Chapter VII

Limitations of the study

and Recommendations

for future research
7.0 Limitations of the study and
Recommendations for future research

7.1 Limitations of the study

1. This study assumes that the sample of one medium size organisation represents all types of industrial organisation. It is possible that variations may exist based on region, industry, or age group.

2. The sample taken is representative from all departments. Some of the staff members could not be covered as they were either not available or not free when the interview was carried out.

3. The organisation was not transparent in its communication of long terms plans or strategies. This is true especially in the case of communication with lower levels in the hierarchy. Lack of transparency / open communication influenced participant responses.

4. Testing the hypothesis in an organisation would take several years.

5. The methodology used is too expensive.
7.2 Recommendations for future research

1. The study could be extended to more organisations from different sectors of the industry like engineering, chemicals, plastics, pharmaceuticals, information technology, etc. While it is possible that complexity of the system may differ according to size / strength of the organisation, elements of system may be maintained.

2. The survey could be extended to more respondents in an organisation. A selected sample can be interviewed after the responses are obtained. Participant observation is also possible at this stage. Data collected through survey and interview could be correlated with the financial performance / efficiency data. Organisations, which implemented HR systems, can be benchmarked against another control group, and comparison of performance parameters. The method used in this study is triangulation - a combination of survey, interview and case study may be used in similar researches in future. This will ensure that the findings are reliable. This method may be used in future researches.

3. Communication is an important element organisational culture, management and leadership style, etc. Levels of communication may vary from organisation to organisation depending the understanding and the level of competence of people involved.
Future research may study impact of communication on organisational performance.

4. To overcome the problem of time taken in completion of a study, organisations with good financial performance and existence of the components of the HR system could be studied. Another control group of organisations which are loss making could be taken and the results could be verified.

5. Implementation of quality systems (like ISO 9001, ISO 14001) can influence the effective implementation of the human resource systems. If effectively implemented, quality management systems can also influence the culture of the organisation. Any future study can also objectively study influence of quality management systems on effectiveness in implementation of human resource systems, organisational performance, etc.

6. Since a study of this kind is helpful to the society and industry, government and industry associations like CII / FICCI / Assocham, PHDCCI etc can need to come forward to identify member organisations who can support such ventures financially and materially. They can also require their member organisations to help and provide wholesome support to individuals who undertake such tasks.

7. This researcher is continuing with his efforts to study organisation and people. Any researcher undertaking a project on similar lines may like to contact.