

A DISSERTATION ON

**“CHALLENGES FACED BY HR MANAGER IN TERMS OF
MANAGING HUMAN RESOURCES”**

:: TO BE SUBMITTED TO ::

The Social Work Department

K.S.K.V. Kachchh University, Bhuj (Kachchh)

**In the partial fulfillment of the requirement for the Degree
of Master of Social work (M.S.W)**

RESEARCHER GUIDE

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DEPARTMENT OF SOCIAL WORK

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PREFACE

What a piece of work is man!

How infinite in form and moving how express and

Admirable! In action how like an angel! In appreciation how

Like a god; the beauty of world.”

- W. Shakespeare

In such an area, a professional course as MSW sharpens, sharpens & soldiers the Human resource talents & abilities of prospective social work and business personalities.

Today is the world of specialization; I am going with “Challenges faced by HR Manager in terms of Managing Human Resource” for the better perspectives in the field of corporate (Human resources). It is because HR from being a supplementary tool for business in the past has become an integral & important part of business today. The glory and success of any business strongly requires HR as its initial identity.

Hence, in Master degree final year (MSW sem.-4) a student is required to avail practical training in his field of specialization. For this purpose, I have selected the topic of “Challenges faced by HR Manager in terms of Managing Human Resources” I have gone through the research methodology to complete the research. He should have a purview about the real happening of the corporate sector. The following thesis is such an attempt to magnify my knowledge & to sharpen the edges of my skills

Human resources are an integral part of any organization; they are the pillars on which an organization stands. Human resources or employees are key stakeholders in an organization. Work of HR includes many practices and activates. Two organizations can produce same goods; can provide same services but what make them different are their people and their service. Organization which can acquire and retain good human resource, develop their skills, motivates them to enhance their level of performance and ensures that they remain committed to the organization, will be both effective as well as efficient.

The role of the Human Resource Manager is evolving with the change in competitive market environment and the realization that Human Resource Management must play a more strategic and challenging role in the success of an organization. Hence HR must be a business driven function thorough understanding of the organization's big picture and should be able to influence key decisions and policies. It is really a difficult job given to HR for the fulfillments of organization's goal.

I have selected few industries for this research from Kachchh District (Gujarat) at first "Asia Motor work Ltd", second, Parle, third "Anchor the group of Panasonic" and at last "Ashapura (Val clay)".

(Satya Padisetty N.)



CERTIFICATE

This is to certify that *Mr. Satya Padisetty N.* has conducted study on “***Challenges faced by HR manager in terms of managing human resource***” for the partial fulfillment of Master of Social work degree. He has successfully completed his study. This is original work under my guidance. He has not submitted such work to this or any other university for any other degree or diploma.

We wish him grand success for future endeavors.

Place:Bhuj

Date: 30/04/2012

Guided By

Shri Chirag Patel

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DECLARATION

*I Mr. Satya Padisetty N. am bonafide student of Semester-IV (MSW) I have prepared dissertation on “**Challenges faced by HR manager in terms of managing human resource**” as a partial as fulfillment of the requirement for the degree of MSW. I hereby declare that this subject is First time researched by me in department. Which is my own and original work. I have not submitted such work to this or any other university for any other degree or diploma.*

Place:Bhuj

Date: 30/04/2012

(Satya Padisetty N.)



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Actually, words are not enough to express my regards, respect and feelings of gratitude to those who directly or indirectly have encouraged, helped and guided me in this dissertation.

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There is a need to say thank you to all the faculty of MSW Department (Kachchh University-Bhuj) my compliment is also for those who had ever helped me with this dissertation; I cannot list all of them with this short note.

It was not possible to complete dissertation without permission and support from Mr. Rohan Gadhavi (Assi.Manager-HR) “Asia Motor work Ltd”, second, “Parle”, third “Anchor the group of Panasonic” and at last “Ashapura (Val clay)” I am heartily Obligated to above all companies HR and HRM who facilitated me to complete my research.

As to my beloved family and friends, you are the best part in my Master degree life. I can barely survive without you. You have my deepest appreciation.

Once again thanking you all.

Chapter-1

Research Methodology

CHAPTER: 1

[RESEARCH METHODOLOGY]

- 1.1 Introduction:***
- 1.2 Title***
- 1.3 About Research***
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CHAPTER: 1 *(RESEARCH METHODOLOGY)*

1.1 INTRODUCTION:

21st century is become fast; industrialization is one of the great opportunities to get bread and butter for people's life. Hence the role of the Human Resource Manager is evolving with the change in competitive market environment and the realization that Human Resource Management must play a more strategic role in the success of an organization. Organizations that do not put their importance on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resources.

With the increase in competition, locally or globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. And within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change mentor within the organization. In order to succeed, HR must be a business driven function with a thorough understanding of the organization's big picture and be able to influence key decisions and policies. In general, the focus of today's HR Manager is on strategic personnel holding and talents development. HR professionals will be coaches, counselors, mentors, and succession planners to help motivate organization's members and their loyalty. The HR manager will also promote and fight for values, ethics, beliefs, and spirituality within their organizations.

Human resources management is one of the most complex and challenging fields of management. It deals with the people dimension in management. Over the past eighty years, various approaches to human resource management have been adopted by companies. The human resource approach which is currently in trend, has redefined the way people are treated and managed in the organizational context.

This approach requires that employees or the work force be treated as resources and not just as factors of production (as in the scientific approach) or emotional beings with psychological needs (as in the human relations approach). Basically, HRM includes the four functions of acquiring,

This Thesis will highlight, how HR manager can meet the challenges of workplace diversity, how to motivate employees through gain-sharing and executive information

system through proper planning, organizing, leading and controlling their human resources.

1.2 Title:

“Challenges faced by HR Manager in terms of Managing Human Resources.”

1.3 About Research:

Research in common parlance refers to a search for knowledge. Research simply put, is an endeavor to discover answers to problems (Intellectual and Practical) through the application of scientific method to the knowable universe.

Research is essentially a systematic enquiry seeking facts through objective verifiable methods in order to discover the relationship among them to deduce from them broad principles or laws. It is really a method of critical thinking. It comprises defining and redefining problems, formulating hypothesis or suggested solutions, collecting, organizing and evaluating data, making deductions and making conclusions, and at last, carefully testing the conclusions to determine whether they fit the formulated hypothesis. Thus, the term “Research” refers to a critical, careful and exhaustive investigation or inquiry or experimentation or examination having as its aim the revision of accepted conclusions, in the light of newly discovered facts.

1.4 Meaning of Research:-

Research is a matter of gathering information from varying sources usually in relation to a specific topic and for a specific purpose. For example, if writing a news article you may want to incorporate both literary investigation of the topic along with interviews of specialists on the topic. For a simple school essay, simply reading varying sources to compile and compare information with a view to presenting a synthesized version of it all may suffice.

Research is an Endeavour to discover answers to intellectual and practical problems through the application of scientific method.

“Research is a systematized effort to gain new knowledge”.

Redman and Mory.

Research is the systematic process of collecting and analyzing information (data) in order to increase our understanding of the phenomenon about which we are concerned or interested.

> Definition of Research:

Research is defined by different authors. Some of the definitions given by well-known authors are as follows.

“The systematic investigation into and study of materials and sources in order to establish facts and reach conclusions.” (Oxford Dictionary)

“A careful critical inquiry or examination in seeking facts or principles; diligent investigation in order to ascertain something”. (Webster’s International Dictionary)

Advanced Learner’s Dictionary of current English defines research as a:

“Careful investigation or inquiry specially through search for new facts in any branch of knowledge”.

Young defines research as:

“A scientific undertaking which by means of logical and systematic techniques aims to: (1) Discover new facts or verify and test old facts, (2) analyse their sequences, interrelationships and causal explanations, (3) Develop new scientific tools, concepts and theories which would facilitate reliable and valid of human behavior. This exhaustive all-inclusive definition specifies all the major aims of research viz., discovery of new facts, verifications and testing of old facts, analysis of interrelationships and explanations and development of new tools, concepts and theories.

1.5 Need of Research in study of Social Work:

Social work is a profession and academic discipline committed to the pursuit of social justice, to quality of life, and to the development of the full potential of each individual, group and community in a society. Social workers draw on the social sciences to solve social problems. They may work in research, practice, or both. Practitioners will usually possess a degree or registered license in the discipline, dependent on national law. Social work research is often focused in areas such as individual and family therapy, social policy, public administration and development. Social workers are organized into local, national, continental and international professional bodies to further the aims of the profession. Parts of social work overlap with other disciplines such as psychology, sociology, and medicine.

The main tasks of professional social workers can include a variety of services such as case management (linking clients with agencies and programs that will meet their psychosocial needs), counseling (psychotherapy), human services management (like HR or HRM), social welfare policy analysis, policy and practice development, community organizing, international, social and community development, advocacy, teaching (in schools of social work), and social science research.

"Social work bases its methodology on a systematic body of evidence-based knowledge derived from research and practice evaluation, including local and indigenous knowledge specific to its context. It recognizes the complexity of interactions between human beings and their environment, and the capacity of people both to be affected by and to alter the multiple influences upon them including bio-psychosocial factors. The social work profession draws on theories of human development, social theory and social systems to analyze complex situations and to facilitate individual, organizational, social and cultural changes."

A hopeful development for bridging this gap is the compilation, in many practice fields, of collections of "best practices" which attempt to distill research findings and the experience of respected practitioners into effective practice techniques. Although social work has roots in the informatics revolution, an important contemporary development in the profession is overcoming Suspicion of technology and taking advantage of the potential of information technology to empower users.

1.6 Selection of Subject for Research:

Selection of a subject for doing a research is a difficult task. As such we see many problems in management or corporate sector, but we could get real picture by a systematic research.

I have selected my thesis subject is "Challenges faced by HR Manager in terms of Managing Human Resources". Because now days Management is become broad and getting various problems in terms of employee, co-ordination, direction, controlling, and much more. HR manager has to use resources as Man, money, market, material, Methods, and machines. Without HR manager these resources can't be fulfilled the organizational need. So I selected my thesis subject as a "Challenges faced by HR Manager in terms of Managing Human Resources". I wanted to build up my career in industry and management.

1.7 Hypothesis:

While a hypothesis is useful it is not always indispensable. In physical sciences (including fundamental research) the hypothesis is most often necessary but in social sciences useful facts may be discovered, organized and presented purposefully even without a hypothesis other than the one which might incidentally be suggested in the course of the investigation. Thus, it is desirable to have hypothesis[#].

>Definition of Hypothesis:

“A hypothesis is proposition, condition or principle which is assumed, perhaps without belief, in order to draw out its logical consequences and by this method to test it accord with facts which are known or may be determined[#]”

- Webster.

“A hypothesis is a statement capable of being tested and thereby verified or rejected[#]”

- Rummel and Balline.

Here I'm using hypothesis instrument to test either any error in my thesis or what?

Only two way can be potential, Either My Hypothesis will proved Null (Ho) or Alternative (H1)

>Null Hypothesis (Ho): *When a hypothesis is stated negatively, it is called a Null Hypothesis. The objective of this hypothesis is to avoid the personal bias of the investigator in the matter of collection of data. A null hypothesis is used to collected additional support for the known hypothesis.*

>Alternate hypothesis (H₁): *When the Null Hypothesis (Ho) is being rejected, and then the opposite of the null hypothesis must be true. The hypothesis representing the opposite of the null hypothesis is called alternate hypothesis. It is denoted by H₁.*

[#] RESEARCH METHODOLOGY – P.Saravanel –Kitab Mahal-2007

These are my assumption for the research:

- ✘ *Top Manager doesn't Support H.R.*
- ✘ *H.R. function is challenging.*
- ✘ *H.R doesn't have councilor skill.*
- ✘ *Difficult to recruit employee.*
- ✘ *Less focus on training and development system.*
- ✘ *Less effective performance appraisal.*

1.8 Purpose of the study:

Somebody says "We do most of the things only for Purpose"

That which a person sets before himself as an object to be reached

I have done this research with view to some valuable purpose, which is mentioned as under.

- *I have researched in purpose of knowing Challenges against HR Manager.*
- *To knowing Whether my hypothesis is Null(Ho) or positive(Alternate)(H1)*
- *I like to conclude real challenges of HR manager.*
- *Wish to make this subject again useful for future researches.*
- *To Examination of validity.*

1.9 Importance of study:

As we know that HR Manager's managerial function and operation functions are very significant for any organization or industry, as a result Here mainly research purpose is to identify the a mixture of Challenges faced by HR Manager in terms of Managing Human Resources.

I have conducted this Research based thesis in order to HR Manager who faces varies challenges in human resource management. I hope this research may be essential to HR Manage, as it shows of various issues arises while doing particular function.

1.10 Whom this research may useful?

- ✚ *It is useful for those who having practice of HR as well as newcomers in industries.*
- ✚ *Also useful to professors, industrial HR trainees and people those who are interested in HR managerial function.*
- ✚ *HRM specialists who advise, support, and aid Managers and nonmanagers in their work.*
- ✚ *I have found the challenges faced by HRM, knowing these challenges; Reader can make it out Solution of Challenges.*
- ✚ *This is also useful to those company who having various error in terms of Human resources.*

1.11 Methods of Research:

Basically there are two types of Research Method described as under:

1.11.1 Pure/ Fundamental or Basic research:

Pure or basic research is a search for broad principles and synthesis without any immediate utilization objective; for example, Franklin's Discovery or Electricity and Einstein's theory of relativity. This is more and intellectual exploration arising from insatiable intellectual curiosity. It is not concerned with solving any practical problems of policy but with designing and fashioning tools of analysis and with discovering underlying, and if possible universal laws and theories.

*Fundamental research is original or basic in character. It is also known as **theoretical research**, because its objective is to discover to pronounce new but broad principles and synthesis without giving it any immediate application.*

Discovery of new theory. Fundamental research may be entirely new discovery, the knowledge of which has not existed so far. Such a discovery may follow the research's own idea or imagination. Ultimately, these fundamental contributions formula of the basis of different theories.

Development of the existing theory. This type of research takes the shape of an improvement in the existing theory relaxing some of its assumptions or by reinterpreting a new theory with the existing one as its basis. Since theory is also based on assumptions, there often exists wider scope for altering or formulating new set of assumptions and adding new dimensions to the existing theory. There also exists the possibility of reinterpretation of the theory that has already been developed. For instance, the Malthusian theory of population vis-à-vis the optimum theory of population. By questioning some of the assumptions of the monetary phenomenon. Theories developed in capitalist countries have often been challenged by the economists of the socialist countries and they have often either reinterpreted or developed new theories akin to those already existing.

1.11.2 Applied or Action research:

Applied research, also known as action research is associated with particular project and problem. Such research, being of practical value may relate to current activity or immediate practical situations. It aims at finding a solution for an immediate problem facing a society. Practically all social science research undertaken in India is of the applied variety, and more particularly of the type which helps formulation of policy. This feature is explained partly by the limitations to basic research in sciences, partly by the multitude of pressing social problems facing the community and by the greater ease of carrying on applied work, but largely by the lack of a tradition of basic research.

Applied research is thus concerned with actual life. It discovers the what, how and why of actual life. Pointing out the importance of applied research it has rightly pointed out that if sociology has to increase its importance, it should lay emphasis upon the applied aspects. For example, if the sociologists/economists could point out as to how a guidance system may be useful in public distribution of mass consumption articles, its social influence will increase and so also the social sanction for its study. Thus applied research is concerned with research for amelioration of social problem. It removes so many prejudices, preconceptions and false ideas. It suggests ways for the solution of social problems.

Researcher has used this method to research study.

1.11.3 other sub types of research

Let's have one glance on types of research as under.

1.11.3.1 Historical research:

The process of systematically examining past events to give an account; may involve interpretation to recapture the nuances, personalities, and ideas that influenced these events; to communicate an understanding of past events.

Historical research is different from other researches as it stands alone being the initial and basic knowledge of any topic to be researched.

It's also different because it deals majorly with the past of an occurrences or happening of an experiment, incident, progress or a forecast-(future prediction).

It's methodology of reporting and record keeping acquires more time and persistence from the researcher to gain authentic results through primary and secondary sources.

Qualitative research is a method of inquiry appropriated in many different academic disciplines, traditionally in the social sciences, but also in market research and further contexts. Qualitative researchers aim to gather an in-depth understanding of human behavior and the reasons that govern such behavior. The qualitative method investigates the why and how of decision making, not just what, where, when. Hence, smaller but focused samples are more often needed, rather than large samples.

