Chapter V

Methodology
5.0 Methodology

5.1 Purpose of the study

HRD is systems approach to managing people. HRD systems provide a systematic, integrated and planned approach to improve effectiveness of people and groups in an organisation. The objective of the system is to create a healthy environment where employees individually and collectively enjoy working and voluntarily excel to achieve the company mission being fully motivated from within. HRD believes that all organisations are basically human organisations. Organisations resemble organisms. It has stages in its life span, like birth, early life, and maturity. If not rejuvenated, like organisms organisation can also end up in stagnation, decay and death. Therefore, organisations require systems that rejuvenate and protect it from stagnation and death.

A person is not a resource; he is not an instrument or an object. He or she is the subject – the ‘karta’. An organisation’s systems should revolve around this subject. It is his satisfaction and happiness that should be ultimate aim of any business. There is a need to identify
and to engage the inherent creative potential of people for productive purposes and for enhancing human happiness and prosperity, and, uplift of the society and the nation at large. An organisation requires more attention to human systems - not less than what is attributed to techno-economic systems. The right set of human resource systems can do this without jeopardizing the interests of stakeholders while ensuring balanced and healthy growth of the organisation.

The changing demands of the market place are causing continuous change in the outlook of providers of goods and services. The pressure of competition push them to a corner where they are only allowed to think in terms of changing everything, every resource including human, and processes involved. Those who are not changing; those who are not willing to adapt or not capable of bearing this pressure are quitting or losing the battle.

While change is inevitable for survival, it should not be at the cost of the human organisation. This study attempts to establish the usefulness of the human resource systems in ensuring effective organisational performance without harming the interest of the people.
5.2 Need for the Present Study

All the researches in the Indian context reported till recently include survey on various practices of the organisation. Authorities in the subject of HRD like Pareek (1997) and Rao (2000) categorically states the non-existence of any systematic study on the impact of these systems on the performance of the organisation.

While the literature, available as of now, are more impressionistic or surveys on existence of practices in organisations, it is necessary to study whether organisations follow a particular process or use certain specific elements in their system. It is necessary to study whether these will contribute to a firm’s performance and its profitability.

5.3 Human Resource Systems

HR systems can integrate elements of skills and style with strategy and structure. The staffs that carry out the processes can deliver desired result and adapt the system to serve the balanced needs of all stakeholders.

The systems control and impose change on itself in reinventing relationships, structures, processes and attitudes required to meet the demands of the market. HR systems can focus on real ongoing
problems. It can manage conflicts and cooperation by learning and continuous development. It is felt that people, largely, have the skill and will to exceed the demands raised by every situation. The social system developed as a by-product of the HR system will help in development and maintenance of the human organisation without confrontation and unhealthy competition.

This study attempts to measure the four HR systems, which forms the four independent variables, can help corporate turnaround (which is the dependent variable). These variables are briefly described in the following lines:

### 5.3.1 Human Resource Planning and Review system

Organisations need competent manpower to realise its objectives. While human beings are considered resources that can be employed, engaged, utilised, or exploited to realise business objectives (including the selfish interest of profit motive), it can also be a burden for business organisations that fails to utilise the productive potential of people. The changing demands of the job market, where we sell or buy performance, can make one obsolete in a very short span of time. Not updating on the competence required to serve customers can lead to obsolescence and redundancy.
Manpower planning takes into consideration the needs of the organisation and its periodic review can improve performance of individuals, on the one hand, and that of the organisation, on the other hand. Availability of required knowledge, skills and attitudes as well as opportunity for its utilization on the job is of utmost importance. Talented people are important. Having the right values enable organisation achieve is future goals. Superiors also need to pay attention to improving work methods by review. All these add to building futuristic organisation that can withstand the pressure of competition.

5.3.2 Recruitment and Selection system

Organisations are aware about the risk and folly involved in recruiting incompetent people. Organisational performance depends on the individual competence. Care should be taken while selecting and inducting people into the organisation. By giving adequate attention to the recruitment process, many of the future problems could be avoided or prevented. People who have the potential to perform according to demands of the ever-changing market are assets of the organisation. Organisations should therefore be able to attract and retain the right set of candidates.
Merit and merit alone should be the criterion for selecting or rejecting a candidate. A data bank of suitable candidates for present and future demands is maintained by many successful organisations. Unlike in the past, organisations also emphasis on skills and capacity of the people to perform rather than on formal qualifications, age or experience. Though, knowledge, skills along with experience enhances competence, it calls for values and belief systems that support customer orientation and service.

