Chapter-IV

Problem and Methodology

In this chapter, research and research methodology are described, the statement of the problem is presented, objectives are defined, and hypotheses are framed. In the later part of the chapter research design is enumerated describing the population, sample size, sampling techniques, data, primary and secondary data, pilot study, reliability, the statistical tools, limitations and chapterisation.

4.0-Introduction:

Human Resource Management (HRM) refers to the ‘people’ dimension in management. Human resource is regarded as vital asset of the organization. It is increasingly realized that management of human resource is much more complex than managing other resources such as financial, physical and material. The survival and prosperity of an organization depends largely on the caliber of people who are engaged in the process of production. Every organization has some specific goals to be attained. The industrial organizations tend to seek the accomplishment of corporate objectives in terms of profitability, market share, turnover, quality products and services, and competitive prices. These cannot be attained unless the organization pays adequate attention to human factor and effective management of human resources. The organization can be both effective (in meeting targets) and efficient (in producing more output by using these resources) only when its human resources are productive, competent and are endowed with abilities. On the contrary, an organization which is not effective runs the risk of failing to meet the competition and even going out of business.

An organization would do well to recruit and select able personnel, train and develop them, provide sound compensation and incentive system, and motivate them for higher levels of performance. Employees in organizations tend to be productive and efficient when organization cares for them and strives to meet their needs. It is believed that employees have different kinds of needs in addition to economic security. The need recognition, sense of achievement, independence in executing work and performance-linked rewards. The organization can develop
loyal, committed, and productive work force when it evolves appropriate and sound personnel policy. Such policy must be explicit clearly enunciating the intentions and philosophy of management. Personnel policies not only serve as assertion of intentions, but also useful as guidelines for action both for the managers, staff of personnel unit as well as operative departments. Further, such policies contribute for uniformity and consistency in decision making, besides leading to improved morale of employees. They can know where they stand and what they can expect from the organization.

Manpower management as a process by which human resources are organized and utilized in making their contribution to current social and individual goals is not a new art. Highlighting the importance of human factor, Claude S. George (Jr) (1974), observed that “A true and comprehensive history of management, of course, would be a history of man”. The approach towards manpower management has changed overtime with the change in the social, economic, political and cultural aspects of society.

Till the advent of industrial revolution manpower management was characterized by such phenomena as ‘savagery’, ‘slavery’ and ‘servitude’. During the post industrialization period, drastic changes occurred in different organizations of the society. Industry acted as a catalyst and became the centre of economic organization with tremendous impact on the social order. Almost a kind of exodus of the rural masses to industrial urban centres in search of employment in the wake of industrialization has had profound influence on the emergence and growth of ‘personnel management’. The abundant supply of labour far in excess of the demand led to a number of labour problems such as wages, long hours of work, poor working conditions, exploitation of child and women labour, job insecurity and so on. To ameliorate these conditions, some humanitarian employers and philanthropists approached personnel management with doses of ‘welfare and paternalism’. Robert Owen, a young welsh factory owner about the year 1800, was the first to emphasize the human needs of employees. His welfare efforts were paternalistic and his new Landmark experiment was a peace-setter in welfare orientation to management.
Workers sought to improve their lot through collective action which led to the emergence of unions and thereby the concepts of collective bargaining and industrial democracy, marked by the beginning of ‘participative management’. During the subsequent years, the management was characterized by such ideas as “Trusteeship and Statesmanship”. Thus, the social, economic and political changes in the society have been continually influencing the approach of employers towards personnel management and as a result its nature and content also has changed.

Personnel management /HRM deal with people at work. It is an evolving field and as such it has been and continues to be one of the most nebulous functions of the society. There are inherent problems and challenges in dealing with people as “they are responsive, they think, they speak, they act—and they are influenced by a host of forces within organizations, in government and in society. There has been a persistent effort to meet these problems and challenges in a systematic and scientific way. Even so, a bulk of contents of personnel management is based upon the accumulated train and error experiences of countless employers. Attempts of management thinkers and behavioural scientists to enrich the field of personnel management resulted in making it a dynamic proposition with a rich discipline as the basic foundation. Many social sciences namely, sociology, psychology, economics, anthropology and political science have noted this as a discipline. The multi and inter-disciplinary approach created such broad array of knowledge in personnel management as it is likely to puzzle the student with the ‘management theory jungle’.