Qualitative methods produce information only on the particular cases studied, and any more general conclusions are only hypotheses (informative guesses). Quantitative methods can be used to verify, which of such hypotheses are true.

1.11.3.2 Quantitative approach:

In the social sciences, quantitative research refers to the systematic observed investigation of quantitative properties and phenomena and their relationships. The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships.

Quantitative research is used widely in social sciences such as sociology, anthropology, and political science. Research in mathematical sciences such as physics is also 'quantitative' by definition, though this use of the term differs in context. In the social

sciences, the term relates to empirical methods, originating in both philosophical positivism and the history of statistics, which contrast qualitative research methods.

Qualitative methods produce information only on the particular cases studied, and any more general conclusions are only hypotheses. Quantitative methods can be used to verify, which of such hypotheses are true.

1.11.3.3 descriptive research:

Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, where, when and how.

Although the data description is factual, accurate and systematic, the research cannot describe what caused a situation. Thus, Descriptive research cannot be used to create a causal relationship, where one variable affects another. In other words, descriptive research can be said to have a low requirement for internal validity.

The description is used for frequencies, averages and other statistical calculations. Often the best approach, prior to writing descriptive research, is to conduct a survey investigation. Qualitative research often has the aim of description and researchers may follow-up with examinations of why the observations exist and what the implications of the findings are.

In short descriptive research deals with everything that can be counted and studied. But there are always restrictions to that. Your research must have an impact to the lives of the people around you. For example, finding the most frequent disease that affects the children of a town. The reader of the research will know what to do to prevent that disease thus; more people will live a healthy life.

1.11.3.4 Correlational research:

In general, a correlational study is a quantitative method of research in which you have two or more quantitative variables from the same group of subjects, & you are trying to determine if there is a relationship (or co-variation) between the two variables (a similarity between them, not a difference between their means). Theoretically, any two quantitative variables can be correlated (for example, midterm scores & number of body piercings!) as long as you have scores on these variables from the same participants; however, it is probably a waste of time to collect & analyze data when there is little reason to think these two variables would be related to each other.

Try to have 30 or more participants; this is important to increase the validity of the research. Your hypothesis might be that there is a positive correlation (for example, the number of hours of study & your midterm exam scores), or a negative correlation

(for example, your levels of stress & your exam scores). A perfect correlation would be an $r = +1.0$ & -1.0 , while no correlation would be $r = 0$. Perfect correlations would almost never occur; expect to see correlations much less than $+$ or $- 1.0$. Although correlation can't prove a causal relationship, it can be used for prediction, to support a theory, to measure test-retest reliability, etc.

1.11.3.5 Causal-comparative research:

Comparative research in history or Politics can give you a lens into the mechanisms used to understand, manipulate, or evaluate them. If you do not study in a comparative you then you will not be able to recognize patterns later on. Being able to have empirical data to represent your research is always best once you have put the time and effort in to establish a hypothesis. By comparative research you can also find the institutions that shape our behavior and decisions as groups and individuals in these areas.

Causal-comparative educational research attempts to identify a causative relationship between an independent variable and a dependent variable. However, this relationship is more suggestive than proven as the researcher does not have complete control over the independent variable. If the researcher had control over the independent variable, then the research would be classified as true experimental research.

1.11.3.6 Experimental Research:

Experimental research designs are used for the controlled testing of causal processes. The general procedure is one or more independent variables are manipulated to determine their effect on a dependent variable. These designs can be used where:

- 1) There is time priority in a causal relationship (cause precedes effect),
- 2) There is consistency in a causal relationship (a cause will always lead to the same effect), and
- 3) The magnitude of the correlation is great. The most common applications of these designs in marketing research and experimental economics are test markets and purchase labs. The techniques are commonly used in other social sciences including sociology, psychology and social work

1.11.4 Research Method:

Let's have one glance on research Methods as under.

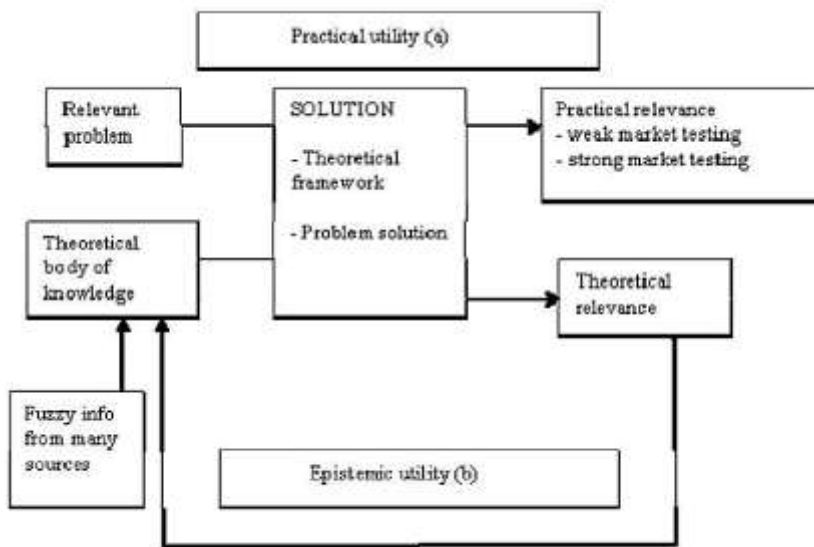
1.11.4.1 Exploratory research:

Exploratory research provides insights into and comprehension of an issue or situation. It should draw definitive conclusions only with extreme caution. Exploratory research is a type of research conducted because a problem has not been clearly defined. Exploratory research helps determine the best research design, data collection method and selection of subjects. Given its fundamental nature, exploratory research often concludes that a perceived problem does not actually exist.

1.11.4.2 Constructive research:

Constructive research is perhaps the most common computer science research method. This type of approach demands a form of validation that doesn't need to be quite as empirically based as in other types of research like exploratory research. Nevertheless the conclusions have to be objectively argued and defined. This may involve evaluating the "construct" being developed analytically against some predefined criteria or performing some benchmark tests with the prototype.

>The term "construct" is often used in this context to refer to the new contribution being developed. Construct can be a new theory, algorithm, model, software, or a framework.



1.11.4.3 Empirical research:

Empirical Research is research that is based on experimentation or observation, i.e. Evidence. Such research is often conducted to answer a specific question or to test a hypothesis (educated guess).

1.11.4.4 Primary research:

When research is conducted to unearth original data, it is called primary research. To do this, an original research plan must be devised which will encompass, data collection, data input and then the production and analysis of the subsequent results. Due to the sometimes lengthy duration of this research it can often be expensive to conduct. However, because the research is original, the results gathered will be more relevant to the needs of the client.

The two basic types of primary research are qualitative and quantitative. Primary research (also called field research) involves the collection of data that does not already exist. This can be through numerous forms, including questionnaires and telephone interviews amongst others. This information may be collected in things like questionnaires and interviews.

The term is widely used in market research and competitive intelligence.

- *May be very expensive because many people need to be confronted.*
- *By the time the research is complete it may be out of date.*
- *People may have to be employed or avoid their primary duties for the duration of the research.*
- *People may not reply if emails or letters are used.*

1.11.4.5 Secondary research:

Secondary research (also known as desk research) involves the summary, collation and/or synthesis of existing research rather than primary research, where data is collected from, for example, research subjects or experiments.

The term is widely used in market research and in medical research. The principal methodology in medical secondary research is the systematic review, commonly using meta-analytic statistical techniques, although other methods of synthesis, like realist reviews and metanarrative reviews, have been developed in recent years.

Secondary research can come from either internal or external sources.

There are also some sub-methods of research as under:

- 1. Conceptual Research*
- 2. Diagnostic Research*
- 3. Survey Research*
- 4. Evaluation Research*
- 5. Comparative Research*
- 6. Inter disciplinary Research*

1.12 Method Of Data collection:

The reliability of managerial decision depends on the quality of data. The quality of data can be expressed in terms of its representative feature of the reality which can be ensured by the usage of a fitting data collection method.

As has been discussed earlier. Data can be classified into primary data and secondary data. The data which are collected from the field under the control and supervision of an investigator Is known as primary data. This type of data is generally afresh and collected for the time.

Some of the examples of primary data are listed below:

- Data collected using a survey to determine the market segment of the product of a company.*
- Data of study to determine the infrastructure facilities of educational institutions in a state.*
- Data of a study to determine the moral of the employees in company.*

If dates are collected from Journals, magazines, Government publications, annual reports of companies, etc., then such data are called as secondary data. In each of these sources of date, collection has already been done by the respective organization / agency.

The distinction between primary data and secondary data is only relative. The primary data of one study will serve as secondary data of another study. The industry handbook is an example of primary data established through a survey, which can be used as secondary data by research in management and commerce disciplines.

1.12.1 Primary Data:

As stated earlier, primary data are useful for current studies as well as for future studies, hence, it should be collected with utmost care. The different methods which are used for primary data collection are:

- 1. Observation method,*
- 2. schedule,*
- 3. Interview*

1.12.1.1 Observation method:

In the observation method, the investigator will collect data through personal observations.

Consider an example in which an investigator collects the data about the organizational climate in an organization through direct observation. In this study, the investigator will speak to the employees at different levels of the organization; observe the behavior of the employee to assess the organizational climate.

Generally, observation method of data collection deals with the recording of the behavior of respondents/sampling units. In this method, the investigator will observe the behavior of the respondents in disguise. Take the case of customers transaction with a bank.

1.12.1.2 Schedule:

Schedule and questionnaire are the most important tools generally used in social research. The two forms are similar in nature but the difference lies in its construction and usage. The schedule is the form containing some questions or blank tables which are to be filled by the research workers after getting information from the informants. The schedule may thus contain two types of questions: (i) Direct questions and (ii) forms of table. There are some kinds of information that can be procured only by putting a question.

From the above discussion, the following salient points about schedule emerge:

- a) The schedule is presented by the interviewer. The questions are asked and the answers are noted down by him.*
- b) The list of questions is a more formal document; it need not be attractive.*
- c) The schedule can be used in a very narrow sphere of social research.*

>Types of Questions:

The questions of the schedule may be classified into the following:

- a) **Open-end Questions:** *in these questions, the respondents are given freedom to express their view, as there is wide range of choice.*
- b) **Closed questions:** *These types of questions do not allow the respondent to give answers freely.*
- c) **Pictorial questions:** *In these types of questions, pictures are drawn, and the respondent indicates the answer by selecting the pictures he prefers.*
- d) **Dichotomous questions:** *In these questions, two alternatives are given: a positive one and a negative one.*
- e) **Multiple – Choice questions:** *These questions consist of May questions. The respondent has to select any one of these.*
- f) **Leading questions:** *In these questions, the reply is suggested in an indirect way. These types of questions create confusion. Thus, as far as possible, leading questions should be avoided.*
- g) **Ambiguous questions:** *Questions which indicate alternate meanings and lack clarity are called ambiguous questions.*
- h) **Ranking items of questions:** *through these questions, the preferences of the respondents are obtained.*

*From above varies questionnaire method, I have choose **Closed questions and Multiple – Choice questions method** for my schedule.*

1.12.1.3 Interview:

The main purpose of interview as a tool of data collection – field procedure – is to gather data extensively and intensively. As Pauline V. young pointed out that the objectives of the interview may be exchange of ideas and experiences, eliciting of information to a very wide range of data in which the interviewee may wish to rehearse his past, define his present and canvass his future possibilities. Thus, in brief, the objectives of interview are twofold: (i) to exchange of ideas and experience and (ii) to elicit information.

1.13 Sampling Method:

The research covers 20 respondents selected by random sampling method.

It is incumbent on the researcher to clearly define the target population. There are no strict rules to follow, and the researcher must rely on logic and judgment. The population is defined in keeping with the objectives of the study.

Sometimes, the entire population will be sufficiently small, and the researcher can include the entire population in the study. This type of research is called a census study because data is gathered on every member of the population.

Usually, the population is too large for the researcher to attempt to survey all of its members. A small, but carefully chosen sample can be used to represent the population. The sample reflects the characteristics of the population from which it is drawn.

Sampling methods are classified as either probability or non-probability. In probability samples, each member of the population has a known non-zero probability of being selected. Probability methods include random sampling, systematic sampling, and stratified sampling. In nonprobability sampling, members are selected from the population in some nonrandom manner. These include convenience sampling, judgment sampling, quota sampling, and snowball sampling. The advantage of probability sampling is that sampling error can be calculated. Sampling error is the degree to which a sample might differ from the population. When inferring to the population, results are reported plus or minus the sampling error. In non-probability sampling, the degree to which the sample differs from the population remains unknown.

*1.13.1 **Random sampling** is the purest form of probability sampling. Each member of the population has an equal and known chance of being selected. When there are very large populations, it is often difficult or impossible to identify every member of the population, so the pool of available subjects becomes biased.*

I have selected sample method as Random sampling for my research

*1.13.2 **Systematic sampling** is often used instead of random sampling. It is also called an Nth name selection technique. After the required sample size has been calculated, every Nth record is selected from a list of population members. As long as the list does not contain any hidden order, this sampling method is as good as the random sampling method. Its only advantage over the random sampling technique is simplicity. Systematic sampling is frequently used to select a specified number of records from a computer file.*

*1.13.3 **Stratified sampling** is commonly used probability method that is superior to random sampling because it reduces sampling error. A stratum is a subset of the population that shares at least one common characteristic. Examples of strata might be males and females, or managers and nonmanagers.*

The researcher first identifies the relevant strata and their actual representation in the population. Random sampling is then used to select a sufficient number of subjects from each stratum. "Sufficient" refers to a sample size large enough for us to be

reasonably confident that the stratum represents the population. Stratified sampling is often used when one or more of the strata in the population have a low incidence relative to the other strata.

1.13.4 Convenience sampling is used in exploratory research where the researcher is interested in getting an inexpensive approximation of the truth. As the name implies, the sample is selected because they are convenient. This non probability method is often used during preliminary research efforts to get a gross estimate of the results, without incurring the cost or time required to select a random sample.

1.13.5 Judgment sampling is a common non probability method. The researcher selects the sample based on judgment. This is usually an extension of convenience sampling. For example, a researcher may decide to draw the entire sample from one "representative" city, even though the population includes all cities. When using this method, the researcher must be confident that the chosen sample is truly representative of the entire population.

1.13.6 Quota sampling is the non-probability equivalent of stratified sampling. Like stratified sampling, the researcher first identifies the strata and their proportions as they are represented in the population. Then convenience or judgment sampling is used to select the required number of subjects from each stratum. This differs from stratified sampling, where the strata are filled by random sampling.

1.13.7 Snowball sampling is a special non-probability method used when the desired sample characteristic is rare. It may be extremely difficult or cost prohibitive to locate respondents in these situations. Snowball sampling relies on referrals from initial subjects to generate additional subjects. While this technique can dramatically lower search costs, it comes at the expense of introducing bias because the technique itself reduces the likelihood that the sample will represent a good cross section from the population.

Sampling is that part of statistical practice concerned with the selection of an unbiased or random subset of individual observations within a population of individuals intended to yield some knowledge about the population of concern, especially for the purposes of making predictions based on statistical inference. Sampling is an important aspect of data collection.

Researchers rarely survey the entire population for two reasons (Adèr, Mellenbergh, & Hand, 2008): the cost is too high, and the population is dynamic in that the individuals making up the population may change over time. The three main advantages of sampling are that the cost is lower, data collection is faster, and since the data set is smaller it is possible to ensure homogeneity and to improve the accuracy and quality of the data.

Each **observation** measures one or more properties (such as weight, location, color) of observable bodies distinguished as independent objects or individuals. In survey sampling, survey weights can be applied to the data to adjust for the sample design. Results from probability theory and statistical theory are employed to guide practice. In business and medical research, sampling is widely used for gathering information about a population.

1.14 Research design:

Design research investigates the process of designing in all its many fields. It is thus related to Design methods in general or for particular disciplines. A primary interpretation of design research is that it is concerned with undertaking research into the design process. Secondary interpretations would refer to undertaking research within the process of design. The overall intention is to better understand and to improve the design process.

1.15 Research planning:

Research planning depends on who's asking the question, and who's answering it. From your immediate point of view, the purpose of a research plan is to help get you hired. The research plan, however, serves another, very important function: It contributes to your development as a scientist. Your research plan is a map for your career as a research science professional. As will become apparent later in this document, one of the functions of a research plan is to demonstrate your intellectual vision and aspirations. It's also an opportunity to begin to demonstrate the creative and independent thinking required of a successful scientist.