**5.3.3 Performance Planning and Review System**

HRD is about empowerment. Participation and involvement shall be central themes that can help organisation build a work culture, that can achieve superior performance in product and service quality, that improve workplace relationship. What matters is how the leadership of the organisation create climate and culture that removes blocks and allows people to perform, use their creative potential to achieve success for themselves and for the organisation. Better management of resources is possible when potential of its human resources are fully realised. This becomes a reality, when people feel they are independent, they feel that the organisations systems are flexible enough to allow them to innovate, and become efficient. They need to have a feeling that they are contributing.
Appraisal should take root in the vision and mission of the organisation. Employees need to know what their superiors / customer(s) expect from them. These expectations form responsibilities. Those who do not know the roles and goals of a given function cannot assume responsibility for the results.

Periodic review of results is as important as setting goals. Appraisals systems should take into consideration, the contributions of members and design suitable reward and recognition systems. While financial rewards are used by a few organisations to reinforce acceptable performance, many believe that it is not an ideal motivator. Providing a conducive work climate is found to improve performance. Supervisors / superiors should also take into consideration psychological needs of people to recognition, achievement, etc.

Recognition of acceptable Performance is a major reinforcement for repeating the good behaviour and implementation of suggestions and improvements. Those who are supported and encouraged by their superiors achieve superior results. Giving feedback to Employees on Performance is important for achieving goals. Objective analysis of Performance leads to identification of learning / training needs which ultimately lead superior quality Performance. Purposeful training and implementation of learning can also enhance Performance at the workplace.
5.3.4 Training and Development

Training activities, in order to improve performance and bottom lines need to dovetail from corporate strategies and objectives. Identification of learning needs should be an outcome of the performance analysis. This makes the training function demand oriented as its customers (the line manager as well as the trainee) require that training should be imparted to improve performance. Employee is the hero at the workplace. Therefore, training should focus on individual development as well as growth of organisation as its objectives.

Only the committed people shall deliver. Commitment can be learned. With commitment, dedication and integrity, people adapt old practices, adopt new practices, gain awareness about new developments in the changing environment, and implement what is appropriate and feasible. Innovation on an ongoing basis helps the organisation to improve on timely deliveries, cost effective methods and products, superior quality, and productive workplace relationships. Commitment towards waste elimination can be built through structured training and can be reinforced by reward and recognition.

Individual effectiveness and organisational excellence is possible by focusing our attention to planned and purposeful training. Behavioural training to employees, especially workers, and training of employee’s wards, has been useful in modifying behaviours. Not only this, such programme improved commitment.
5.4 Corporate Turnaround

As discussed in earlier chapter on literature review, surgical methods to turnaround like retrenchments, restructuring etc. have social and human costs, organisational turnaround need to be achieved through other means to eliminate or minimise the human cost of transformation. More over, non-surgical methods are found to be faster, effective and long lasting. It is felt that HR systems can be used as an effective tool to achieve corporate turnaround if implemented systematically.

Organisations are influenced / affected by the changing environment. The need as well as demand for change is an unending story of human civilisation. Organisations that are adapting to the demands of change are in a position to survive in the market place. Organisations that find it difficult to change as the environment demands are finding it difficult to survive. Therefore, organisational change to ensure improved performance has become a necessity. It is necessary that organisations should ensure that the social and psychological cost of this change should be kept at an irreducible minimum. In the context of organisations, implementing and maintaining human resource systems can achieve transformation. Those who have suffered due to its inability to transform can overcome its problems and achieve improved performance or turnaround the organisation, if human resource systems are implemented.
5.5 The Sample

XYZ LTD. established in the late seventies, is an associate company of Hindustan Projects Ltd. XYZ is one of the leading manufacturers of chemical and process plant equipment. XYZ is managed by a team of technically qualified and experienced professionals. Its factory is located near Ahmedabad with access to road and rail traffic. XYZ has technical collaboration with Australian Hydrocarbons Pvt. Ltd., Australia for oil and gas field projects.

Presently XYZ is engaged in the manufacturing of equipment for fertilizers, petrochemicals, petroleum, chemical, cement, paper and sugar plants / projects. Hence the main manufacturing range includes Pressure Vessels, Heat Exchangers, Reaction Vessels, Storage Tanks, vacuum filters, etc. XYZ Ltd. has licensed capacity of 4000 MT and they have achieved production up to 1800 MT. XYZ have full-fledged workshop with up to date machinery to cater sophisticated fabrication. The fabrication area consists of 8650 Square meters under all weather conditions, and, total area of 41,000 Sq. meters. XYZ's manufacturing facilities are approved by a number of inspection agencies of repute. XYZ Ltd. fabricates the equipment out of carbon steel, stainless steel and low alloy steel in various grades by referring various international designs and manufacturing codes.
The study covers a medium size organisation. Employees in Managerial, supervisory / technical and clerical / support staff grades are covered for the study.