Theory alone, however important, is not sufficient for the growth of human resource management as a profession or a discipline. The theory has to be put to test and its applicability and relevance to practical situations have to be determined. If as a science, human resource management has a knowledge or theory base; as an ‘art’ it should deal with application of the theory to problems in an effort to find solutions. In the ultimate analysis, the human resource management practices need to be studied.
The experience and practices vary widely from country to country and within the same country from region to region, industry to industry and unit to unit. These variations are due to differences in levels of industrialization, composition of labour force, availability of material and human resources, entrepreneurship, state of trade unionism, political system, socio-economic conditions and cultural patterns.

India has its own peculiarities in respect of these factors. The human resource management practices in this country are obviously at variance with that of western practices, although influenced mostly by the management theories of the west. Also the Indian experience of human resource management does not imply that the happenings or practices of all units are one and the same. Instead of having aggregated opinions and impressionistic ideas about the Indian experience as a whole, it is important to appreciate the unit level practices and to have a firsthand knowledge about the same. Realizing this, the present study attempts to gain empirical knowledge of unit level human resource management / people management practices.

**Research** is a systematic quest for undiscovered knowledge. It is a combination of both experience and reasoning and is regarded as the most successful approach to discover knowledge. Thus it is a systematized effort (planned organized with a specific goal). The discovery and creation of knowledge therefore lies at heart of research.

The purpose of research is to discover answers to questions through the application of scientific procedures. The main aim of research is to find out the truth which is hidden and which has not been discovered as yet. It helps to portray accurately the characteristics of a particular individual, situation or a group (studies with this object in view are known as descriptive research studies). Some of the motives for doing research are desire to get a research degree along with its consequential benefits, desire to face the challenge in solving the unsolved problems, i.e., concern over practical problems initiates research, desire to get intellectual joy of doing some creative work, desire to be of service to society and desire to get respectability.
Research Methodology is a way to systematically solve the research problems by logically adopting various steps. It aims to describe and analyze methods, throw light on their limitations and resources, clarify their pre-suppositions and consequences relating their potentialities to the twilight zone at the frontier of knowledge. Research methodology develops a critical and scientific attitude, disciplined thinking or a “bent of mind” to observe objectively. Research Methodology includes the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind them.

4.1-Need for the study:

People management with its emphasis on fair treatment and employee development enables managers to avert unpleasant situations arising out of haphazard and unreasonable decisions through manpower planning, scientific selection, training and development activities and proper compensation and incentive systems. Problems of discord and conflict-prone situations could be minimized. It is believed that since seventies employees across the globe have become more exacting in their demands for high quality work environment (work-life balance), adequate compensation and service benefits, proper training and development programmes, etc. In order to bring a harmonious balance between expectations of employees and corporate goals, sound human resource management practices must be evolved. These practices can help an organization in several ways and the study tries to find out the practices followed by the organization and the motivational techniques employed to prompt organizational members to peak performance.

4.2-Review of Literature and importance:

The importance of the present study can be appreciated in the context of research work conducted on Personnel Management (PM) and Human Research Management in India. Scholars and Researchers have attempted studies and their interest and coverage have been quite diverse. The studies have been categorized by Dayal (1998) into (a) studies on tools and techniques of personnel management and industrial relations; (b) studies on nature of work and human relations, (c)
conceptual and theoretical studies. He opines that research in the last two categories is more important than the first category.

It can be observed from the review of literature chapter that very few studies have been conducted in such an important areas of people management. Further, case studies making an in-depth study of human resource management practices in individual enterprises have been very rare. Hence, there is every need for a comprehensive and objective study of human factor, the significance of the study arises out of the importance of personnel function in the context of liberalization of Indian economy and consequent increase in the tempo of industrialization in the country. An attempt is therefore made in the present study to fill this research gap to some extent. The present study is thus significant and expected to be useful not only to Usshodaya Publication but also to a host of industrial undertakings in and outside India.

4.3-People as resource:

The significance of human resource at micro level has been aptly summed by the Drucker(1975) thus: “managers are fond of saying ‘our greatest asset is people’. They are fond of repeating the trueism that the only real difference between one organization and another is the performance of people”. The basic objective in utilizing human factor is to obtain a maximum return from human resources.

It may be noted that an organization’s performance and resulting productivity are directly proportional to the quantity and quality of its people. Most of the problems in organizational setting are human and social rather than physical, technical or economic. In the words of Sheldon, “no industry can be rendered efficient so long as the basic fact remains unrecognized that it is principally people. It is not a mass of machines and technical processes, but a body of men; it is not a complex of matter, but a complex of humanity. It fulfills the function not by virtue of some impersonal force, but by human energy. Its body is not an intricate maze of mechanical devices but a magnified nervous system. Thus no one can deny the fact that a pool of well-informed or trained and highly developed personnel plays the most significant role in the most successful or effective functioning of an
organization-industrial, business or any other through whose creative and sustained efforts its overall objective may be fully achieved.