1.16 Universe of the study:

As we know the HR scope is worldwide but, here I have selected few industries as my Universe from **Kachchh District (Gujarat)**, 1st one is “Asia Motor work Ltd”, 2nd one is Parle, 3rd one is “Anchor the group of Panasonic” and last “Ashapura(Wall clay)” these are my study scope for research. I have measured the challenges faced by HRM in terms of managing human resource” by source of questionnaire and observation. It's one kind of sample research hence my universe is limited.

1.17 Limitation of research:

No one is complete in the world, as student of M.S.W i have tried to justify this research; it may be possible that any error occur.

- 1. Sample itself has some limitations in two ways,
(A) Most respondent (officer) from different organization are not permit the student for the study on topic.
(B) Numbers of HR is limited for the researcher (as sample I have filled up 20 questionnaire's answer from HR).*
- 2. Time duration was also limited to study broadly. The study hours to complete within 6 to 8 months.*
- 3. This research shows only challenges of HR but not able to reach solution of HRM challenges. And Indian organization is not open egress such conditions.*
- 4. Limitations on part of responses from respondents. All responses may not be true.*

1.18 Writing up a research report:

Collecting information on a subject is not enough for research. Whenever researcher does a research, he/she uses scientific methods for sampling, data collection. Researcher collects the information and analyzes it, does the interpretation of the data and compares it with the hypothesis. All this data is then presented in the form of a research report. Research report is essential for presenting the findings during the research.

1.19 Conclusion:

Thus, researcher has tried to conduct the research in the scientific way, leaving space for fewer errors; still there may be limitations on the part of researcher.

Chapter-2

Review of Literature

CHAPTER: 2

[LITERATURE REVIEW]

- 2.1 Introduction***
- 2.2 Human Resource Management – History***
- 2.3 Let's have look on HRM's 3 ps***
- 2.4 HRM and its Evolution in India***
- 2.5 Role and Function of HRM***
- 2.6 The major areas of the Human Resources manager manages can include***
- 2.7 HR Planning***
- 2.8 Recruitment and selection***
- 2.9 Induction Procedure***
- 2.10 Methods of Training***
- 2.11 Performance appraisal***
- 2.12 Responsibilities carried out by HR***
- 2.13 HRM and Performance management:***
- 2.14 Challenges before HR professionals***
- 2.15 HR related article's (from newspaper)***

CHAPTER: 2

(LITERATURE REVIEW)

2.1 Introduction:-

The advent of the era of liberalization and globalization along with the advancements in information technology (IT) has transformed the world around us. It has brought to center stage the importance of human resources, more than even before. The purpose of human resource management is to enable appropriate deployment of human resources.

In a competitive scenario, effective utilization of human resources has become necessary and the primary task of organizations is to identify, recruit, and channel competent human resources into their business operations for improving productivity and functional efficiency. Several authors have tried to understand the meaning of human resources and one of the comprehensive definitions was given by Leon C. Magginson, who described human resources as the sum total of the knowledge, abilities and attitudes of all the employees of an organization. Effective utilization of human resources would lead to both accomplishment of individual and organizational goals and creation of assets at the national level. It is in this context the development of human resources, which involves continuous honing of employees' skills, has become vital for the survival of organizations, let alone growth and development.

>Definitions:-

Management has been defined as control and creation of a technological and human environment that can support optimal utilization of resources and competencies for achieving organizational goals. Management has also been variously defined as development of people; the process of decision-making and control over actions of human beings; planning, organizing, and controlling of people and resources; the process of accomplishing the desired organizational objectives; effective utilization of available resources for delivery of services and goods, etc.

It is in this backdrop that we will try to understand the broad definitions of human resource management given by various experts.

“Process consisting of four functions-acquisition, development, motivation and maintenance of human resources”.

- David A. decenzo and Stephen p.

Robbins

“Personnel management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance and separation of human resource to the end that individual, organizational and societal objectives are accomplished”

- Edward filippo

“Human resource management is that part of management’s process which is primarily concerned with the human constituents of an organization”

– E.F.L Breach

2.2 Human Resource Management – History:

*The Evolution of HRM can be traced back to the HR Movement in the ancient period however, in the modern age, i.e. up to 1930s, it was referred to as personnel management and focus was on employer-employee relations. Studies on HR were initially guided by **Tyler’s** scientific management principle and then graduated through the **Hawthorne** studies to the behavioral school based on theories of Abraham Maslow, Herzberg, and Douglas McGregor.*

Various developments in the 21st century heralded the arrival of the knowledge ad IT era. During the initial phases, IT was perceived as an all pervasive phenomenon and attempts and attempts were made to tune all organizational processes to this development. However, the experience of a large number of organizations both at the global and the national level has led to the realization that IT has to play only a supportive role achieving organizational objectives and for this purpose an organization has to focus on its three core, i.e., people, processes, and performance. (Called the 3ps).

2.3 Let’s have look on HRM’s 3 ps:

1. **-People:** *It is now an established fact that the core strength of an organization lies in its human resources ad it would not be an exaggeration to say that all other resources can be replaced except the human resources.*

2. **-Processes:** *Organizational processes evolve over a period of time and often these are treated as sanctimonious. The justification for doing so is the belief that what has worked so well in the past work in the future as well. However, in the fast changing world, much emphasis is laid on flexibility and adaptability. Also, in the past, it would have been a Herculean task to re-engineer the processes, but in an IT-enabled environment, re-engineering of processes at the server level would simultaneously and effortlessly lead to re-engineering across the organization*
3. **-Performance:** *the existence of an organization is primarily dependent on its ability to create value and continuously increase the rate of return on investment (ROI). The two pillars supporting the performance of an organization are people and IT. Integration of these two factors plays the pivotal role in improving the performance of an organization at both individual and organizational levels. IT helps in documenting the knowledge pool in an organization and making it available to the employees through intranet, etc. Further, management of knowledge workers is different from that of conventional employees as the level of intelligence and maturity of knowledge workers is higher and, hence, they expect greater levels of flexibility and freedom in their work area.*

2.4 HRM and its Evolution in India:

*The history of HRM in India dates back to the early 1980s when Mr. **Udai Pareek** and Mr. **T.V. Rao** championed the cause of the HRM movement. The early adopters of the HRM movement include public sector enterprises such as **bharat Heavy electrical limited (BHEL)**, **State bank of India(SBI)**, etc. initially, Indian organizations used to have an industrial relations(IR) department, which was subsequently rechristened as the personnel & IR department, with the welfare department as one of its sub-department. The personnel department predominantly suited the blue-collar employees since their general awareness and educational levels were low and the approach was more of administrative nature. The growing importance of the service sector in the Indian economy has also highlighted the importance of change in approach by the personnel and administrative departments. The profile of an employee in the new scenario has the following features.*

- ❏ *Employers are mostly in their mid-twenties or early thirties.*
- ❏ *All employees are educated and their level of general awareness is high.*
- ❏ *Employees are more committed to the profession than to the organization.*
- ❏ *The rates of attrition and the level of mobility of employees among the organizations are high.*

The organizations have to compete for scarce resources, the most important among them being the human resources, more so in the case of the service sector. This has called for the radical transformation of personnel and administrative department into human resource departments reflect the human facet of organizations. A glance at the structure of various Indian organizations indicates that the majority of the organizations have rechristened their personnel and administrative departments as human resource development (HRM) department. However, this transformation into the HRM mode is at various stages in different organizations. The progressive players and market leaders, especially in the IT and service sectors, have fully adopted this approach while other players are in the process of adoption.

2.5 Role and Function of HRM:

HR directors, and occasionally HR managers, may head up several different departments that are each led by functional or specialized HR staff such as the training manager, the compensation manager, or the recruiting manager.

Human Resources staff members are advocates for both the company and the people who work in the company. Consequently, a good HR professional performs a constant balancing act to meet both needs successfully.

The HRM department in an organisation is likely to fulfill a number of different roles:

2.5.1 The executive role:

Here, the HRM department is seen as the 'expert' in matters relating to Human Resource Management and makes decisions about what should be done in this area. For example, the HRM department will ensure that organizational policies are developed in line with legal requirements, will decide to produce information booklets on training, etc.

2.5.2 The audit role

In this capacity, the HRM department monitors organisational activities to ensure that HRM policies are being properly implemented by all concerned.

2.5.3 The facilitator role

This role requires the HRM department to facilitate the work of other managers in the organisation and help them to acquire and use the skills, techniques and attitudes that they need to make sure that HRM policies are implemented throughout the organisation. For example, team leaders could be given training to help them respond to, and deal with, complex relationships between team members that may involve HRM issues such as grievances, equal opportunities, human resource planning, etc.

2.5.4 The consultancy role:

In this role, the HRM department provides advice and guidance to managers at all levels on matters to do with the management of people.

2.5.5 The service role:

This requires the HRM department to be the provider of useful information on HRM matters. This is most important in times of change when the organisation needs to make sure that it is up to date with what is happening, for example with changes in legislation on issues like equal opportunities, or with developments in HRM practice or 360-degree feedback.

2.5.6 The Changing Human Resources Role:

The role of the HR professional is changing. In the past, HR managers were often viewed as the systematizing, policing arm of executive management. Their role was more closely aligned with personnel and administration functions that were viewed by the organization as paperwork.

When you consider that the initial HR function, in many companies, comes out of the administration or finance department because hiring employees, paying employees, and dealing with benefits were the organization's first HR needs, this is not surprising.

In this role, the HR professional served executive agendas well, but was frequently viewed as a road block by much of the rest of the organization. While some need for this role occasionally remains — you wouldn't want every manager putting his own spin on a sexual harassment policy, as an example — much of the HR role is transforming itself.

2.5.7 New HR Role:

The role of the HR manager must mirror the needs of his or her changing organization. Successful organizations are becoming more adaptable, hardy, quick to change direction, and customer-centered.

Within this environment, the HR professional, who is considered necessary by line managers, is a strategic partner, an employee sponsor or advocate and a change mentor. At the same time, especially the HR Generalist, still has responsibility for employee benefits administration, often payroll, and employee paperwork, especially in the absence of an HR Assistant.

Depending on the size of the organization, the HR manager has responsibility for all of the functions that deal with the needs and activities of the organization's people including these areas of responsibility.

- ❑ *Recruiting*
- ❑ *Hiring*
- ❑ *Training*
- ❑ *Organization Development*
- ❑ *Communication*
- ❑ *Performance Management*
- ❑ *Coaching*
- ❑ *Policy Recommendation*
- ❑ *Salary and Benefits*
- ❑ *Team Building*
- ❑ *Employee Relations*
- ❑ *Leadership*

With all of this in mind, in Human Resource Champions, Dave Ulrich, one of the best thinkers and writers in the HR field today, and a professor at the University of Michigan, recommends three additional roles for the HR manager.

2.5.8 Business and Strategic Partner:

In today's organizations, to guarantee their viability and ability to contribute, HR managers need to think of themselves as strategic partners. In this role, the HR person contributes to the development of and the accomplishment of the organization-wide business plan and objectives.

The HR business objectives are established to support the attainment of the overall strategic business plan and objectives. The tactical HR representative is deeply knowledgeable about the design of work systems in which people succeed and contribute. This strategic partnership impacts HR services such as the design of work positions; hiring; reward, recognition and strategic pay; performance development and appraisal systems; career and succession planning; and employee development.

To be successful business partners, the HR staff members have to think like business people, know finance and accounting, and be accountable and responsible for cost reductions and the measurement of all HR programs and processes. It's not enough to ask for a seat at the executive table; HR people will have to prove they have the business savvy necessary to sit there.

2.5.9 Employee Advocate:

As an employee sponsor or advocate, the HR manager plays an integral role in organizational success via his or her knowledge about and advocacy of the employees. This advocacy includes expertise in how to create a work environment in which people will choose to be motivated, contributing, engaged, and happy.

Fostering effective methods of goal setting, communication and empowerment through responsibility, builds employee ownership of the organization. The HR professional helps establish the organizational culture and climate in which people have the competency, concern and commitment to serve customers well.

In this role, the HR manager provides employee development opportunities, employee assistance programs, gain sharing and profit-sharing strategies, organization development interventions, due process approaches to employee complaints and problem solving, and regularly scheduled communication opportunities.

2.5.10 Change Champion:

The constant evaluation of the effectiveness of the organization results in the need for the HR professional to frequently champion change. Both knowledge about and the ability to execute successful change strategies make the HR professional exceptionally valued.

Knowing how to link change to the strategic needs of the organization will minimize employee dissatisfaction and resistance to change.

The HR professional contributes to the organization by constantly assessing the effectiveness of the HR function. He or she also sponsors and supports change in other departments and in work practices. To promote the overall success of his or her organization, the HR professional champions the identification of the organizational strategic plan: mission, vision, values, goals and action plans. Finally, he or she helps determine the measures that will tell the organization how well it is succeeding in all of this.

The Human Resources Manager guides and manages the overall provision of Human Resources services, policies, and programs for a company within a small to mid-sized company, or a portion of the Human Resources function within a large company.

2.6 The major areas the Human Resources manager manages can include:

- ❖ *Recruiting and staffing;*
- ❖ *Organizational departmental planning;*
- ❖ *Performance management and improvement systems;*
- ❖ *Organization development;*
- ❖ *Drawing up job descriptions,*
- ❖ *Employment and compliance to regulatory concerns regarding employees;*
- ❖ *Employee onboarding, development, needs assessment, and training;*
- ❖ *Implementing HRM policy, e.g. equal opportunities (line managers are expected to be aware of all Legal requirements affecting HRM).*
- ❖ *Policy development and documentation;*
- ❖ *Employee relations;*
- ❖ *Company-wide committee facilitation;*
- ❖ *Company employee and community communication;*
- ❖ *Compensation and benefits administration;*
- ❖ *Employee safety, welfare, wellness and health;*
- ❖ *Charitable giving; and*
- ❖ *Employee services and counseling.*

The Human Resources manager originates and leads Human Resources practices and objectives that will provide an employee-oriented; high performance culture that emphasizes empowerment, quality, productivity, and standards; goal attainment, and the recruitment and ongoing development of a superior workforce. The Human Resources manager is responsible for the development of processes and metrics that support the achievement of the organization's business goals.

The Human Resources manager coordinates the implementation of people-related services, policies, and programs through Human Resources staff; reports to the CEO; and assists and advises company managers about Human Resources issues.

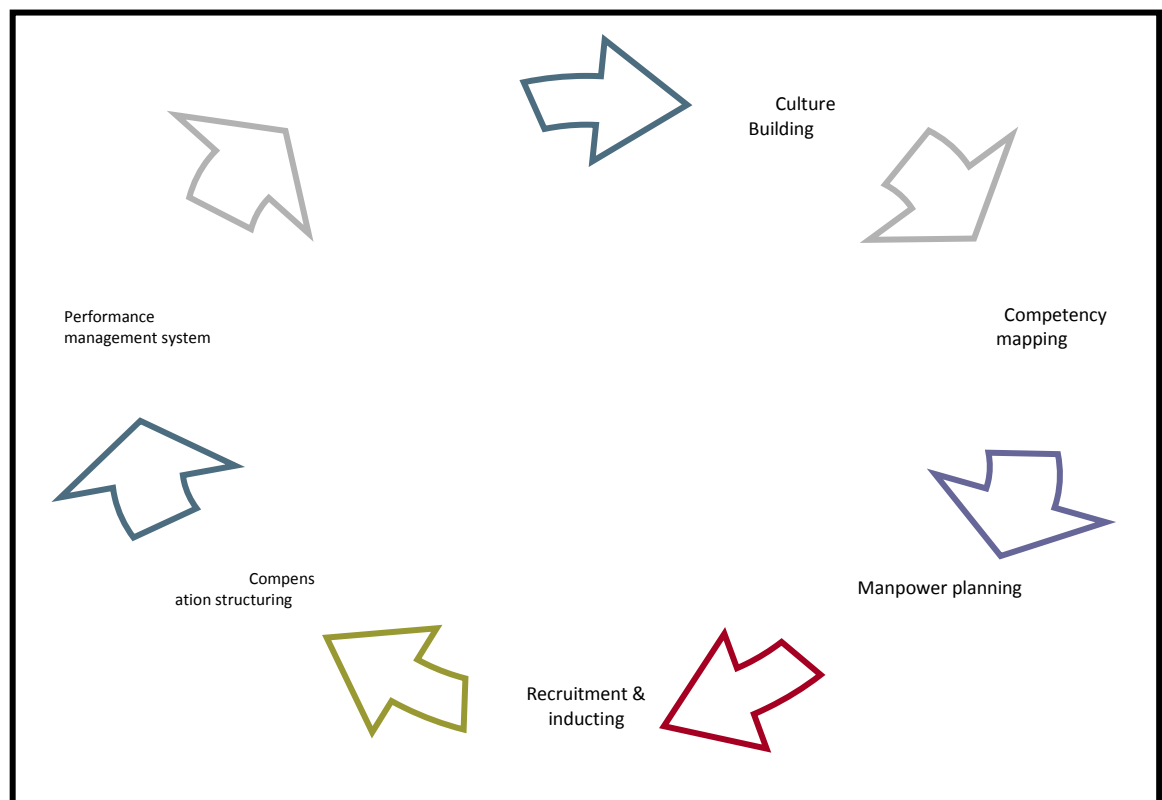


Figure 2.6: Flow of Activities in the HRM function.