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5.6 Research Methodology

As discussed in the forthcoming chapters, the relationship between good HR Practices and organisational effectiveness is not simple. Dayal and Sahgal (1996) studied five Indian organisations that implemented HR systems and felt that measurement of the process is difficult. Dayal and Sahgal (1996) counsel that both quantitative and qualitative indicators are necessary for appraising the effectiveness of HRD Interventions. Boxall (1992) observes that research of fundamentally different kind is needed (which should have formal field work programmes) to investigate the dynamism in HR strategy surveys, due to their static nature, are not sufficient for such level of research and should be viewed as supplemental to more intensive research than other way round. It was felt that an in depth study using different methodologies will help to elicit more information and data to
verify the hypothesis. This researcher has used the method of data collection through survey, interview based on questionnaire and case study to report performance data. This was supplemented by content analysis and observation.

Laura A. Colosi (1997) identified the following benefits of Combining Qualitative and Quantitative Methods

- While the Quantitative design strives to control for bias so that facts can be understood in an objective way, the Qualitative approach is striving to understand the perspective of the program stakeholders, looking to firsthand experience to provide meaningful data.

- The accumulation of facts and causes of behavior are addressed by quantitative methodology as the qualitative methodology addresses concerns with the changing and dynamic nature of reality.

- Quantitative research designs strive to identify and isolate specific variables within the context (seeking correlation, relationships, causality) of the study as the Qualitative design focuses on a holistic view of what is being studied (via documents, case histories, observations and interviews).
• Quantitative data is collected under controlled conditions in order to rule out the possibility that variables other than the one under study can account for the relationships identified while the Qualitative data are collected within the context of their natural occurrence.

• Both Quantitative and Qualitative research designs seek reliable and valid results. Data that are consistent or stable as indicated by the researcher's ability to replicate the findings is of major concern in the Quantitative arena while validity of the Qualitative findings are paramount so that data are representative of a true and full picture of constructs under investigation.

Shaddish and Cook (1991) observes that by omitting quantitative methods casual relationships between variables as well as quantification and analysis of those variables to determine statistical probabilities and certainty of a particular outcome will be flagrantly absent. By omitting qualitative methods, the social science researcher may overlook many phenomena that occur within the context of the setting. Campbell notes that quantitative measurements rests on qualitative assumptions about which constructs are worth measuring and how constructs are conceptualised.

By combining methods, advantages of each methodology complements the other making a stronger research design with resulting more valid
and reliable findings. The inadequacies of individual methods are minimized and more threats to Internal Validity are realized and addressed.

The researcher studied numerous research instruments used by various scholars for identification and selection of useful instrument(s). Sarupriya et al (1996) have been a handy reference which included a number of instruments used by various scholars in the area of HRD and Organisation Behaviour, Organisation Development etc. We have not been able to identify any instrument, which can be used for our purpose.

Therefore, the researcher developed a survey instrument for the purpose obtaining quantitative data of the existence of practices as well as individuals impressions about outcome of these practices. The reliability and validity of the survey instrument was found out as described later in this chapter. The researcher also developed five questions for interviewing senior employees in a structured manner. These questions are intended to verify the hypothesis. The outcome of the interviews is expected correlate positively with the finding of the survey, i.e., existence of the human resource system in the organisation. In a research of this nature, i.e., an organisation’s performance or non-performance should not be limited to impressions
of individuals. Organisational performance can be verified with the help of other performance indicators like profits, delivery, quality, financial health, etc. It is necessary that this financial performance be achieved without putting the human organisation in jeopardy. Therefore, a combination of three methods (a) survey to verify the existence of systems and its selected elements, (b) interview to collect expressions of people and case study which presents the organisational performance. The case study attempts to describe the period when the system was not in existence and how it is launched. The tables presented as annexes to the case give relevant performance indicators targeted by the system while it was implemented. Observation was sparingly used to verify opinions and expressions as to whether this can be construed as absolute truth. Content analysis of the interview discussions was done to analyse whether any new concept can be developed. The methods used by the researcher and its application in the present study is briefly described in the following lines.

5.6.1 Survey method

The word `survey` is derived from two terms, viz., `sur` - which means `to see` and `vecir` - which means `over`. So the term survey literally means `seeing over` or to look over. In natural sciences, the term `survey` is generally used for `measurement` and in social
sciences it connotes a technique of collection of data or information through interview, questionnaire and some other scientific methods. Social survey is as old as history. Herodotus had the survey of Egyptian population as early as 300 B.C. Kautilya's famous book 'Artha Shastra' describes statistics that deal with economic conditions of people. During the period of Akbar the Great, data about land and its yield was collected for determining land revenue. The present form of social survey began in the middle of the 18th century. John Howard may be called the father of the modern method of social survey. He conducted survey of the prisons and collected data of prison life. French social reformer and economist, Frederic-le-Play, made a study of industrialization on working men's lives. He involved economists, engineers, and political scientists and introduced use of inter-disciplinary approach in social survey. He also introduced observation method, question method, as well as interview method. Charles Booth produced a monumental survey of the living and labouring conditions of working people in East London and introduced elements of statistics in the social survey (ICC & CE, 1991:12).

