background.

6. Sample size has to keep in mind the practical constrains. Therefore, a large sample could not be feasible due to time and budget constraints of an Individual Researcher.
REFERENCES