4.4-Scope of the Study:

The present enquiry attempts to make a case study of Ushodaya Publications (popular known as eenadu). The scope of the present study of people management is both wide and narrow. It is wide because it covers the entire gamut of the field of people management. It encompasses all the major activities such as procurement of personnel, compensation system and incentives, human resource development, industrial relations, employee benefits and services and so on.

Organization should develop sound human resource policies. They are not only statement of management intention and indicate the basic corporate approach towards human resources, but also provide the much needed framework to guide actions of all managers in taking vital decisions on people. The procurement function includes processes like manpower planning, recruitment, selection, placement and induction. How the employees are to be reasonably and fairly compensated, what factors determine the wage structure, the methods and the mechanism through which wage systems are worked out and incentive plans that are developed for employees form the subject matter of the compensation function. Human resource development which, of late occupies the central place of the field, broadly covers performance appraisal organization of training programmes, promotion of career planning of all employees to develop their potential fully to the advantage of both the organization and the individual employees; industrial relations refers to the group relations between management and workers and they cover aspects like industrial conflicts, collaborative practices, grievance handling and discipline. These aspects also from an important aspect of the enquiry.

The scope of the study could also be viewed as narrow, for it covers only one organization. This need not be a limitation of the study. On the other hand, the in-depth case study approach lends itself to incisive analysis and
comprehensive coverage to get better insight into the issues and practices of human resource management.

4.5-Objectives of the study:

The study has been carried out with the following specific objectives which provide the framework for the enquiry.

- To study the organizational profile of Ushodaya Publications, and the socio-economic background of the employees.
- To analyze the methods of human resource planning, recruitment, selection, placement and induction.
- To examine the compensation system and incentive plans of the employees.
- To study the training and development programmes in the organization.
- To enquire into the nature of conflict and co-operation prevalent between management and employees.
- To probe into the employee benefits and services and;
- To offer important suggestions on the basis of empirical study to improve the human resource management practices in the unit.

4.6-Hypotheses:

The present research frames hypothesis, and the hypotheses adopted are:

HP- 4.6.1 The company’s objectives are achieved largely through people management;

HP- 4.6.2 To enhance individual and organizational performance, people commitment holds the key;

HP- 4.6.3 A coherent set of the personnel policies and practices are necessary for effective organizational performance;

HP- 4.6.4 Integration of HRM policies and business objectives are necessary for the success of business;

HP- 4.6.5 HRM policies need to support the corporate culture, to take organization forward;

HP- 4.6.6 To individual needs and organizational needs need to be harmonized for organization effectiveness;

HP- 4.6.7 Power need to be delegated to various levels of the organization to foster trust and collaboration between people.
4.7-Research Design:

Before going further it is appropriate to discuss the definitions of Research Design: “A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure” (Claire Sellitz, 1962). "Research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and to control variance." (Kerlinger, 1960).

The definition of Kerlinger (1960) includes three important terms - plan, structure and strategy. The plan is the outline of the research scheme on which the researcher is to work. The structure of the research work is a more specific scheme and the strategy suggests how the research will be carried out i.e. methods to be used for the collection and analysis of data.

In brief, research design is a framework or blueprint for conducting the research project. It details the procedures necessary for obtaining the information needed to structure and/or solve the research problem. It is the specification of methods and procedures for acquiring the information needed for solving the problem. Questionnaires, forms and samples for investigation are decided while framing research design. Finally, the research design enables the researcher to arrive at certain meaningful conclusions at the end of proposed study.

A research design is like a roadmap, depending on the research purpose and objectives the research designs are categorized as exploratory or formulate, descriptive or diagnostic and hypothesis testing research studies.

The main purpose of exploratory research is that to define the problem more precisely, identify the relevant courses of action i.e. find the most likely alternatives, which are then turned into hypotheses, isolate key variables and relationships for further examination, gain insights for developing an approach to a problem and finally establish priorities for further research.

The researcher in this study has adopted the exploratory type of research design. Application of appropriate methods and adoption of scientific procedures is
a *sine qua non* of systematic enquiry. This has an important bearing on the collection of reliable and accurate information as well as on the outcome of the study. The present study uses a combination of historical, case study, and survey methods. The historical method traced the genesis of personnel policies and practices.