Surveys provide an important source of basic scientific knowledge. Today the word "survey" is used most often to describe a method of gathering information from a sample. This "sample" is usually just a fraction of the population being studied. Surveys provide a speedy and
economical means of determining facts about our economy and about people's knowledge, attitudes, beliefs, expectations, and behaviours observes Laura A. Colosi (1997).

5.6.1.a Selection of the problem

Human Resource systems are introduced to support corporate strategies and help individual employees and departments achieve their objectives and targets. The organisation introduced four HR systems: Human Resource Planning and Review, Recruitment and Selection, Performance Planning and Review (Appraisal), and, Training and Development during the late 1994 and early 1995.

Cost of manpower was seen as a major component of the total overhead cost in most organisations. Utilisation or non-utilisation of the manpower can have a significant impact on the organisation's performance. Also it was learnt that, the organisation is either recruiting or engaging additional manpower occasionally. So the system that controls the size and type of manpower of the company was selected.

Quality of the products and services are greatly determined by the quality of the people an organisation engages. It was learnt, during the initial discussions, that the organisation is finding it difficult to fill vacancies of apprentices (a statutory requirement). The ones who
joined the organisation seldom completed the one-year term. Employees who were considered contributing left the company in quick succession making it difficult for the company to carry out its day-to-day operations smoothly. It was felt that a recruitment and selection system is required to help the company recruit and retain talents who could enable the company achieve its goals and objectives. **Therefore recruitment and selection system was considered for the study.**

One of the problems identified during the initial stages of implementation of human resource systems, is the high turnover of the good performers. Discussions with officers of the company and records revealed that people left for better opportunities. People already working in the company felt that there are no opportunities for growth and a good number of them are preparing to leave the company. Also it was understood that an open and transparent system of performance management and rewards is missing. Employees felt that they are not rewarded in line with their contributions. A system to set goals; review actual implementation and reward good performance was introduced. It was felt that the system positively changed the situation prevalent earlier. **So the performance appraisal system was selected.**
Employees expect to learn and grow. Adequate opportunities for learning and development are a good motivation for ambitious and aspiring employees. Also identifying learning needs and providing training opportunities will facilitate employee and organisation development. Training facilitated the process of bridging the gap between requirements of the job, expectations of the organisation, and, actual performance. So it became important to study whether the training and development system contributed.

5.6.1.b. Survey questionnaire

The researcher prepared a questionnaire, to elicit information and to have quantifiable data, considering the major tasks / activities involved in the implementation of the system, and, the outcome that would be attained as a result of implementation of the activities. Responses and their values were predefined to enable quantification of the data.

The survey instrument was pilot tested in a classroom setting involving postgraduate students. Eleven of the pilot study sample were working in private / government organisations. The participants were asked to identify questions (items) that were confusing or caused any difficulty in scoring. Some of the participants were asked explain what they understood from a selected question. The instrument was modified considering the degree of difficulty faced by the participants. The questionnaire used in the survey is enclosed as Appendix - I.
5.6.1.c Reliability of the survey instrument

According to Colosi (1997), there are two ways that reliability is usually estimated: test-retest and internal consistency. The primary difference between test/retest and internal consistency estimates of reliability is that test/retest involves two administrations of the measurement instrument, whereas the internal consistency method involves only one administration of that instrument (Colosi (1997)).

In the present study, the researcher used test retest method to test the reliability of the survey instrument. Accordingly the survey instrument was administered to the 24 respondents. Coefficients of correlation were computed as per principle of product moment correlation. This was found at 0.30.

5.6.1.d Validity of survey instrument

Reason and Rowan (1981:243) argue that the only criterion for "rightness" of an interpretation is inter subjective – that is to say, that it is right for a group of people who share a similar world. Cassel and Symon (1994:32) suggest that involvement of other people, colleagues, interviewees, expert judges and so on is consideration of validity in interpreting data from qualitative interview research instruments.
This researcher showed the survey and interview questionnaire to twenty experts, 10 academicians in Human Resource Management area and 10 senior HRD professionals. Considering their opinions and suggestions, the instrument was modified. A similar method is used by another Phd. Scholar, Murthy (*).