Recruitment and induction, compensation structuring, career planning, competence mapping, performance management, etc.

Overall, the HR department has outgrown its mere functional role and has come to assume the responsibility of building the brand for the company, to attract the best available talent in the market and also to retain the existing talent. This helps in reducing the recruitment cost and the replacement cost apart from reducing the attrition rates, which help the organization to complete its projects in time.

2.6.1 Objectives of the HRM Function:

The contributions HRM makes to Organizational effectiveness include the following.

- ❏ *Helping the Organization reach its goals.*
- ❏ *Employing the skills and abilities of the workforce efficiently.*
- ❏ *Providing the Organization with well-trained and well-motivated employees.*
- ❏ *Increasing to the fullest the employee's job satisfaction and self-actualization.*
Developing and maintaining a quality of work life that makes employment in the Organization desirable.
- ❏ *Communicating HRM policies to all employees.*
- ❏ *Helping to maintain ethical policies and socially responsible behavior.*
- ❏ *Managing change to the mutual advantage of individual groups, the enterprise, and the public.*

2.6.2 Helping the Organization Reach its Goals:

The HR function is very key portion of the Organization today. That message is coming across consistently in surveys of CEOs. So far, the emphasis has been on doing things right. The real jump in effectiveness will come when the focus is first placed on doing the right things. I can't imagine how HR functions without thoroughly knowing the business issues of its Organization. Every business issue has HR implications.

2.6.3 Proving well-Trained and Well-Motivated Employees:

This is a measure of effectiveness for HRM. David Babcock, chairman of the board and chief executive officer of the May Company, phrases this purpose as "building and protecting the most valuable asset of the enterprise: people".

Normal Augustine, chairman of Martin Marietta, is specific about how to motivate people when he states, "if you want to improve performance, people must see justice in the rewards you give. Reward good results, but don't reward people who don't perform. Make the goals clear, and how they are measured, with no room for side issues like whether someone's a nice person.

HRM's effectiveness measure-its chief effectiveness measure, anyway- is to provide the right people at the right phase of performing a job, at the right time for the Organization.

2.6.4 Increasing employees Job satisfaction and self – actualization:

Thus far, the emphasis has on the organization's needs but unlike computers or cash balances, employees have feelings. For employees to be productive, they must feel that the job is right for their abilities and those they are being treated equitably. For many employees, the job is a major source of personal identity. Most of us spend the majority of our waking hours at work and getting the and from work. Thus, identity is tied closely to our job.

Satisfied employees are not automatically more productive. However, unsatisfied employees do tend to quit more often, to be absent more frequently, and to produce lower-quality work than satisfied workers. Nevertheless, both satisfied and dissatisfied employees may perform equally in quantitative terms, such as processing the same number of insurance claims per hour.

2.6.5 Achieving Quality of work life:

This purpose is closely related to the previous one. Quality of work life is a somewhat general concept, referring to several aspects of the job experience. These include such factors as management and supervisory style. Freedom and autonomy to make decisions on the job, satisfactory physical surroundings, job safety, satisfactory working hours, and meaningful tasks. Basically, a sound quality of work life (QWL) program assumes that a job and the work environment should be structured to meet as many of the worker's needs as possible.

2.6.6 Communication HRM policies to all Employees:

Chuck Kelly, director of human resources of a small manufacturing firm, expressed this objective as follows: "We can't afford not to communicate our programs, policies, and procedures fully. There are effective, personal development and legal reasons why everyone in the firm has to be HRM –Knowledgeable. Communicating HRM programs does not just happen: a manager has to work at it constantly". HRM's responsibility is "to communicate in the fullest possible sense both in tapping ideas, opinions, and feelings of customers, noncustomers, regulators, and other external publics, and in understanding the views of internal human resources. The other fact of

this responsibility is communicating managerial decisions to relevant publics in their own language”.

Closely related to communication within the Organization is representation of the Organization to those outside: trade unions and local and federal government bodies that pass laws and issued regulations affecting HRM. The HRM department must also communicate effectively with other top-management people to illustrate what it can offer these areas in the form of support, counsel, and techniques, and to increase its contribution to the overall strategic mission and goals of the Organization.

2.6.7 Maintaining Ethical policies and Socially Responsible Behavior:

The human resource manager plays an important role in showing by example that each employee is important and will be treated ethically. That is, any activity engaged in by the HRM area will be fair, truthful, and honorable, people will not be discriminated against, and all of their basic rights will be protected. These ethical principles should apply to all activities in the HRM area.

2.6.8 Managing change:

In the past decade, there have been rapid, turbulent, and often strained developments in the relationship between employers and employees. New trends and changes have occurred in telecommuting, outsourcing HRM practices, family medical leave, child care, spouse-relocation assistance, pay for skills, benefit cost sharing union-management negotiations, testing, and many other HRM areas of interest. Nearly all of these trends and changes can be traced to the emergence of new lifestyles and an aging population.

What these changes mean to HR managers is that new, flexible approaches must be initiated and used effectively without jeopardizing the survival of the Organization. HR managers must cope with trends and changes while still contributing to the Organization.

2.7 HR Planning:

The first of human resource strategy is human resource planning (HRP). All the HR activities such as employee hiring, training, and development, remuneration, appraisal, and labour relation are derived from HRP.

HRP is understood as process of forecasting an organization's future demand for and supply of right type of people in the right number; it is only after this that the HR

department can initiate the recruitment and selection process. HRP is sub-system in total organizational planning; HRP is also called as Man Power planning.

Let us consider the following statement:

“Man power planning is process by which a firm ensures that it has the right no. of people & right kind of people, at right places at the right time, doing things for which they are economically most useful”

By EDWIN B. GEISLER.

“Man power planning is the process of determining manpower requirements & the means for meeting those requirements in order to carry out the integrated plan of the organization”.

By COLEMAN BRACE P.

Based on the above definitions, following Features of HRP may be identified.

-  *HRP is a process which includes various aspects through which an organization tries to ensure that right people, at right place, and right time are available.*
-  *It involves determination of future needs of manpower in the light of organization planning and structure. Determination of man power needs in advance facilitates management to take up necessary actions.*
-  *It also takes in to account the man power availability at future period in the organization. Therefore, it indicates what actions can be taken to make existing man power suitable for future managerial positions & gap between needed & available man power can be fulfilled.*

>Importance of HRP (Human resource Planning):

- ✚ It is foundation for other personnel function (inventory of man power planning).
- ✚ Helps in determinant future personnel needs (It is essential for every organization to predict their positions in future).
- ✚ Increasing investment in HR.
- ✚ It enables the organization to have right men at right time & in right place.
- ✚ It helps to take steps to improve HR contribution in the form of increased productivity, sales, turn over etc..

>Factors affecting HRP:



Figure 2.7: Flow of Factors affecting HRP.

2.8 Recruitment and selection:

HRP helps to determine the number and type of people a firm needs. Job analysis specifies the task and duties of jobs and qualification expected from prospective job holders. The next logical step is to hire the right number of people of the right type fill the jobs. Hiring involves two broad group of activities recruitment and selection.

In simple terms recruitment is understood as the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. Recruitment involves attraction and obtaining as many applications as possible from eligible job seekers.

Recruitment has been regarded as the most important function of personnel administration, because unless the right type of people are hired even the best plants, organization chart and control system would not do much good. Flippo views recruitment both as positive and negative. He says “it is a process of searching prospective employees and stimulating and encouraging them to apply for jobs in an organization. It is often termed positive in that it stimulates people to apply for the jobs to increase the ‘hiring ratio’, i.e., the number of applicants for the job. Selection on the other hand tends to be negative because it rejects a good member of those who apply leaving only the best hired’

2.8.1 Sources of Recruitment:

Before an organization activity begins recruitment application, it should consider the most likely source of the type of employee it needs. Some companies try to develop new source, while the most only try to tackle the existing sources they have. These sources, accordingly, there is two term internal and External.

2.8.1.1 Internal sources:

Internal recruitment seeks applicants for positions from those who are currently employed. Internal sources include:

-  *Present employee*
-  *Employee referrals*
-  *Former employees*
-  *Previous applicants*

2.8.1.2 External Sources:

External sources far outnumber the internal sources. Specifically, sources external to a firm are as follows:

-  *Professionals and trade associations.*
-  *Advertisements*
-  *Employment exchanges*
-  *Competitors*
-  *Campus recruitment*
-  *Walk-ins, write-ins, Talk-ins*
-  *Consultants*
-  *Job Portals*

2.9 Induction Procedure:

The purpose of an induction procedure is to assist a new employee in the “settling down” process.

Starting a new job is a stressful experience, due to situations and demands plus fears of looking’s silly. During the settling – in period, a new employee is unlikely to be effective or fully productive and may even leave if the feelings of unease are strong enough.

It is therefore worth spending time on effective induction, as real cost savings can be made on avoidance of accidents caused through unfamiliarity, rapid achievement of full productivity and avoidance of costs incurred in unnecessary recruitment to replace lost employees.

2.10 Methods of Training:

- 1) On-the-Job straining*
- 2) Coaching or Understudy*
- 3) Apprenticeship training*
- 4) Job instruction Training*
- 5) Lectures*
- 6) Programmed learning*
- 7) Audiovisual-based Training.*
- 8) Job Rotation*
- 9) Off-the-Job training.*

2.11 Performance appraisal:

An organization's goal can be achieved only when people put in their best efforts. To ascertain whether an employee has shown his or her best performance on a given job, performance appraisal is used.

In simple terms performance appraisal may be understood as assessment of an individual's performance in a systematic way, the performance being measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities etc.

Performance appraisal also assumes that the employee knew what the performance standards were and received the feedback required to remove any performance deficiencies. The aim should always be to improve the employee's and thereby, the company's performance.

The other terms used for performance appraisal are: performance rating, employee assessment, employee performance review, employee evaluation, merit ration etc.

2.11.1 Objectives of performance appraisal:

- ❏ *To effect promotions based on competence and performance*
- ❏ *To confirm the services of probationary employees upon their completing the probationary period satisfactorily*
- ❏ *To assess the training and development needs of employees.*
- ❏ *To decide upon a pay raise*
- ❏ *To let the employees know where they stand insofar as their performance is concerned and to assist them with constructive criticism and guidance*
- ❏ *To determine whether HR programmers such as selection, training and transfers have been effective or not.*

2.12 Responsibilities carried out by HR:

HR Manager is one of the most important key to open a lock hanging on the door of success in an organisation. If an HR Manager is efficient enough to handle and to take out best from his team members any organization and can achieve more from his target goals. HR manager plays a very important role in hierarchy, and also in between the

higher management and low level employees. Stated below are major responsibilities of HR Manager:-

- 1) To maintain and develop HR policies, ensuring compliance and to contribute the development of corporate HR policies.*
- 2) To develop the HR team, to ensure the provision of a professional HR service to the organization. Manage a team of staff. Responsible for mentoring, guiding and developing them as a second line to the current position.*
- 3) To ensure timely recruitment of required level / quality of Management staff, other business lines staff, including non-billable staff with appropriate global approvals, in order to meet business needs, focusing on Employee Retention and key Employee Identification initiatives.*
- 4) Provide active support in the selection of Recruitment agencies which meet the corporate standard. Ensure Corporate Branding in recruitment webs and advertisements.*
- 5) Develop, refine and fine-tune effective methods or tools for selection / or provide external consultants to ensure the right people with the desired level of competence are brought into the organization or are promoted.*
- 6) Prepare information and input for the salary budgets. Ensure compliance to the approved salary budget; give focus on pay for performance and salary benchmarks where available. Ensure adherence to corporate guideline on salary adjustments and promotions. Coordinate increments and promotions of all staff.*

- 7) *To develop the HR business plan.*
- 8) *Ensure appropriate communication at all staff levels.*
- 9) *To maintain and develop leading edge HR systems and processes to address the effective management of people in relation to the following in order to maintain competitive advantage for:*
- *Performance Management.*
 - *Staff Induction.*
 - *Reward and Recognition.*
 - *Staff Retention.*
 - *Management Development / Career Development.*
 - *Succession Planning.*
 - *Competency Building / Mapping.*
 - *Compensation / Benefit programs.*
- 10) *To facilitate / support the development of the Team members*
- 11) *To facilitate development of staff with special focus on Line Management*
- 12) *To recommend and ensure implementation of Strategic directions for people development within the organization.*
- 13) *Ensure a motivational climate in the organization, including adequate opportunities for career growth and development.*
- 14) *Administer all employee benefit programs with conjunction with the Finance and Administration department.*

15) Provide counsel and assistance to employees at all levels in accordance with the company's policies and procedures as well as relevant legislation.

16) Oversee the central HR Administration –employee offer letters salary letters and employment contracts. Approve updated organizational charts on a monthly basis and maintain complete / accurate personnel records.

17) Co-ordinate the design, implementation and administration of human resource policies and activities to ensure the availability and effective utilization of human resources for meeting the company's objectives.

18) Responsible for Corporate HR function.

19) Responsible for overall centralized HR admin function

20) Counseling and Guidance cell - provide support to Managers in case of disciplinary issues.

Above 20 points are amongst the most important responsibilities which has to be taken care by an HR Manager. He cannot take any above stated responsibility for granted.

2.13 HRM and Performance management:

In the present competitive scenario, one of the foremost challenges for the organization, and more specifically for the HR department, is to facilitate performance of individuals to realize the organizational objectives. Planning for the performance is the first step towards performance management.

Performance planning can be defined as systematic outlining of task/activities to be carried out by the employees during the specific period so that they are able to contribute towards accomplishment of organizational goals. The planning process involves aspects such as the time frame, activities / area wise targets, tasks to be coordinated, etc. in short, performance planning emphasizes individual contribution vis-à-vis the organizational goals. The scope of performance planning in an organization covers its entire set of employees. Further, there has been an eternal as to whether performance planning should be top-down, or both ways. The process of performance planning involves various activities such as task analysis and / or activity analysis, analysis, of key performance area (KPA), analysis of key result areas (KRAs), task and target identification, preparation of activity plans / action plans, goal setting exercises, etc.

Practitioners and researchers after prolonged debate have come to the conclusion that there is no generic and universally applicable performance management model and the approach would depend on the specificities of individual organizations. The various aspects the performance management systems (PMS) of an organization are:

2.14 CHALLENGES BEFORE HR PROFESSIONALS:

Message: "Winners must have two things: definite goals and burning desire to achieve them."

The Top Challenges for HR Managers:

- 1. Ensuring compliance with federal and state employment law***
- 2. Retaining talent in an improving economy***
- 3. Managing performance***
- 4. Developing leadership***
- 5. Dealing with rising health care costs***
- 6. Recruitment***
- 7. Retention***
- 8. Training & Development***

9. Globalization

10. Workplace Diversity

11. Motivation

According to me HR Managers of today may find it difficult because of the rapidly changing Business environment and therefore they should update their knowledge and skills by Looking at the organization's need and objectives. The HRM challenges are

2.14.1 Managing the Vision:

Vision of the organization provides the direction to business strategy and helps managers to evaluate management practices and make decisions. So vision management becomes the Integral part of Man management in future.

2.14.2 Internal environment:

Creating an environment which is responsive to external changes, providing satisfaction to the employees and sustaining through culture and systems is a challenging task to HRM.

2.14.3 Changing Industrial Relations:

Both the workers and managers have to be managed by the same HRM Philosophy and this is a daunting task for the managers.

2.14.4 Building Organizational capability:

Even in the adverse situations the employees have to be made to live in psychological State of readiness to continually change.

2.14.5 Job Design & Organizational structure:

Instead of depending on foreign concepts we need to focus on understanding the job, Technology and the people involved in carrying out the tasks.