The case study method was adopted to make in-depth analysis of human resource policies and practices. Case study is a method of exploring and analyses the life of social unit, be that a person, a family, an institution, a cultural group or even an entire community. The case study approach provides the researcher to delve deep into the working of the organization with a desire to bring to light the intricacies and complexities of the activity. In the present enquiry Ushodaya Publications is taken as the unit of study and People Management Practices in all their facets have been studied in-depth. Opinion survey of the employees constituted the survey method in the study.

The study contribution of people management to organizational sustainability has been conducted in Ushodaya Publications, Hyderabad. The researcher has identified the top media industry in Hyderabad and approached them for permission to conduct research in their organization. The researcher could get approval from the organization which is operating all over Andhra Pradesh and India for more than four decades to conduct research in their organization. The researcher has confined the study to only the above mentioned industry and included all the categories of employees as the sample and the people management in all its spheres.

To accomplish the above objectives, the researcher conducted an extensive review of recent literature pertaining to the company core business activities and people management practices. This archival research involved, *inter alia*, closes readings of company websites, annual reports, and press releases, and a review of recent studies. Information conducted during this phase of the research was used to sketch rough “profile” of the company. This profile was further developed on the basis of information collected during the interview stage.
While archival research was being conducted, the researcher developed interview schedule and schedule questionnaire to be administered to the selected organization, and respondents. This survey instrument was designed with careful attention to the definitions and categories.

Then identified and contacted target organization and potential respondents (selected by random sampling) in person to enlist their support in completing schedules, and gather any additional information of relevance to the research.

4.8-Population:

A population a definable set of individual units to which the findings from statistical examination of a sample subset are intended to be applied. A population includes all people or items with the characteristic one wish to understand. Because there is very rarely enough time or money to gather information from everyone or everything in a population, the goal becomes finding a representative sample (or subset) of that population.

In this study of the total size of the population selected is 2921 out of which journalists-477; senior managers-13; middle managers-105; junior managers-479; staff-705; workmen-1132; and trainees-10.

4.9-Sample:

A sample is a subset of a population. Typically, the population is very large, making a census or a complete enumeration of all the values in the population impractical or impossible. The sample represents a subset of manageable size. Samples are collected and statistics are calculated from the samples so that inferences or extrapolations are made from the sample to the population. This process of collecting information from a sample is referred to as sampling.

4.10-Sampling Technique:

Sampling Technique is the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population. To obtain maximum
Stratified sampling is a method of random sampling. In stratified sampling, the population is first divided into homogeneous groups, also called strata. Then, elements from each stratum are selected at random according to one of the two ways: (i) the number of elements drawn from each stratum depends on the stratum's size in relation to the entire population ("proportionate" sampling), (ii) the number of elements sampled from each stratum is not proportionate to the size of the stratum ("disproportionate" sampling); in this case, an equal number of elements is typically drawn from each stratum and the results are weighted according to the stratum’s size in relation to the entire population.

The precision of the design depends on the allocation of sample points to the strata. The disproportionate stratification helps to maximize precision. As the variances differ across strata, disproportionate stratification can provide better precision. With disproportionate stratification, the sampling fraction may vary from one stratum to the next. Since the organizations under study are of varied populations the researcher has found that stratified random sampling – disproportionate is applicable. With disproportionate stratification, the researcher could maximize precision for important survey measures. If variances differ across strata, disproportionate stratification can provide better precision than proportionate stratification, when sample points are correctly allocated to strata - With disproportionate stratification, the researcher can maximize precision for a single important survey measure. However, gains in precision may not accrue to other survey measures.

A sample of 293 (out of the 293 sample selected randomly 2 of the respondents opted out, hence the study sample stands as 291) employees has been taken out of 2921 covering seven categories, viz., journalists; senior managers; middle managers; junior managers; staff; workmen-; and trainees on the basis of stratified random sampling. This constitutes ten percent of employees in each of the categories mentioned above. The sample covers all
the 24 branches and various departments in the organization. The details of sample size is presented in Table-4.1

**Table 4.1**

**Sample size**

<table>
<thead>
<tr>
<th>Employee group</th>
<th>Journalists</th>
<th>Senior Managers</th>
<th>Middle Managers</th>
<th>Junior Managers</th>
<th>Staff</th>
<th>Workmen</th>
<th>Trainees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Employees</td>
<td>477</td>
<td>13</td>
<td>105</td>
<td>479</td>
<td>705</td>
<td>1132</td>
<td>10</td>
<td>2921</td>
</tr>
<tr>
<td>Sample taken</td>
<td>47</td>
<td>02</td>
<td>11</td>
<td>48</td>
<td>71</td>
<td>113</td>
<td>01</td>
<td>293</td>
</tr>
<tr>
<td>Percentage</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

4.11-**Data:**

Data is groups of information that represent the qualitative or quantitative attributes of a variable or set of variables.