5.6.1.e. Administration of the survey

The survey instrument tested as above, was photocopied and given to the employees of the (sample) organisation during training programmes conducted by the researcher. It was expressly communicated to the participants, that the survey is intended to collect data for academic purposes and will be used for improving systems. Participants were encouraged to give their honest responses. It was categorically stated that individual scores and or names will not be disclosed to anyone within the organisation or without, or will not be used to the detriment of the person under any circumstance, what so ever. Participants took between 7-10 minutes for scoring the survey instrument. The scores were later fed into a computer spreadsheet for tabulation and analysis.
5.6.2 Interview method

The method of asking questions and eliciting information or securing data is called interview method. Interview is a face-to-face meeting between two or more persons for the purpose of gathering information. It involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. Interview is a 'tool par excellence'.

The structured interview is similar to a survey, and is used to gather data in cases such as neighbourhood studies. The questions are detailed and developed in advance, much as they are in a survey. In the interview method, the subject’s verbal reporting ability is heavily relied upon. The subject may like to have prolonged discussion on a point or may keep mouth shut on another.

5.6.2.a Choice of questions

A questionnaire was developed so as to collect information in a structured manner from respondents. For every hypothesis to be verified, one question was developed. Wherever researcher found the information provided by the respondent as not adequate, the researcher asked supplementary questions so that the responses can be interpreted in relation to the hypothesis.
5.6.2.b Administration

The process of the interview as well as the experience of the interviewer while conducting the interview is described briefly in the following lines. The researcher on meeting the interviewee set the environment for a fruitful dialogue so that he can elicit information required to verify the hypothesis.

The researcher used open-ended / projective questions wherever information imparted was not adequate or contradicted with data already collected. In one case, the researcher found the survey data is not correlating with the information given by the department head in the interview. The researcher revisited the department and clarified the points. This helped validation of responses / data collected by one method with that of another.

Supplementary questions were asked to project their line of thinking as to whether it contradicted with what is reported by their subordinates in the survey. In the absence of the supplementary and just in time questions respondent may not have reported his values, beliefs, feelings, motivations, likes and dislikes, etc. It was felt that questioning is suitable to obtain information about what a person knows, believes or expects, feel or wants, intends, does or has done, and, about his explanations of his actions.
In few cases where the respondent started giving yes or no answers, though this was adequate to serve the purpose of verification of the hypothesis, the researcher felt the need for validation of the responses. The researcher spent time to verify these responses with projective questions. Not only that this helped validate the responses, it also helped to gain insight into the personality of the respondent, when he give descriptions about his own job, years of travail, pains and pleasures, how he feels, what he have done, and what he failed to do; a reservoir of emotions; heaps of unpleasant memories of failures, and of occasional successes, and how he became asthmatic - still he remains knowing that the work will not help an easy cure for his disease – with his heart divorced from the work.

Respondents were given full freedom to have an environment, which is not disturbing so that he can comfortably sit and respond. This was to help the respondent to openly and freely talk on a subject. The reports also speak about the personality of the respondent and climate of the organisation. The interview method helped to collect information relating to the study, as well as views and opinions of the respondent. It also helped the researcher to gain insight on the subject.
5.6.2.c Reliability of the interview method

The structured interview questions are aimed to collect employees' understanding about the outcomes due to the implementation of the HR systems.

In order to estimate the reliability of the interview responses, help of another interviewer was taken. He interviewed twenty respondents (every third respondent identified in the earlier list) with the same questionnaire and recorded their responses. The results showed a 5% variance, a swing towards more agreement. This swing can be attributed to the increased awareness about the system, and the improved performance of the organisation. A variance of 5% can be considered within in the acceptable level.

5.6.2.d Validity of interview method

Reason and Rowan (1981:243) argue that the only criterion for "rightness" of an interpretation is inter subjective – that is to say, that it is right for a group of people who share a similar world. They offer a set of eight guidelines for tackling the validity question. These include the need for high quality awareness in co-researchers, to be maintained through systematic methods of personal and interpersonal development, the use of feedback loops returning to the interviewees with interpretations and developing theory activity, seeking
contradictions in the data. Cassel and Symon (1994:32) suggest that involvement of other people, colleagues, interviewees, expert judges and so on is consideration of validity in interpreting data from qualitative interview research instruments.

The tabulated responses (collected from respondents), was discussed with 10 managers (one could not be included as he retired and was not available) following guidelines of Reason and Rowan (1981). There was complete agreement about the findings of the interview. The questionnaire used in the interview is enclosed as Appendix - II

5.6.3 Case Study

Zonabend (1992) stated that case study is done by giving special attention to completeness in observation, reconstruction, and analysis of the cases under study. Case study is done in a way that incorporates the views of the "actors" in the case under study.