2.14.6 Managing the large work force:

Management of large workforce poses the biggest problem as the workers are conscious of their rights.

2.14.7 Psycho-Social environment:

Nowadays employee's participation required not only in performing job but also in Democratizing and humanizing the institution.

2.14.8 Employee Satisfaction:

Managers should be aware of techniques to motivate their employees so that their higher Level needs can be satisfied to employee.

2.14.9 Modern technology:

There will be unemployment due to modern technology and this could be corrected by assessing manpower needs and finding alternate employment.

2.14.10 Computerized Information System:

This is revolutionary in managerial decision making and is having impact on coordination in the organization.

2.14.11 Legal environment:

To meet the changes in legal environment, adjustments have to be made to the maximum utilization of human resources.

2.14.12 Managing Human Relations:

As the workforce comprises of both educated and uneducated, managing the relations will be of great challenge.

2.14.13 Problems in Performance Appraisal

Many performance appraisal methods have been severely criticized. Many of the problems commonly mentioned are not inherent in the method but, rather, reflect improper usage.

2.14.13.1 Lack of Objectivity:

A potential weakness of traditional methods of performance appraisal is that they lack objectivity. Some subjectivity will always exist in appraisal methods. However, the use of job-related factors does increase objectivity.

2.14.13.2 Halo Error:

Occurs when the evaluator perceives one factor as being of paramount importance and gives a good or bad overall rating to an employee based on this factor.

2.14.13.3 Leniency/ Strictness:

The giving of undeserved high or low ratings.

2.14.13.4 Central Tendency:

Occurs when employees are incorrectly rated near the average or middle of the scale.

2.14.13.5 Recent Behavior Bias:

It is only natural to remember recent behavior more clearly than actions from the more distant past. However, performance appraisals generally cover a specified period of time, and an individual's performance should be considered for the entire period.

2.14.13.6 Personal Bias:

Supervisors doing performance appraisals may have biases related to their employees' personal characteristics such as race, religion, gender, disability, or age group.

2.14.13.7 Manipulating the Evaluation:

In some instances, supervisors control almost every aspect of the appraisal process and are therefore in a position to manipulate the system.

In spite of all the problems HR Managers are able to overcome all these problems with the Support of management and employees. In the current business world managing employees Are becoming challenging role (complex task) for HRM and this can be handled effectively only by our great HR Leaders.

2.14.14 The harassment-free workplace:

Workplace harassment costs businesses millions of dollars every year through poor employee morale, reduced productivity and costly lawsuits. That's why it's critical that you educate your employees on the various forms of workplace harassment, and that you communicate and enforce your zero-tolerance policy. You should be aware, too, of how HR should deal with harassment issues as they occur.

>The legal definition of harassment

Harassment includes any physical or verbal conduct demonstrating hostility toward a person because of his or her age, sex, race, color, religion, national origin, disability or other "legally protected status." The main categories of harassment are:

Age harassment – demeaning comments or conduct based on a person's age. It also can involve excluding an employee from certain activities because of age, or pressuring an employee to retire.

Sexual harassment - characterized by unwanted sexual advances or sexually explicit words, pictures or gestures. It is also considered sexual harassment for a supervisor or manager to subject an employee to a positive or negative personnel action in exchange for accepting or refusing sexual advances. Sexual harassment at work can occur, as well, when a person is subjected to negative treatment on the basis of gender, including situations involving members of the same or opposite sex.

Race/color harassment - Most often occurs as offensive comments, epithets, jokes, slurs or gestures, or through symbolic objects or drawings. Even when the victim and harasser are the same race, or the victim is not a minority, race harassment is unlawful.

Religious harassment - usually involves jokes, comments or other demeaning conduct based on a person's affiliation with a particular religion or observance of religious holidays or dress. Coercing an employee to participate or not participate in religious activities also constitutes religious harassment.

National origin harassment - derogatory words or conduct aimed at an individual's nationality, ancestry, foreign name, accent, appearance or culture.

Disability harassment - occurs when an individual is subject to comments, ridicule or other demeaning conduct because of a "perceived or actual disability."

Harassment can occur in person, in writing, by telephone (voice or text messaging), by fax, via the Internet (e-mail or instant messaging) or through any other means of communication. Harassment can be physical, verbal or visual.

Examples of verbal harassment include but are not limited to:

- Unwelcome comments
- Jokes
- Epithets
- Threats
- Insults
- Name-calling
- Negative stereotyping
- Any other words and conduct that demean, stigmatize, intimidate, or single out a person because of his or her sex, race, color, religion, national origin, age, disability or other legally protected status

Examples of physical or visual harassment include but are not limited to:

- *Unwelcome physical contact*
- *Invading someone's physical space*
- *Damaging personal property*
- *Offensive gestures*
- *Possession or display of derogatory pictures or other graphic materials*
- *Any other offensive or demeaning act directed at someone because of his or her sex, race, color, religion, national origin, age, disability or other legally protected status*

Harassment claims also can arise from e-mail and Internet activity conducted at work (a reason why you need a policy that prohibits employees from accessing, downloading, viewing or sending inappropriate text or graphics).

Be aware, too, of a new trend being reported by companies around the country - harassment by a workplace bully. Office bullying can take different forms, including intimidation, humiliation, aggressive behavior, sabotage and verbal abuse. In addition to addressing issues surrounding diversity and sexual harassment at work, take steps to curb bullying, too.

Thus in reference to Indian industries harassment is one big challenge for HR, generally employees doesn't express their Harassment problems but it is everywhere of workplace.

2.14.15 Human Resources Issues:

Human resources have become an increasingly challenging and complex area today. There is cutthroat competition among various organizations and the process is becoming affected by technology and ever changing policies/regulations.

The human resource department is a vital and integral part of each and every organization. Let's take a look at some important human resources issues.

>Hiring

you need the best people for delivering the better results. You can plan the recruitment process with the inputs from recruitment staff of the organization. The recruiter should ask himself the question whether new people are really required. Can the need be met by streamlining the process or restructuring the organization? The attitude of a person is a critical matter while hiring. This is measured by using psychometric tests. You

should have a competitive salary range for the position. List out the attributes you are looking for a potential employee. Educational qualifications, relevant experience, certifications, ability to work in a team, leadership qualities are some of the possible attributes. Your mode of advertisement for a position should be such that it attracts the best and brightest. Recruiting through the internet is the latest technological trend. We now have an international pool of possible candidates. You have to schedule and hold interviews. There could be telephonic screening. There should be background checks to verify employment history and determining whether the candidate has a criminal history.

>Promotion

Promotion within an organization could be a tricky issue. Different employees have usually different perspectives on their performance and expectations. It is important for the promotion process should be fair, transparent and systematic. One should go out of the way to reassure the overlooked employees.

>Employee Relations

A safe, supportive, and productive work environment should be created and maintained. Establishing policies and procedures in itself is not enough. One should implement them consistently, fairly, and promptly. There should exist employee handbooks and policy manuals. Policies workplace issues such as sexual harassment, drug and alcohol abuse, and violence should be clearly spelled out. The organization should be compliant with existing legislative and regulatory requirements.

>Compensation

The compensation should be competitive in the market and commensurate with the job profile and the efforts the employee puts in. Compensation determination should be a systematic and transparent process. The right compensation will attract and retain the required employees. There should be contingency measures to protect the employees and their families from injury, illness or death.

>Training and Retraining

The newly hired employees may not have the required job skills or knowledge about the organization culture. The objective should be to impart domain knowledge and necessary issues, which would come into play. Sometimes retraining is required to restore forgotten skills or for enhancing existing skills and acquiring new ones.

>Employee Retention

This is a very important issue for organization. Attrition usually adversely affects the company. The job should ideally be challenging and interesting with adequate monetary benefits. Comprehensive and systematic exit interviews could determine the cause of attrition. There could be special incentives for employer loyalty. Reasons for leaving could be lack of career growth opportunities, lack of appreciation, a more attractive job offer or stress from overwork.

>Firing Employees

Incompetent or non-performing individuals have to be dismissed. One should not retain employees who engage in anti-social, criminal or any activities, which is detrimental to the organization's reputation. For maintaining the reputation of the organization they should communicate clearly the grounds of dismissal and adequate notice period.

>Managing Mergers

This can be a pretty complicated matter. There exist many barriers to smooth mergers of organizations. There could be a difference in technologies among the respective organizations. If the company acquired is a foreign one there could be language and cultural barriers. The interests of the stakeholders must be taken into consideration. Retention of key employees and cultural integration are the among the critical Human Resources issues. The transition process should be smooth and efficient. The human resources department should be included in all decision-making right from the start to the end.

2.15 HR related article's (from newspaper)

Publication: "The Economic Times" on Sunday Date: 11, MARCH, 2012
Section: management Page Number: 12, 13.

How We Can Love HR & What HR Must Do For That

It's not just in the appraisal season that HR doesn't get love. ET on Sunday examines the common employee grouches against HR as well as HR's genuine problems to try and find ways it can reinvent itself

:: Saumya Bhattacharya

Joji Sekhon Gill, senior human resources (HR) director of Microsoft India, has been on her toes for the past few months. It started with some underlying angst in the company about a seemingly mundane topic: who, in the company, gets a cubicle and who gets a room? Gill, an HR veteran with over two decades of experience, decided that for



starters, she would give up her room for a cubicle. Speaking to ET on Sunday, Gill seems pleased about her move: there are senior management colleagues who also want to move out of their rooms to cubicles. "Even Bhaskar [Pramanik — Microsoft India chairman] talks about doing it," she smiles. This isn't the first time Gill has played the disruptor. A few months ago, she stopped the practice of providing special parking places to business leaders.

“In India it is common to have special parking space allotted to top executives. I have stopped that in Microsoft. Even Bill Gates does not have a parking space allocated to him,” she says. “Some of the leaders may not be thrilled with me, but employees are happy,” she adds.

“A popular decision by HR? Now that’s a scarce commodity,” scoffs an employee in another IT services firm. “Where is the human face of the human resource department?” says another employee who has worked in three organisations so far. “It’s a mechanical function. I don’t even know what HR department can do for me, besides the annual birthday wishes they send,” says a 20-something woman executive.

The most common employee gripe? HR speaks a language other employees don’t understand. “I get traumatised by words such as competency, change management, paradigm, bell curve, KRA,” says a marketing executive in a Gurgaon-based firm.

For a business function that’s supposed to make the lives of employees better, HR isn’t likely to win any inter-departmental popularity contests. What makes employees distrust HR? And what can be done to make HR popular?



Remember Their Names

According to K Ramkumar, executive director (HR) at ICICI Bank, HR has three basic functions — ensure the supply chain of talent, source and train talent and do this in a very cost-effective manner. “HR must have the political skills — networking, communication, pushing people to adopt the C-level management agenda,” says a veteran HR head.

It’s also a high-contact job. “A good HR person should be able to tell the names of 2,000 employees without stuttering. Then you have the pulse of the company,” says Ramkumar, who follows the dictum. Some like NS Rajan, partner and global practice leader — people & organization, Ernst & Young, say HR is both an art and a science.

“And there lies the complexity of being able to bridge people’s expectations and outcomes,” he says.

So, does HR have a PR problem? “There is nothing wrong intrinsically with HR,” argues Chandrasekhar Sripada, VP & head (HR), India/South Asia for IBM. According to him, HR’s role in an organisation is misunderstood. HR is a management function, and is much more than just people management. “Confusion about the role of HR is pretty rampant across all constituencies of HR. That confusion needs to be clarified constantly,” he adds.

Who wants to be HR?

HR practitioners say that quality HR talent is tough to find. “Why don’t you have a CA kind of qualification for HR? Are there domain specialists in HR?” asks the HR head of an ITeS company. Take for instance, a specialised area like compensation. How many people in HR can understand compensation in the context of behavioural economics, he asks.

Pranabesh Ray, dean of academics at XLRI, Jamshedpur asserts that the role of HR over the years has increased tremendously. But he concedes that the HR function is yet to be accepted as a strategic partner. That is perhaps the reason why freshly minted MBA talent does not look at the HR function keenly.

At top IIMs, less than 2% of students opt for the HR function. At IIM-Kozhikode, the highest salary for HR function in 2011 final placements was 11.5 lakh, almost half of the highest salary offered in fastmoving consumer goods sector at 22 lakh. Little surprise then that of the 290-strong batch, only 3% joined the HR function while IT function hired 7% of the batch. At IIM-Indore too, the lowest average salary for 2011 was for HR function at less than 10 lakh. Only 7% students from 238-strong batch opted for IT and HR.

People are Difficult

Ray also believes that students are not opting for HR because of its inherently complex challenges, like dealing with human emotions and expectations on a day-to-day basis. “Students are not opting for HR because of this complexity and also for the fact that the route to top may be difficult in an HR function,” Ray adds.

While HR wants to see itself as a strategic business partner,

there are no courses being offered in top B schools in strategic HR. IBM's Chandra says it is a challenge to acquire talent in HR. "In many places, HR is a subset of organisational behavior that makes it less practical and less attractive to students," says IBM's Chandra who has been in the HR function for 30 years.

In organisations where HR is considered a support function, employee perceptions are only likely to mirror the leadership's perceptions. "If a CEO thinks that the HR should not report to him, that's a very old-fashioned way of looking at this people function," says Gill. Where the HR folks sit in an organisation is a good indicator of how much importance the management gives HR. Is it boxed in with the admin department? Does the CEO take ownership of the function?

No One Backs HR

HR executives aren't too pleased with the way the function is perceived. "HR has been a function which earns more brickbats than bouquets. It is a 'thankless function'. When business does well, the credit goes elsewhere and when the chips are down, HR gets the brunt," Rajan says.

Some like Wipro's executive VP for HR, Pratik Kumar — he has straddled both HR and business roles — believe that employees need a way to express expectations. Given that HR is an employee-facing function, HR often gets a lot of the flak from employees when things go wrong. "There are functions where people will forget 100 good things you did and remember the bad two," Ramkumar says.

The most common HR gripe? Traditionally HR has been the punching bag for people for many years. When managers want to reward a high potential, they take all credit for the promotion, but when the ratings are bad, the HR department is blamed. "HR did not allow me to rate you higher...you are a great performer" is a common excuse used by line managers to avoid criticism. "Palming it off to HR happens very often and that makes it an unpopular function," says an HR head.

Keep it Simple

Bimal Rath, former HR head of Nokia and founder of leadership and talent consulting firm Think Talent Services says HR does need to look inwards to see why it is so "criticised". Does it have real empathy or has it got caught in the processes and paperwork? "Indians grow up in a caring environment and expect somewhat similar

treatment at work. HR is expected to be a torchbearer of employee issues and has perhaps neglected this aspect by becoming a bit too mechanical,” Rath reasons.

Another senior executive asserts that HR itself is not clear about its role. HR is a bridge between the management and employees. The problem starts when HR either becomes management-driven and the employees do not trust it. Or when HR becomes too employee-centric and management begins to distrust it? “HR’s role should be that of an ombudsman,” he suggests.

At Mphasis, HR head Elango R acknowledges that HR needs a little of spit and polish job. He is working at it. Some time ago, Elango realised that some employees really did not easily comprehend the “competency skill matrix” part of their hiring, training, appraisals at all.

He then came up with an alternative that was easy for everyone to understand. “We now call it ‘what does it take to get the job done chart’,” Elango says. “It’s all about keeping it simple and relevant.”

That’s probably the first step for HR if it wants employees to love it a little more. .mirrors . the level of maturity of an organisation. In less. Mature organisations, HR function is still nascent, and largely overly business focused, at the expense of. People and hence is low on efficacy

How HR Can Fix It?

Problem: *A star performer in a 40,000-plus IT organisation was promoted to a new role. To the surprise of his manager, the employee turned into a non-performer in the new job.*

HR Fix: *HR started with the assumption there was nothing wrong with the employee. The company’s HR team looked at the case and realized the problem was that the employee’s new job meant managing people. He just wasn’t good at it. It was a domain specialist vs. general management scenario. “By promoting him into a people management role, his immediate managers were setting him up for failure,” says a top HR executive of the firm.*

HR got the employee into a role better suited to his abilities. “He was never made to feel he was a non-performer. HR helped place him in a role where he fitted. He is still a top talent for us,” says the HR executive.