4.12-**Primary Data:**

Primary data is the data which is collected by the researcher directly from own observations and experiences for the first time, taking a sample, representing a population. It is not a published data, it is problem specific data collected by the researcher for the first time. The technique used for the collection of primary data in this research study is schedule.

4.13-**Schedule:**

Schedule is a data collecting research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents to meet a particular need for research information about a pertinent topic. The research information is attained from respondents normally from a related interest area. The researcher has used schedule method to collect the data (Appendix-I).
4.14-Secondary Data:

Secondary data is collected and collated from archival research, qualitative interviewing and in-depth interviews.

The secondary data is collected from paper-based sources such as books, journals, periodicals, abstracts, and research reports, internal records of organisations, newspapers, magazines and from electronic sources such as Internet websites.

4.15-Qualitative Interviewing:

Qualitative interviewing is an effective method to look deeply and broadly into subjective realities. Kvale (1996) has likened qualitative interviewing to “wandering together with” the interviewee. He posited that interviewers who genuinely want to hear are on a journey with the interviewee, offering the latter a way to express stories in their own voices. Interviewing’s ability to tap into subjective realities has made it an invaluable data-gathering tool in communication and other disciplines (Lindlof, 1995; Potter, 1996). Specifically, this method allows us to understand “the social actor’s experience and perspective through stories, accounts, and explanations,” test “hypotheses developed in the field,” gather “information about things or processes that cannot be observed effectively by other means,” and elicit “language forms used by social actors in natural settings” (Lindlof & Taylor, 2002).

Also, qualitative interviewing is noted for its high adaptability. Lindlof and Taylor (2002) suggested that qualitative interviewing can be conducted” anywhere two people can talk in relative privacy”. It takes the form of face-to-face group interviewing, mailed questionnaires, and telephone interviewing (Fontana & Frey, 1998). Furthermore, it can cover a wide range of topics, with flexible formality. The in-depth information obtained from interviews is invaluable for exploratory studies. Another advantage of qualitative interviewing is its tolerance for uncertainty because the design will be changed as the researcher discovers new information and probe further (Rubin & Rubin, 1995). And the same can be content analyzed.
Qualitative interviewing is appropriate for this study because of the above mentioned advantages, particularly its unique ability to grant the researcher understanding of social actor’s own perspective

However, due to the flexibility and subjectively involved in qualitative interviewing, this method has invited numerous criticisms. The most common one is lack of generalizability. The descriptive, explanatory and exploratory nature of qualitative studies make it hard to generalize findings unique to a specific group of participants to a larger population (Potter, 1996). The purpose of this study was not to generalize the responses of the organization. Rather, it explored the “what” and “how” questions, thus attempting to build a preliminary note with regard to contribution of people management to organizational sustainability.

4.16-In-depth Interviews:

In the second stage of secondary data collection (following the surveys), the researcher conducted in-depth face to face interviews with organizational executives to seek insights on the people management practices. Besides executives of organizations, the researcher interviewed managers and workers. Dexter (1970) termed interviews with those who are influential, prominent, and well informed in their fields, as elite interviews. In these elite interviewees, are not subject to standardized questioning but are allowed to introduce, “their notions of what they regard as relevant, instead of relying upon the investigator’s notion of relevance.” As the researcher believed that this approach useful because these elite were able to elaborate on the subject because of their experience.

The enquiry is essentially in the nature of a quality study. As the study is basically explorative, the research aims to make a foray into the basics as a socially responsive strategy used by organizations and also desires to measure whether their strategy has either or indirect impact on the profitability of the organization/society. As the study is also conceptual in nature. It ultimately examines only the construct from different levels, i.e., the organization level (strategic orientation, content domain, and ideological perspective), and employee level (content domain, and operational perspective).
The researcher elicited information by raising the following questions in the interviews:

1. What are the current perceptions of people management among a sample of organization employees?
2. What activities (additional) do the sample of organization conduct in the name of people management?
3. What motivates this organization to practice people management?
4. Which stakeholders do these organizations perceive to be important?
5. What decision making processes drive the people management practices of these organizations?
6. How do these organizations communicate their people management related messages to their stakeholders?
7. What resources are allocated or their people management programmes?
8. How do these organizations evaluate their people management practices?
9. What benefits have these organizations achieved in their people management initiatives?