Yin (1994) asserted that a case study investigator must be able to operate as a senior investigator during the course of data collection. There should be a period of training, which begins with the examination of the definition of the problem and the development of the case study design. If there is only a single investigator, this might not be necessary. In the present case, the researcher himself is collected data used in this case.
There must first be an analytic strategy that will lead to conclusions. Yin (1994) presented two strategies for general use: One is to rely on theoretical propositions of the study, and then to analyse the evidence based on those propositions. The other technique is to develop a case description, which would be a framework for organizing the case study.

Yin (1994) encouraged researchers to make every effort to produce an analysis of the highest quality. In order to accomplish this, he presented four principles that should attract the researcher's attention:

• Show that the analysis relied on all the relevant evidence
• Include all major rival interpretations in the analysis
• Address the most significant aspect of the case study
• Use the researcher's prior, expert knowledge to further the analysis.

Most business problems have become highly complex, resolution of which involves and calls for satisfying stakeholder. For example, a business decision to enter / penetrate into a new market, launching a new product, pricing, delivery, quality, cost competitiveness, etc. have impact on other stakeholders. Therefore decisions and action plans of one business manager can create a favourable response from one manager and an unfavourable response from another. While it is people who take decisions and again it is people who are going to be
benefited or affected by those decisions, it is interesting to study whether and how human resource systems can work as an enabling mechanism that can ensure achievement of the best possible business results and people satisfaction.

"Case studies are descriptions of events that have taken place within an actual setting," says William Naumes (1997). "Research cases, which are designed to develop or test research hypothesis, frequently are derived from or lead to teaching case, overlap to some extent, the characteristics of a teaching case. Research cases, however, usually include the solution to the problem or issue within the case itself" In the present case, the case studies are used in both the context: a) as training case and as 2) research case.

Case studies are multi-perceptual analyses. This means that the researcher considers not just the voice and perspective of the actors, but also of the relevant groups of actors and the interaction between them. This one aspect is a salient point in the characteristic that case studies possess. They give a voice to the powerless and voiceless. When sociological studies present many studies of the homeless and powerless, they do so from the viewpoint of the "elite" (Feagin, Orum, & Sjoberg, 1991).
In case study, questions are most likely to be "how" and "why" questions, and their definition is the first task of the researcher. The study's propositions sometimes derive from the "how" and "why" questions, and are helpful in focusing the study's goals (Winston Tellis (1997)).

5.6.3 a. The Procedure

The researcher studied the situation and attempted analysis involving concerned people. The cases attempts to describe the situation prevalent in the organisation, forecast controllable and uncontrollable situations, set objectives, define current problems, list options, and seek approval. The issues in question for discussion and decision are brought to a forum for meaningful debate. The forum considers the options presented in the case and modify it as required. Once the list of options is ready, agreed focus is given on implementation.

5.6.3 b. The Format

The cases are written from the point of view of problem solving: Care is taken to address issues like identification of areas for improvement, setting objectives, goals and targets for achievement, identification of options for implementation, predicting possible outcomes and probabilities and the consequences of each option, analysing actual outcomes and reviewing the same, changing the course of action if required.
Most decisions narrated revolve around the problem of quality and acceptability. The leadership style, communication and organisation culture which are important from a Human Resource point of view are dealt at length as either hindering or facilitating factors for achieving corporate turnaround.

5.6.3 c. Validation of the case

The cases were field tested during training programs with different levels so as to ensure that the suggestions given are correct and employees across the organisation share and own them. While testing the case, the researcher told employees that it is the case of a similar type of company and considering their organisation, climate and people they should come forward with ideas / suggestions for implementation. In each program, participants discussed the case and in small groups of 4-5 and the members were interchanged number of times so as to permit every participant to discuss the case with all the members participating. The first round took 45 minutes to complete discussion and work out suggestions. The second round took about 30 minutes and the third and fourth round took about 30 to minutes finally verify, add missing points from other groups and transfer the points into a transparent sheet for presentation. The participants modified the text and suggestions after discussions and presentation.
Care is taken to give detailed analysis of relevant information, its interpretation, and to include rival or opposite point of views. Aspects, which are significant in the context of the case, are discussed in detail in the SWOT analysis while narrating the situation, with the knowledge gained through observation and interview of personnel.

The case suggestions are derived through joint consultation of the employees concerned. It tells what can be implemented in the setting.

This validation of action plan ensures predictive validity as the case presents performance results of the organisation under study. Construct validity is especially problematic in case study research. It has been a source of criticism because of potential investigator subjectivity. Yin (1994) proposed three remedies to counteract this: using multiple sources of evidence, establishing a chain of evidence, and having a draft case study report reviewed by key informants.

The researcher, in the reported cases, the information used in the case discussion is collected primarily through observation and discussion, the same was documented in the form of a case studies, reviewed by a group of informed key people in the organisation, and was again
debated in training programmes / workshops in the organisation. The performance data of the organisation is another source of evidence that validates the findings.