THE 7 DEADLY HR SINS

No one is free from sin, right? So, what are the cardinal sins prevailing in the HR domain? Lynn Lobo unveils the seven lethal ones



Once upon a time, in a land far away, a human resource manager clad in an urbane, dapper suit came across the 'tree of sinful delights'. This tree was no ordinary tree. Even the smartest men had fallen prey to its wickedly luring ways. The ethical businessman, charmed by the tree's sinful magnetism, plucked and bit into seven of its sinfully delightful

ples cursed with business debauchery. And just like that, the 'people manager' found himself under the spell of the seven deadly HR sins. Now, although this 'urban legend' may seem implausible, the existence of corporate sins is a bonafide assertion.

Today, the corporate world is up and alive with devils that walk around, perhaps not wearing Prada, but donning the guilt of business transgressions. CEOs, employees and HR professionals, all at some point, have taken a bite of the forbidden fruit. Speaking specifically of the HR province, today, a lot of allegations are hurled at the HR manager, threatening to tarnish his/her moral fibre. Since we are all familiar with the proverbial seven worldly deadly sins (read: wrath, greed, sloth, pride, lust, envy and gluttony), we wonder what sins the business and HR domain are guilty of committing.

Sreekanth K. Arimanithaya, VP, & chief of HR, Britannia Industries Ltd characterises the first of the sinful fruit as the apple of ignorance. "Today, we find ourselves in the midst of HR practitioners who have no clue of the current business challenges, goals, employee needs and wants. As a result of this ignorance, HR professionals fail to get the desired alignment between business goals, employee needs, and HR programmes/systems. The HR manager today needs to get connected and acquainted with the business and employees and become well-informed, so as to bring greater alignment and brew better results at a more strategic level." Another apple hanging alluringly low, ripe for the picking is the apple of defiance. Amulya Sah, DGMHR, Samsung India - software Engineering Lab, reveals, "Good HR leaders have a strong backbone of HR fundamentals. Today, we find these fundamentals missing in the HR fraternity. This apple of defiance (to follow the basics of the fundamentals of HR) is a dangerous sin that leads to ineffectual HR credibility, thereby a weak backbone in the organisation." Dr Umapathy Panyala, CEO, Apollo Hospital, Bangalore adds that the apple of mistrustfulness is another potent toxin, "In order to function effectively, an HR manager needs to show some trust in his/her staff. On a more psychological level, the absence of trust has stressed one too many HR professionals into perpetually sleepless nights. As an HR head, you need to be able to trust your staff so that in turn, they too develop a sense of loyalty towards you, thereby encouraging them to bring justice to the trust you show in them." Purva Misra, senior VP-HR, MakeMyTrip believes the appeal of the apple of worship should be avoided at all costs, "Most HR managers agree to everything their superiors say or think because they put them on a pedestal and strive to please them. This gives rise to the 'yes boss' syndrome, which impinges on risk taking and quality decision-making. So, leaders must be encouraged to be approachable and be good listeners who reward and recognise ideas and suggestions." About the apple of greed she adds, "If a manager sees a good performer and his/her potential to grow, he/she ends up overburdening the person with extra work masking it behind the 'high expectations' he has from him. This greed to squeeze more work from a high-potential employee is a grave sin. To combat this vice, the manager should provide the shining star with a team, resources and ample support rather than more work! A R A D K A R

An HR manager who compromises, has sunk his teeth into the dangerous apple of compromise, believes Ajit Menon, executive director-organizational development, DDB Mudra Group. "Compromising when it comes to quantity v/s quality is a widespread HR sin. Many HR people end up recruiting in numbers instead of recruiting the right fit who can double up when needed for additional responsibilities, thus leading to mediocre work being produced. As much as an HR practitioner can, he/she should refrain from this sin."

Finally, discussing the apple of arrogance, Nikul Shah, president global HR and corporate services, Omnitech InfoSolutions believes that arrogance is a sin supreme. “Arrogance makes managers feel overconfident and brings a sense of belief that they are always right. This leads to building conflict between employees; thereby creating politics and groupism in the team. By giving equal opportunities to each team member, arrogance is a sin one can and must exonerate.”

An apple a day may be what the doctor ordered, but these experts suggest you stay as far away from the sinful ones as possible as one bite into them can upset the applecart. How successful you are depends on how you conquer these transgressions. After all, to succumb to sin is foolishness, and there is no sin greater than foolishness.

2.15 conclusions:

I have mentioned so many topics of challenging role of HR, thus it can be identify that HR job is challenging in today’s situation.

Chapter-3

Data Analysis

CHAPTER: 3

[DATA ANALYSIS]

➤ *DATA ANALYSIS*

➤ *VARIOUS CHART OF COLLECTED DATA*

CHAPTER: 3

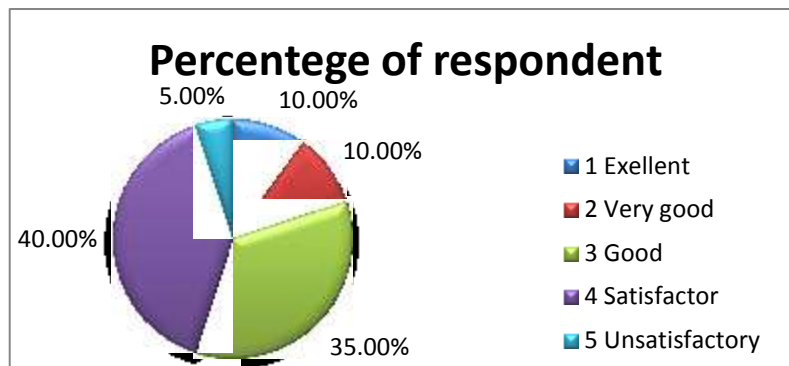
(DATA ANALYSIS)

3.1 Top Management

Table 3.1.1

The table is showing that Top Management committed to HR Philosophy.

Sr. No	Described option	Respondent	Percentage
1	Excellent	2	10.00%
2	Very good	2	10.00%
3	Good	7	35.00%
4	Satisfactory	8	40.00%
5	Unsatisfactory	1	5.00%
	Total	20	100.00%



- ❏ 10% of the respondents were saying that Top Management committed to HR Philosophy is **Excellent**
- ❏ 10% of the respondents were saying that Top Management committed to HR Philosophy is **very good**
- ❏ 35% of the respondents were saying that Top Management committed to HR Philosophy is **Good**
- ❏ 40% of the respondents were saying that Top Management committed to HR Philosophy is **satisfactory**
- ❏ 05 % of the respondents were saying that Top Management committed to HR Philosophy is **Unsatisfied**

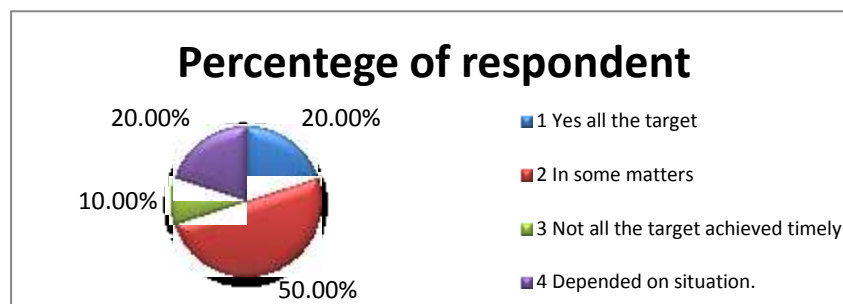
Thus, it can be analyzed that majority of the respondents (8) were saying that Top Management committed to HR Philosophy is **satisfactory. i.e., 40%**

The data revealed that top management's commitment to human resource philosophy is at only satisfactory level so today's business requires top managements heart full involvement in managing their human resources.

Table 3.1.2

2. The below table showing that possibility to achieve target given by top management

Sr. No	Described option	Respondent	Percentage
1	Yes all the target	4	20.00%
2	In some matters	10	50.00%
3	Not all the target achieved timely	2	10.00%
4	Depended on situation.	4	20.00%
	Total	20	100.00%



- ❏ 20% of the respondents were saying that it is possible for HR to **achieve all the targets** given by top management.
- ❏ 50% of the respondents were saying that it is possible for HR to achieve targets in **some matters** given by top management.
- ❏ 10% of the respondents were saying that it is not possible for HR to achieve targets in **given time** by top management.
- ❏ 20% of the respondents were saying that it is **dependent on situation** to achieve targets given by top management for HR

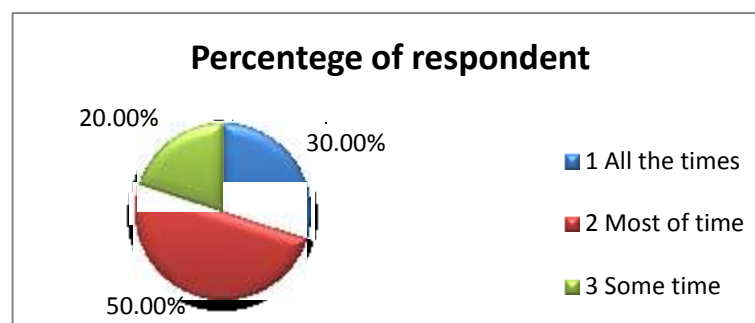
Thus, it can be analyzed that majority of the respondents (10) were saying that it is possible for HR to achieve targets in **some matters** given by top management. **i.e., 50%**

As per above data we could find out that HR can achieve some targets given by top management. This is the limitation of HR and their role.

Table 3.1.3

3. The below table showing that participations of top management in important decisions regarding HR issues.

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	All the times	6	30.00%
2	Most of the times	10	50.00%
3	Some times	4	20.00%
4	No	0	0.00%
	Total	20	100.00%



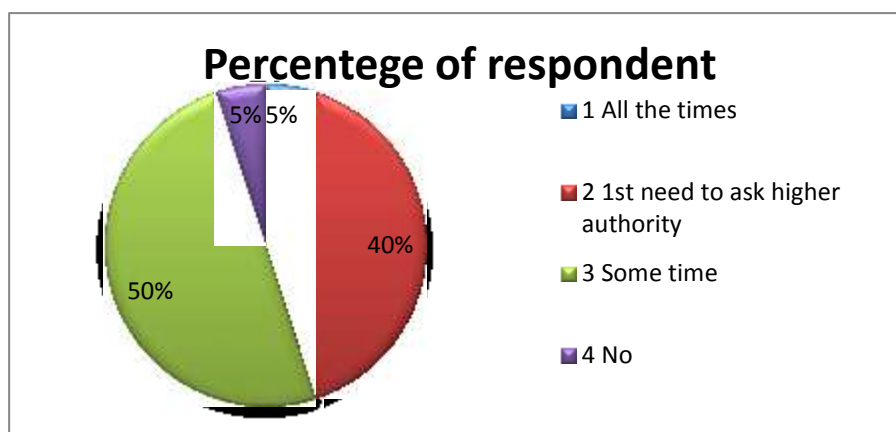
- ✚ 30% of the respondents were saying that Top management participates in important decisions regarding HR issues **all the times**.
- ✚ 50% of the respondents were saying that Top management participates in important decisions regarding HR issues **Most of the times**.
- ✚ 20% of the respondents were saying that Top management participates in important decisions regarding HR issues **Some times**.
- ✚ 00% of the respondents (none of the Respondent) were saying that Top management **does not** participates in important decisions regarding HR issues.

Thus, it can be analyzed that majority of the respondents (10) were saying Top management participates in important decisions regarding HR issues **Most of the times. i.e., 50%**

Table 3.1.4

4. The table is showing that chance given by the higher authority to take critical decisions to HR

Sr. No	Described option	Respondent	Percentage
1	All the times	1	5.00%
2	1st need to ask higher authority	8	40.00%
3	Some time	10	50.00%
4	No	1	5.00%
	Total	20	100.00%



- ❏ 05 % of the respondents were saying that The higher authority gives chance to take critical decisions **all the times** to HR
- ❏ 40 % of the respondents were saying that **first They need to ask** higher authority before taking any critical decisions to HR
- ❏ 50 % of the respondents were saying that they are allowed to take critical decisions **some times** by higher authority to HR
- ❏ 05 % of the respondents were saying that they are not allowed to take critical decisions by higher authority to HR

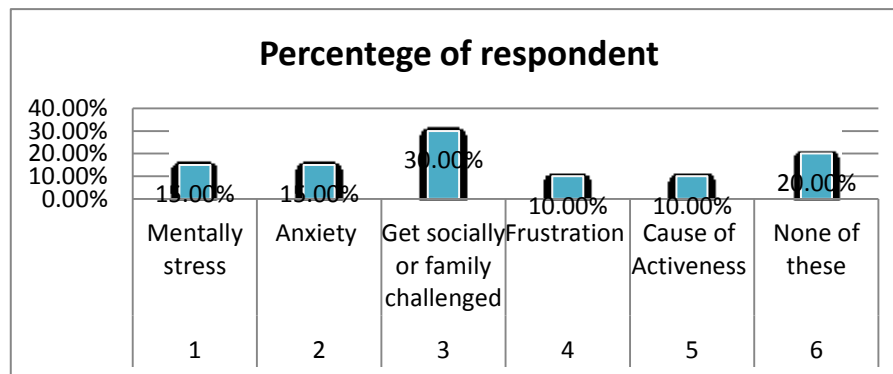
Thus, it can be analyzed that majority of the respondents (10) were saying they are allowed to take critical decisions **some times** by higher authority to HR. **i.e., 50%**

As per research I conclude that Every time it is not possible to delegate authority to take decision to the HR manager.

Table 3.1.5

5. The table is showing that problems suffered by HR due to heavy work load and higher goals.

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Mentally stress	3	15.00%
2	Anxiety	3	15.00%
3	Get socially or family challenged	6	30.00%
4	Frustration	2	10.00%
5	Cause of Activeness	2	10.00%
6	None of above	4	20.00%
	Total	20	100.00%



- ❏ 15 % of the respondents were saying that HR suffers **mental stress** due to heavy work load and higher goals.
- ❏ 15 % of the respondents were saying that HR suffers **Anxiety** due to heavy work load and higher goals.
- ❏ 30 % of the respondents were saying that HR suffers **socially or family challenged** due to heavy work load and higher goals.
- ❏ 10 % of the respondents were saying that HR suffers **frustration** due to heavy work load and higher goals.
- ❏ 10 % of the respondents were saying that HR suffers **less activeness** due to heavy work load and higher goals.
- ❏ 20 % of the respondents were saying that HR suffers **does not suffer any of above option** due to heavy work load and higher goals.

Thus, it can be analyzed that majority of the respondents (6) were saying that HR suffers **socially or family challenged** due to heavy work load and higher goals. **i.e., 30%**

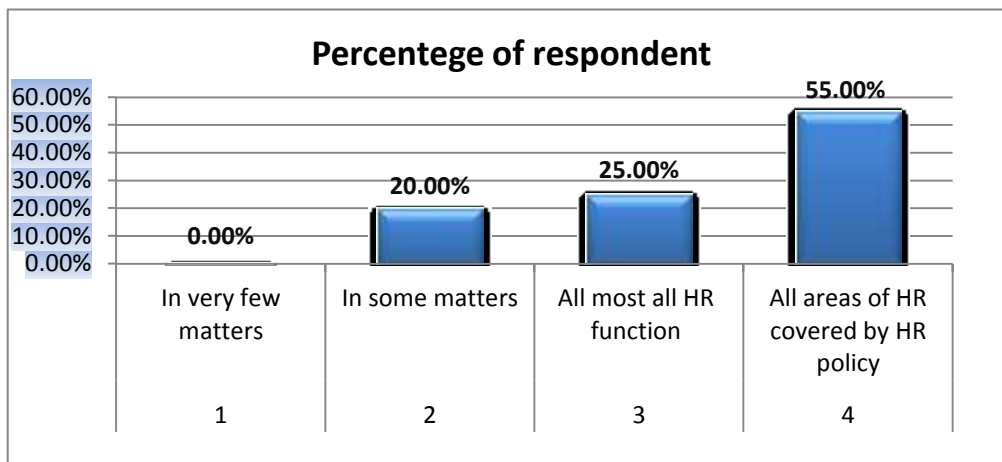
As per above statement Due to Over Work burden HR in influence on his /her personal (family) and social life.