The questions 2, 4, 5 and 7 help us analyze the activities, motivations, decision-making processes, stakeholders, and resources related to people management.

4.17-Data Collection Tool:

In addition to the schedule, qualitative interviewing, and in-depth interviews are used to gather information. As a part of archival research records, annual reports, sustainability reports, related documents etc., were perused and required data was gathered and content analyzed.

4.18-Reliability Test:

Reliability is the consistency of the measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the repeatability of the measurement. A measure is considered reliable if a score on the same test given twice is similar. The reliability is not measured, it is estimated.

In the study the researcher had estimated the reliability through internal consistency technique. The reliability is estimated by computing correlation values among the questions on the questionnaire by using Cronbach’s Alpha. In short, Cronbach’s alpha splits all the questions on the questionnaire in every possible way
and computes correlation values for them all. Finally the output generates one number for Cronbach's alpha similar to a correlation coefficient, the closer it is to one, the higher the reliability estimate of the questionnaire.

Cronbach's alpha is the most common form of internal consistency reliability coefficient. Alpha equals zero when the true score is not measured at all and there is only an error component. Alpha equals 1.0 when all items measure only the true score and there is no error component.

**Interpretation** Cronbach's alpha can be interpreted as the percent of variance the observed scale would explain in the hypothetical true scale composed of all possible items in the universe. Alternatively, it can be interpreted as the correlation of the observed scale with all possible other scales measuring the same thing and using the same number of items.

Cut-off criteria: By convention, a lenient cut-off of .60 is common in exploratory research; alpha should be at least .70 or higher to retain an item in an "adequate" scale; and many researchers require a cut-off of .80 for a "good scale."

All the above mentioned dimensions were found to be “good scale”.

**4.19-Pilot Study:**

A pilot study is a small scale preliminary study conducted before the main research in order to check the feasibility or to improve the design of the research. It permits preliminary testing of the hypotheses that leads to testing more precise hypotheses in the main study, it often provides the researcher with ideas, approaches, and clues may not have foreseen before conducting the pilot study. Such ideas and clues increase the chances of getting clearer findings in the main study. It can reveal deficiencies in the design of a proposed research and these can then be addressed before time and resources are expended on large scale studies.

Pilot study is done in all selected study units. The researcher visited the organizations number of times in order to determine the feasibility of conducting the study. A sample of about 50 respondents was taken to test the questionnaire.
The analysis made by pilot study was found trustworthy and thus the Questionnaire is used for the main study with slight changes.

4.20-Statistical Tools:

Statistical tools help to analyze population data by describing what was observed in the sample and use patterns in the sample data to draw inferences about the population represented. All the factors are consolidated, tabulated, analyzed and explained through simple percentages, tables, graphical (figures) presentations, and charts which give meaningful results and are also explained through descriptive statistics. The mean and standard deviations were arrived of parameters of contribution of people management to organizational sustainability. Relevance of people management parameters, motivation for practicing people management were tested by using Conbach’s Alpha Reliability test.

4.21-Limitations:

The study has the following limitations:

- Since the principal method of study is the case study, method, it has all the limitations associated with the method. The generalizations of the study cannot be expected to have universal application. Even when we try to apply to the units of similar nature these must be applied with caution.
- The records and files were not maintained systematically and the researcher had to labour very hard to collect necessary information by running from ‘pillar to past’.
- Employees were hard pressed for time in view of the job demands and rigorous work schedule. The researcher had to persuade them for sparing time for conducting interviews. When he found that the respondents were not in a position to spare adequate time for the purpose, he had to request them to spare time after the shift timings.

However, the above mentioned limitations do not detract from the quality output of the present study.
4.22-Chapterisation:

The study has been organized into six chapters:

Chapter I : People Management – Introduction and Theoretical Considerations
Chapter II : Review of Literature
Chapter III : Profile of Sample Industry
              : Part A – The Paper Industry
              : Part B – About Ramoji Group
              : Part C- Profile of Ushodaya Publications
Chapter IV : Research Methodology
Chapter V  : Data Analysis and Interpretation
Chapter VI : Findings, Suggestions, Implications and Conclusion
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