**Internal validity** is a concern only in causal (explanatory) cases. This is usually a problem of "inferences" in case studies. This type of logic compares an empirical pattern with a predicted one. Pattern matching is another major mode of analysis. This type of logic compares an empirical pattern with a predicted one. Internal validity is enhanced when the patterns coincide (Tellis Winston (1997).

In presented cases as predictions that effective implementation of human resource systems will lead to corporate turn around is established and evidenced through objective data and statistical of performance indicators including financial performance of the organisation.

**External validity** deals with knowing whether the results can be generalised beyond the immediate case. However, that criticism is directed at the statistical and not the analytical generalization that is the basis of case studies. The figures presented in chapter six on organisational performance validate the case.
Case study is a valuable method of research, with distinctive characteristics that make it ideal for many types of investigations. It can also be used in combination with other methods. Its use and reliability should make it a more widely used methodology, once its features are better understood by potential researchers observes Winston Tellis (1997). Levy (1988) established the use of the case study as appropriate for the research project.

5.6.4 Observation

"Astronomy, the oldest and precise of sciences was founded by inquisitive man with his curiosity and watchful eyes. Observation is very often the source of interesting and important problems as well as the origin of the hypothesis leading to their solution" De Ameto (1970). Charles Darvin says : "How odd it is that anyone should not see that all observation must be for or against some view, if it is to be of any service." Observation is a primary tool of scientific inquiry. We are all constantly observing what is going on around us. Observation is our most pervasive activity in our daily life. By observation we get information about the world around us.

Direct observation occurs when a field visit is conducted during the case study. It could be as simple as casual data collection activities, or formal protocols to measure and record behaviours. This technique is
useful for providing additional information about the topic being studied. The reliability is enhanced when more than one observer is involved in the task, (Tellis Winston, 1997).

Participant-observation makes the researcher into an active participant in the events being studied. This often occurs in studies of neighbourhoods or groups. The technique provides some unusual opportunities for collecting data, but could face some major problems as well. The researcher could well alter the course of events as part of the group, which may not be helpful to the study, (Tellis Winston, 1997).

In our present study, observation is used in an exploratory fashion along with other methods to gain insights and to gain supplementary data. It has greatly helped in interpreting the findings, verifying and validating unqualified information. It helped in providing accurate description of the situation, while establishing facts, it is possible for the researcher to say with complete authenticity that "I have seen" and "I have heard". Where the observation was used as a method to collect information/data, the researcher himself participated actively in the group which he was observing as a member of the group, but maintained his participation to the minimum possible; sometimes seeking information and sometimes further probing to elicit more information. There are a few cases, when the researcher moved through a work area, observe how people are working (doing) or what
they are saying, reacting, responding to different situation. In general the degree of structure and the degree of participation tend to vary with the purpose of observation.

In one case the company felt that it would not be possible to achieve its production targets. The supervisors and the manager production felt that workers are delaying work in order to get overtime and that they are not committed to the organisation. The HRD manager suggested that the problem should be explained to them and also makes appeal for doing their best to tide over the current crisis.

A general meeting was called where all employees of the company participated. The Chief Executive explained the situation with the help of details. An appeal was made by him to help achieve production targets. The workmen made express commitment in the forum. They put their best effort and in two and half month’s time they produced more than what they achieved in more than ten month’s time. Without observation the potential for doing more and the internal strengths and life and work values would not have been known. What mattered was feeling of involvement, getting dignified, sense of importance, etc. as identified by the HRD Manager. This helped in establishing the need for more involvement, communication, review and feedback. This case revalidates what is stated in interview.
It was easy to have first hand information of implementation of what is decided / agreed by employees and take timely corrective actions. Observation / action research was helpful. In one case where an employee agreed to do prepare a log of work loading to workmen, and on another occasion he failed to enter production data into the computer. It was concluded that the concerned employee was not interested to follow the system. When the decision was taken in the task force meeting, he did not disagree in order to avoid the reference group’s displeasure.

The researcher also observed people in a highly dramatic situations and studied their responses For example, the company’s management wanted to inform the workmen that the market situation is not good, order position is not comfortable, and fund flow is going to be affected. If some of the jobs, which are in final stages of execution, is not completed and dispatched with utmost urgency, this can lead to delay in salary payments. Here, what is to be observed is the response of the workmen to a stimulus that the potential problems of delay in payment of salary as to whether they will get disturbed? Whether they will say this is all ‘drama’? Will they agree to improve their performance? Will they agree to persuade or pressurize their colleagues to improve their performance? What will be their body language? Whether the body language will be in congruence with what they say?
Recording of information was difficult as it was not possible for taking immediate notes then and there. The same was recorded later, as any single observational episode is not more than one to two hours. These observations recorded as critical incidents appear in the case discussions.