3.2 HR Description

Table 3.2.1

1. The below table is showing that specific HR policy available in Organization.

Sr. No	Described option	Respondent	Percentage
1	In very few matters	0	0.00%
2	In some matters	4	20.00%
3	All most all HR function	5	25.00%
4	All areas of HR covered by HR policy	11	55.00%
	Total	20	100.00%



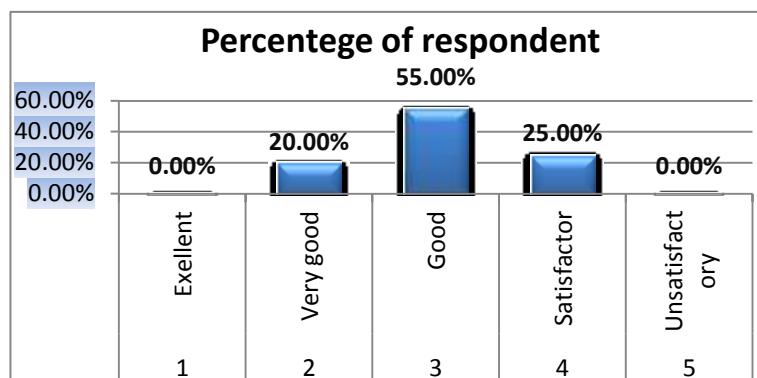
- ❏ 00 % of the respondents (none of the Respondent) were saying that There is **Very few** specific HR policy available in their Organization.
- ❏ 20 % of the respondents were saying that there is **some** specific HR policy available in their Organization.
- ❏ 25 % of the respondents were saying that there is **all most all the** specific HR functioning policy available in their Organization.
- ❏ 55 % of the respondents were saying that there is **all area of HR covered by specific HR** policy in their Organization.

Thus, it can be analyzed that majority of the respondents (11) were saying there is **all area of HR covered by specific HR** policy in their Organization. i.e., 55%.

Table 3.2.2

2. The below table is showing that alignment of HR policy with business policy

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Excellent	0	0.00%
2	Very good	4	20.00%
3	Good	11	55.00%
4	Satisfactory	5	25.00%
5	Unsatisfactory	0	0.00%
-	Total	20	100.00%



- ❏ 00 % of the respondents (none of the Respondent) were saying that the alignment of HR policy with business policy is not **Excellent**.
- ❏ 20 % of the respondents were saying that the alignment of HR policy with business policy is **Very good**.
- ❏ 55 % of the respondents were saying that the alignment of HR policy with business policy is **good**.
- ❏ 25 % of the respondents were saying that the alignment of HR policy with business policy is **satisfactory**.
- ❏ 00 % of the respondents were saying that the alignment of HR policy with business policy is **unsatisfactory**.

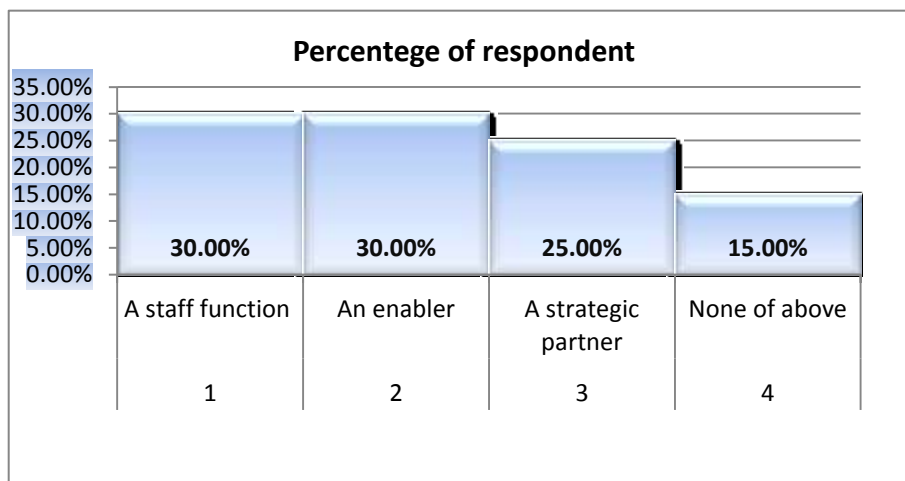
Thus, it can be analyzed that majority of the respondents (11) were saying that the alignment of HR policy with business policy is good. i.e., 55%

I conducted the study and reached on conclusion that HR alignment with business policy is only good level where it should be excellent level to existent in organization.

Table 3.2.3

3. The below table is showing that the Line manager perceive HR function as

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	<i>A staff function</i>	6	30.00%
2	<i>An enabler</i>	6	30.00%
3	<i>A strategic partner</i>	5	25.00%
4	<i>None of above</i>	3	15.00%
-	<i>Total</i>	20	100.00%



- ❏ 30 % of the respondents were saying that the Line manager perceive HR function as ***a staff function***.
- ❏ 30 % of the respondents were saying that the Line manager perceive HR function as ***an enabler***.
- ❏ 25 % of the respondents were saying that the Line manager perceive HR function as ***a strategic partner***
- ❏ 15 % of the respondents were saying that the Line manager doesn't perceive HR function from above options.

Thus, it can be analyzed two majority groups of the respondents were saying that the Line manager perceive HR function as ***a staff function***. i.e., 30% and as well as also ***an enabler***. i.e., 30%

Table 3.2.4

4. The below table is showing that More Priority given by HR to the following HR function (answer collected in appropriate % out of 10)

(A) Manage legal matter

Sr. No	Described option	Respondent	Percentage
1	1 to 2 %(% is one kind of Rating)	1	5.00%
2	3 to 4 %	6	30.00%
3	5 to 6 %	5	25.00%
4	7 to 8 %	4	20.00%
5	9 to 10%	4	20.00%
-	Total	20	100.00%

Thus, it can be analyzed that majority of the respondents (6) were saying that as HR person they gives **nearly 3 to 4 %** of priority **to Manage legal matter. i.e., 30%**

(B) Manage daily work force

Sr. No	Described option	Respondent	Percentage
1	1 to 2 %(% is one kind of Rating)	1	5.00%
2	3 to 4 %	3	15.00%
3	5 to 6 %	8	40.00%
4	7 to 8 %	6	30.00%
5	9 to 10%	2	10.00%
-	Total	20	100.00%

Thus, it can be analyzed that majority of the respondents (8) were saying that as HR person they gives **nearly 5 to 6 % (Rating)** of priority **Manage daily work force. i.e., 40%**

(C) Wages, admin, staff etc.

Sr. No	Described option	Respondent	Percentage
1	1 to 2 %(% is one kind of Rating)	5	25.00%
2	3 to 4 %	2	10.00%
3	5 to 6 %	6	30.00%
4	7 to 8 %	4	20.00%
4	9 to 10%	3	15.00%
-	Total	20	100.00%

Thus, it can be analyzed that majority of the respondents (6) were saying that as HR person they gives **nearly 5 to 6 % (Rating)** of priority **Wages, admin, staff etc. i.e., 30%**

(D) To create proper culture & climate.

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	1 to 2 %(% is one kind of Rating)	5	25.00%
2	3 to 4 %	3	15.00%
3	5 to 6 %	4	20.00%
4	7 to 8 %	6	30.00%
5	9 to 10%	2	10.00%
-	Total	20	100.00%

Thus, it can be analyzed that majority of the respondents (6) were saying that as HR person they gives **nearly 7 to 8 %**(Rating) of priority **to create proper culture & climate. i.e., 30%**

(E) Manage I.R(industrial relation)

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage^(*)</i>
1	1 to 2 %(% is one kind of Rating)	9	45.00%
2	3 to 4 %	6	30.00%
3	5 to 6 %	0	0.00%
4	7 to 8 %	5	25.00%
5	9 to 10%	0	0.00%
-	Total	20	100.00%

Thus, it can be analyzed that majority of the respondents (9) were saying that as HR person they gives **nearly 1 to 2 %**(Rating) of priority **to Manage I.R (industrial relation). i.e., 45%**

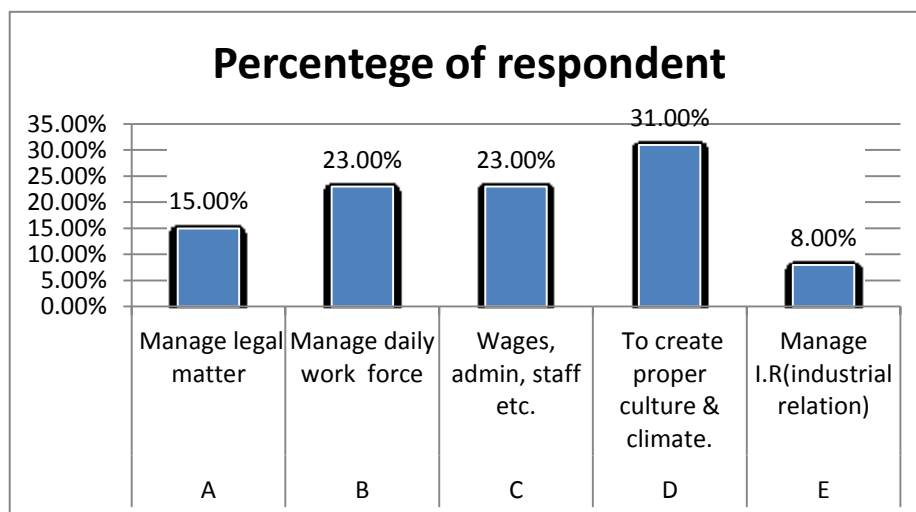
() This percentage is according to individual respondents*

Table 3.2.4

Summary of the analyzed data

The below table is showing that More Priority given by HR to the following HR function (Answer collected in appropriate % out of 10)

Sr. No	Described option	Respondents Rating	Respondents	Percentage ^(#)
1	(A) Manage legal matter	3 to 4	6	15.00%
2	(B) Manage daily work force	5 to 6	8	23.00%
3	(C) Wages, admin, staff etc.	5 to 6	6	23.00%
4	(D) To create proper culture & climate.	7 to 8	6	31.00%
5	(E) Manage I.R(industrial relation)	1 to 2	9	08.00%
-	Total	-	-	100.00%



I conducted the study and analyzed that managing daily work force and create proper culture is major activities performed by HR hence unable to give enough time to other work.

(#)This data is got after analyzed each option of respondent.

Table 3.2.5

5. The below table is showing that Out of 8 working hours, time allocated by HR for following matter.

(A) Time office management (daily HR work of planning)

Sr. No	Described option	Respondent	Percentage
1	1 to 2 Hours	16	80.00%
2	3 to 4 Hours	4	20.00%
3	5 to 6 Hours	0	0.00%
4	7 to 8 Hours	0	0.00%
-	Total	20	100.00%

✚ Thus, it can be analyzed that majority of the respondents (16) were saying that Out of 8 working hours, **1 to 2 hours**, HR allocates for **Office time Management. i.e., 80%.**

(B) Providing direction to subordinate

Sr. No	Described option	Respondent	Percentage
1	1 to 2 Hours	11	55.00%
2	3 to 4 Hours	8	40.00%
3	5 to 6 Hours	1	5.00%
4	7 to 8 Hours	0	0.00%
-	Total	20	100.00%

✚ Thus, it can be analyzed that majority of the respondents (11) were saying that Out of 8 working hours, **1 to 2 hours**, HR allocates for **directing subordinates. i.e., 55%.**

(C) To communicate with outside agencies, contract labour, legal issues, admin, counseling,

Sr. No	Described option	Respondent	Percentage
1	1 to 2 Hours	12	60.00%
2	3 to 4 Hours	7	35.00%
3	5 to 6 Hours	1	5.00%
4	7 to 8 Hours	0	0.00%
-	Total	20	100.00%

✚ Thus, it can be analyzed that majority of the respondents (12) were saying that Out of 8 working hours, **1 to 2 hours**, HR allocate for **communicate with outside agencies, contract labour, legal issues, admin, counseling. i.e., 60%.**

(D) To study report, case regarded, HR activity

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	1 to 2 Hours	17	85.00%
2	3 to 4 Hours	2	10.00%
3	5 to 6 Hours	1	5.00%
4	7 to 8 Hours	0	0.00%
-	Total	20	100.00%

✚ Thus, it can be analyzed that majority of the respondents (17) were saying that Out of 8 working hours, **1 to 2 hours**, HR allocate for **study report, case regarded, HR activity i.e., 85%**.

(E) Other HR work

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage^(*)</i>
1	1 to 2 Hours	15	75.00%
2	3 to 4 Hours	4	20.00%
3	5 to 6 Hours	1	5.00%
4	7 to 8 Hours	0	0.00%
-	Total	20	100.00%

✚ Thus, it can be analyzed that majority of the respondents (15) were saying that Out of 8 working hours, **1 to 2 hours**, HR allocate for **Other HR work i.e., 75%**

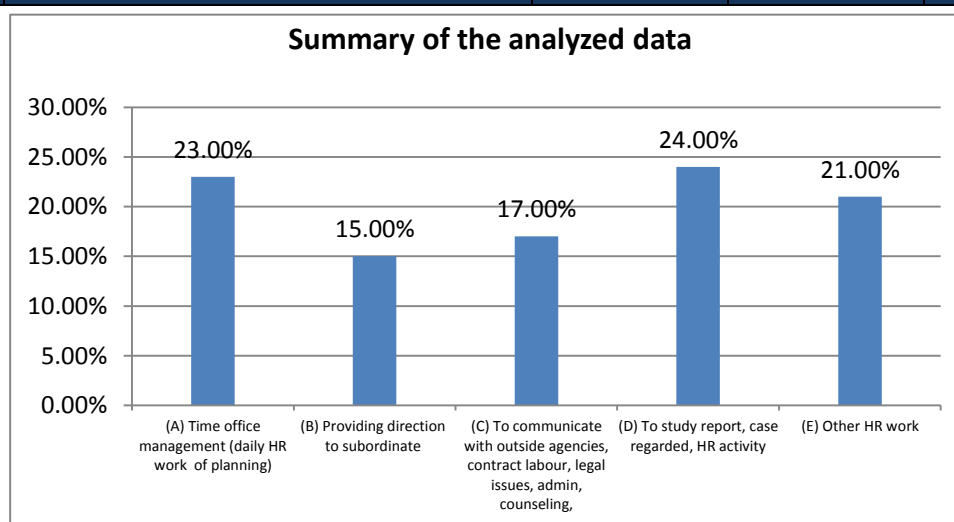
() This percentage is according to individual respondents*

Table 3.2.5

Summary of the analyzed data

The table is showing that Out of 8 working hours, how much time HR allocates for following matter.

Sr. No	Described option	Respondents Rating in Hours	Respondents	Percentage^(#)
1	(A) Time office management (daily HR work of planning)	1 to 2	16	23.00%
2	(B) Providing direction to subordinate	1 to 2	11	15.00%
3	(C) To communicate with outside agencies, contract labour, legal issues, admin, counseling,	1 to 2	12	17.00%
4	(D) To study report, case regarded, HR activity	1 to 2	17	24.00%
5	(E) Other HR work	1 to 2	15	21.00%
Total		-	-	100.00%



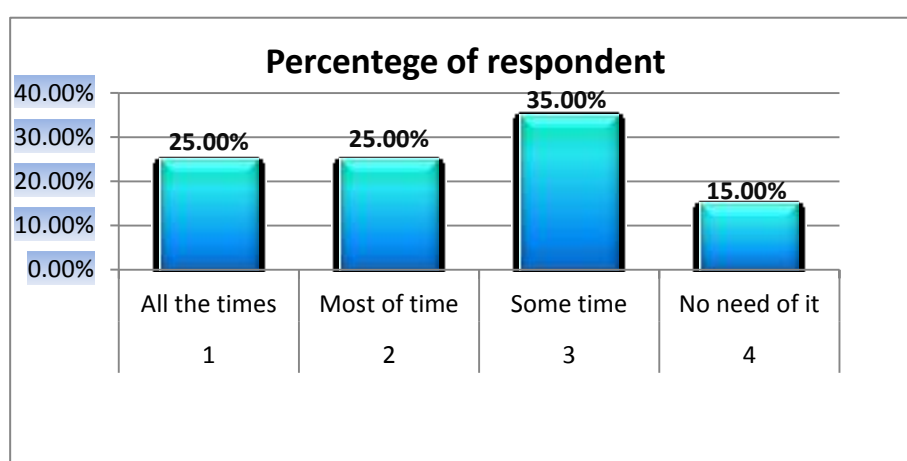
I reached on conclusion that HR has to spend maximum time in studying reports, case and HR activities and also daily work planning hence unable to do other important work.

(#)This data is got after analyzed each option of respondent.

Table 3.2.6

6. The below table is showing that does HR need to spend more than 8 working hours to maintain HR function.

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	All the times	5	25.00%
2	Most of time	5	25.00%
3	Sometime	7	35.00%
4	No need of it	3	15.00%
	Total	20	100.00%



- ✘ 25 % of the respondents were saying that **all the times** HR needs to spend more than 8 working hours to maintain HR function.
- ✘ 25 % of the respondents were saying that **most of times** HR needs to spend more than 8 working hours to maintain HR function.
- ✘ 35 % of the respondents were saying that **sometimes** HR needs to spend more than 8 working hours to maintain HR function.
- ✘ 15 % of the respondents were saying that HR **doesn't need** to spend more than 8 working hours to maintain HR function.