The researcher has tried keeping him away from those attachments and reported the case as a third-party observer. He maintained an impersonal relationship with other members of the team wherever he engaged in participant observation. Observation was also used to understand behaviour of candidates during selection interviews, and during training programs.

5.6.5 Content analysis

Content analysis is a research method, which involves counting communication phenomena and categorising them according to a taxonomy or typology scheme (http://commfaculty.fullerton.edu). Despite its impracticality, content analysis was already an often-utilized research method by the 1940's. Although initially limited to studies that examined texts for the frequency of the occurrence of identified terms (word counts), by the mid-1950's researchers were already starting to consider the need for more sophisticated methods
of analysis, focusing on concepts rather than simply words, and on semantic relationships rather than just presence (de Sola Pool 1959 in http://writing.colostate.edu). Content analysis is a research tool used to determine the presence of certain words or concepts within texts or sets of texts. Researchers quantify and analyse the presence, meanings and relationships of such words and concepts, then make inferences about the messages within the texts, etc.

To conduct a content analysis on any such text, the text is coded, or broken down, into manageable categories on a variety of levels—word, word sense, phrase, sentence, or theme—and then examined using one of content analysis' basic methods: conceptual analysis or relational analysis. The information collected through interview method is subjected to content analysis.

5.6.5.1 Types of Content Analysis

There are two categories of content analysis: conceptual analysis and relational analysis. Conceptual analysis is about establishing the existence and frequency of concepts—most often represented by words or phrases that appears in a text under study.
5.6.5.1.a Conceptual Analysis

In conceptual analysis, a concept is chosen for examination, and the analysis involves quantifying and tallying its presence. The focus here is on looking at the occurrence of selected terms within a text or texts, although the terms may be implicit as well as explicit. While explicit terms obviously are easy to identify, coding for implicit terms and deciding their level of implication is complicated by the need to base judgments on a somewhat subjective system.

The researcher would be interested only in quantifying these words, not in examining how they are related, which is a function of relational analysis. In conceptual analysis, the researcher simply wants to examine presence with respect to his/her research question, i.e. is there a stronger presence of positive or negative words used with respect to proposed or current health care plans, respectively.

5.6.5.1.b Relational Analysis

Relational analysis examines the relationships among concepts in a text. Relational analysis, like conceptual analysis, begins with the act of identifying concepts present in a given text or set of texts. However, relational analysis seeks to go beyond presence by exploring the relationships between the concepts identified. In other words, the focus of relational analysis is to look for semantic, or meaningful,
relationships. Individual concepts, in and of themselves, are viewed as having no inherent meaning. Rather, meaning is a product of the relationships among concepts in a text.

5.6.5.2 Issues of Reliability & Validity
The issues of reliability and validity are concurrent with those addressed in other research methods. The reliability of a content analysis study refers to its stability, or the tendency for coders to consistently re-code the same data in the same way over a period of time; reproducibility, or the tendency for a group of coders to classify categories membership in the same way; and accuracy, or the extent to which the classification of a text corresponds to a standard or norm statistically.

5.6.5.3 Validity of content analysis
To attempt to limit the subjectivity, then (as well as to limit problems of reliability and validity), coding such implicit terms usually involves the use of either a specialized dictionary or contextual translation rules. To create the model, a researcher converts a text into a map of concepts and relations; the map is then analysed on the level of concepts and statements, where a statement consists of two concepts and their relationship.
5.7 Descriptive Statistics

There are lies, absolute lies and statistics. True or not, statistics is used increasingly in modern days for effective management. Scientific and objective use of the science can be of immense help in testing research data. The principles of statistics used in the study is discussed in brief in the following lines:

The data collected through survey and interview will be tabulated and will be summed group-wise (system wise). Mean scores shall be worked out item-wise. Sub-totals of responses to each system will be correlated. If the distribution of deviation between items or groups (systems) is statistically significant, i.e., ranges between agreement and disagreement and if the number of respondents whose responses deviate is 25% or more, then item analysis of each item with too high or too low scores (values) shall be done. If the deviation between items or groups is insignificant, item analysis need not be done.

Responses of the survey and interview will be classified into three categories: Agree, Undecided and Disagree. Totals of each value (scored) will be done and percentage of the responses shall be found out. Result of this (responses in percent) for all the four systems will be prepared.
Information collected through interview method shall be codified using content analysis method described in this chapter. This is to obtain measurable data to support or reject the hypothesis. This will be done through classification of responses into Agree, Undecided, disagree. Content analysis of the interview / discussions will be done to find out any new concept emerging.

The study also uses case study as a method. This enables collection of data concerning performance of the organisation on various fronts like financial performance or profits, delivery, quality, etc. Data on the above parameters will be collected and analysed to establish the improved performance or turnaround.