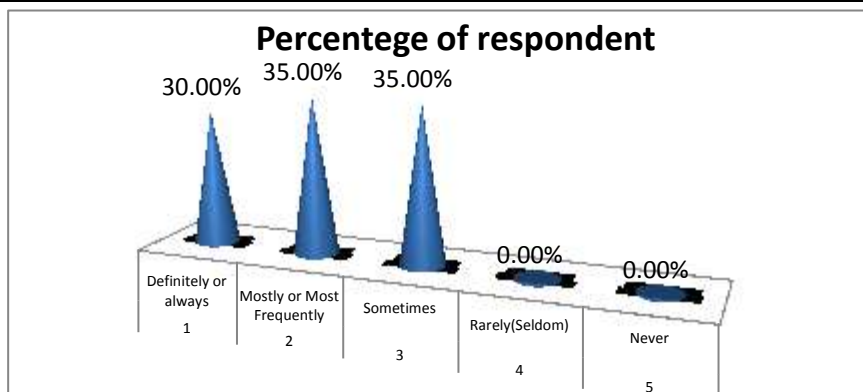
Thus, it can be analyzed that majority of the respondents (07) were saying that **sometimes** HR needs to spend more than 8 working hours to maintain HR function. **i.e., 35%.**

3.2.2 Counselor attitudes

Table 3.2.2.1

1. The table is showing that HR needs to communicate with employee and having the understanding of their strength and weakness

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	<i>Definitely or always</i>	6	30.00%
2	<i>Mostly or Most Frequently</i>	7	35.00%
3	<i>Sometimes</i>	7	35.00%
4	<i>Rarely(Seldom)</i>	0	0.00%
5	<i>Never</i>	0	0.00%
	<i>Total</i>	20	100.00%



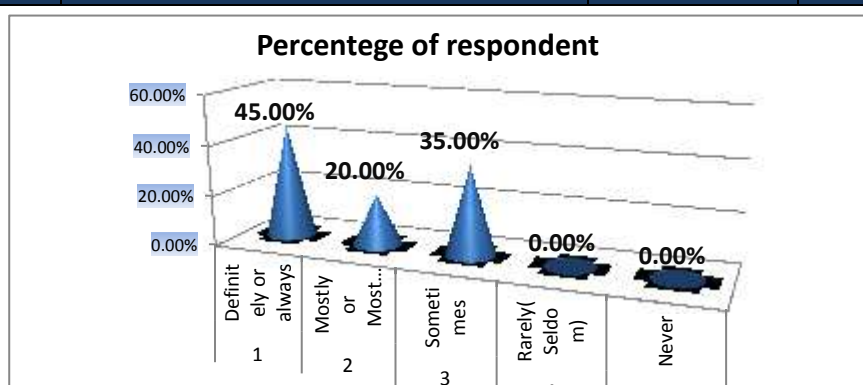
- ❏ 30 % of the respondents were saying that HR **Always(Definitely)** communicate with employee and having the understanding of their strength and weakness
- ❏ 35 % of the respondents were saying that HR **mostly(Most Frequently)** communicate with employee and having the understanding of their strength and weakness
- ❏ 35 % of the respondents were saying that HR **Sometime** communicate with employee and having the understanding of their strength and weakness
- ❏ 00 % of the respondents (none of the Respondent) were saying that HR **Rarely** communicate with employee and having the understanding of their strength and weakness
- ❏ 00 % of the respondents (none of the Respondent) were saying that HR **Never** communicate with employee and having the understanding of their strength and weakness

We cannot reach any particular conclusion because data shows two groups one saying **mostly** and another saying **sometime**.

Table 3.2.2.2

2. The below table showing that, responsibility of HR to initiate special counseling sessions with troubled employee.

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Definitely or always	9	45.00%
2	Mostly or Most Frequently	4	20.00%
3	Sometimes	7	35.00%
4	Rarely(Seldom)	0	0.00%
5	Never	0	0.00%
-	Total	20	100.00%



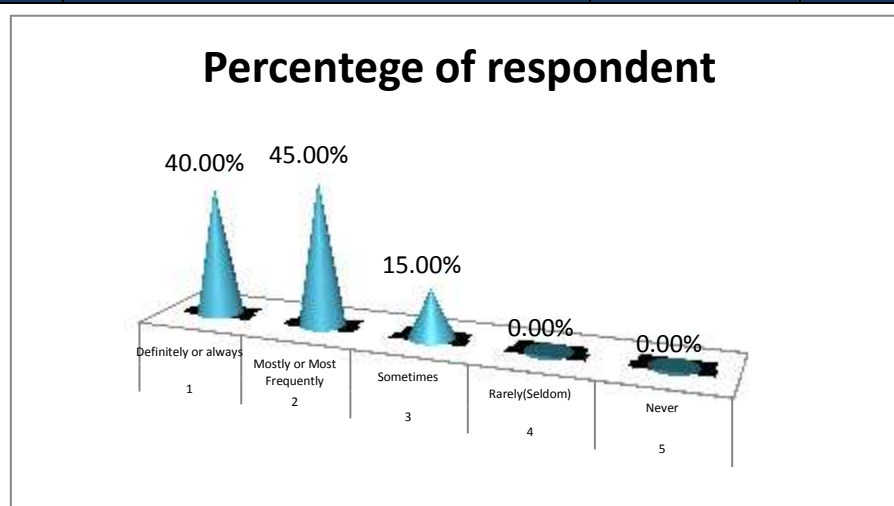
- ✚ 45 % of the respondents were saying that **Always (Definitely)** HR believes that, it is HR's responsibility to initiate special counseling sessions with troubled employee.
- ✚ 20 % of the respondents were saying that **Mostly (Most Frequently)** HR believes that, it is HR's responsibility to initiate special counseling sessions with troubled employee.
- ✚ 36 % of the respondents were saying that **sometime** HR believes that, it is HR's responsibility to initiate special counseling sessions with troubled employee.
- ✚ 00 % of the respondents were saying that rarely (Seldom) **HR** believes that, it is HR's responsibility to initiate special counseling sessions with troubled employee.
- ✚ 00 % of the respondents was saying that **HR never** believes that, it is HR's responsibility to initiate special counseling sessions with troubled employee.

Thus, it can be analyzed that majority of the respondents (09) were saying that **Always (Definitely)** HR believes that, it is HR's responsibility to initiate special counseling sessions with troubled employee. **i.e., 45%**

Table 3.2.2.3

3. The below table showing that HR believe in leading their employee by example.

Sr. No	Described option	Respondent	Percentage
1	Definitely or always	8	40.00%
2	Mostly or Most Frequently	9	45.00%
3	Sometimes	3	15.00%
4	Rarely(Seldom)	0	0.00%
5	Never	0	0.00%
	Total	20	100.00%



- ❏ 40 % of the respondents were saying that **Always (definitely)** HR believe in leading their employee by example
- ❏ 45 % of the respondents were saying that **Mostly(Most frequently)** HR believe in leading their employee by example
- ❏ 15 % of the respondents were saying that **Sometime** HR believe in leading their employee by example
- ❏ 00 % of the respondents were saying that **rarely(seldom)** HR believe in leading their employee by example
- ❏ 00 % of the respondents were saying that HR **Doesn't** believe in leading their employee by example

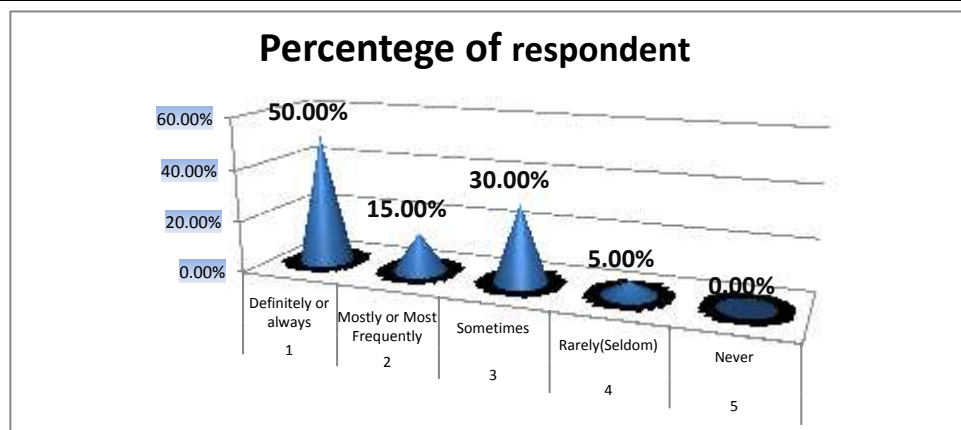
Thus, it can be analyzed that majority of the respondents (09) were saying that **Mostly (Most frequently)** HR believe in leading their employee by example. **i.e., 45%**

I can conclude that practically it is not possible to direct the employee by giving example all the times as HR has very busy schedule

Table 3.2.2.4

4. The table showing that HR needs to talk to employees about their problems and offer suggestion to them.

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Definitely or always	10	50.00%
2	Mostly or Most Frequently	3	15.00%
3	Sometimes	6	30.00%
4	Rarely(Seldom)	1	5.00%
5	Never	0	0.00%
Total		20	100.00%



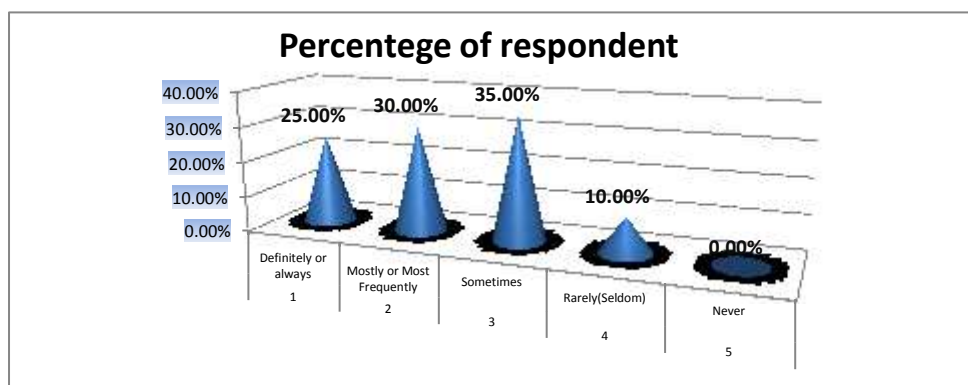
- ✚ 50 % of the respondents were saying that **Always (Definitely)** HR talk to employees about their problems and Always offer suggestion when they talk to HR.
- ✚ 15 % of the respondents were saying that **Mostly (Most frequently)** HR talk to employees about their problems and Mostly offer suggestion when they talk to HR.
- ✚ 30 % of the respondents were saying that **Sometime** HR talk to employees about their problems and Sometime offer suggestion when they talk to HR.
- ✚ 05 % of the respondents were saying that **rarely (Seldom)** HR talk to employees about their problems and rarely offer suggestion when they talk to HR.
- ✚ 00 % of the respondents were saying that HR **doesn't** talk to employees about their problems and do not offer suggestion when they talk to HR.

Thus, it can be analyzed that majority of the respondents (10) were saying that **Always (Definitely)** HR talk to employees about their problems and Always offer suggestion when they talk to HR. **i.e., 50%**

Table 3.2.2.5

5. The table showing that thinking about the problems of employee by HR.

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Definitely or always	5	25.00%
2	Mostly or Most Frequently	6	30.00%
3	Sometimes	7	35.00%
4	Rarely(Seldom)	2	10.00%
5	Never	0	0.00%
	Total	20	100.00%



- ✚ 25 % of the respondents were saying HR **always (definitely)** thinks about employee and their problems
- ✚ 30 % of the respondents were saying HR **Mostly or most frequently** thinks about employee and their problems
- ✚ 35 % of the respondents were saying HR **Sometime** thinks about employee and their problems
- ✚ 10 % of the respondents were saying HR **Rarely** thinks about employee and their problems
- ✚ 00 % of the respondents were saying HR **never** thinks about employee and their problems

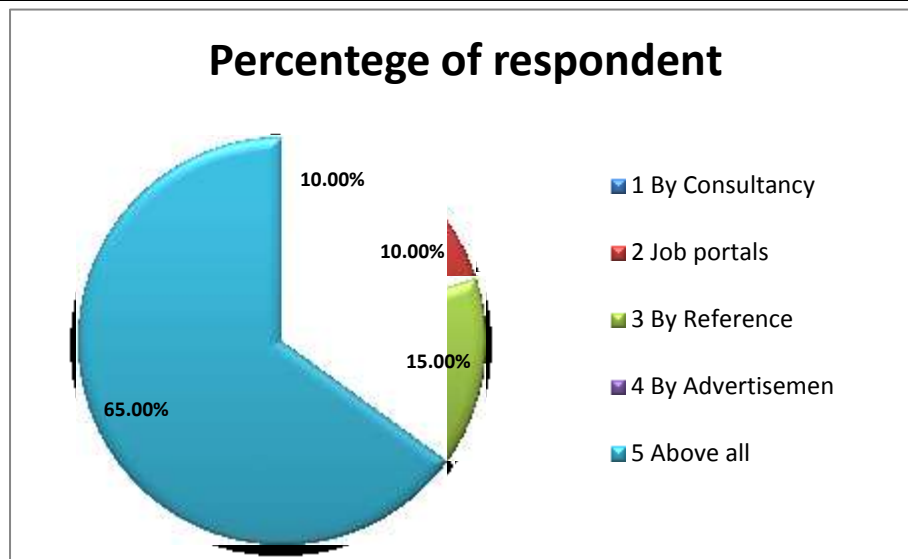
Thus, it can be analyzed that majority of the respondents (7) were saying HR **Sometime** thinks about employee and their problems. **i.e., 35%**

3.3. Recruitment Description

Table 3.3.1

1. The below table showing that recruitment of the employee by HR.

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	By Consultancy	2	10.00%
2	Job portals	2	10.00%
3	By Reference	3	15.00%
4	By Advertisement	0	0.00%
5	Above all	13	65.00%
	Total	20	100.00%



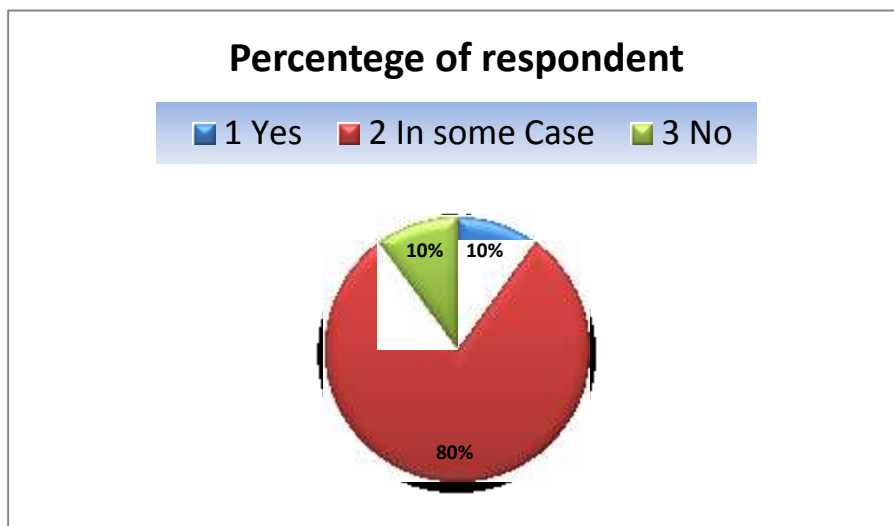
- ✚ 10 % of the respondents were saying that HR recruit employee by **consultancy**
- ✚ 10 % of the respondents were saying that HR recruit employee by **Job portal**
- ✚ 15 % of the respondents were saying that HR recruit employee by **Reference**
- ✚ 00 % of the respondents were saying that HR recruit employee by **Advertisement**
- ✚ 65 % of the respondents were saying that HR recruit employee by **above all the sources**

Thus, it can be analyzed that majority of the respondents (13) were saying that HR recruit employee by above all the sources. i.e., 65%

Table 3.3.2

2. The below table showing that HR feel difficulty to recruit employee for company

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Yes	2	10.00%
2	In some Case	16	80.00%
3	No	2	10.00%
Total		20	100.00%



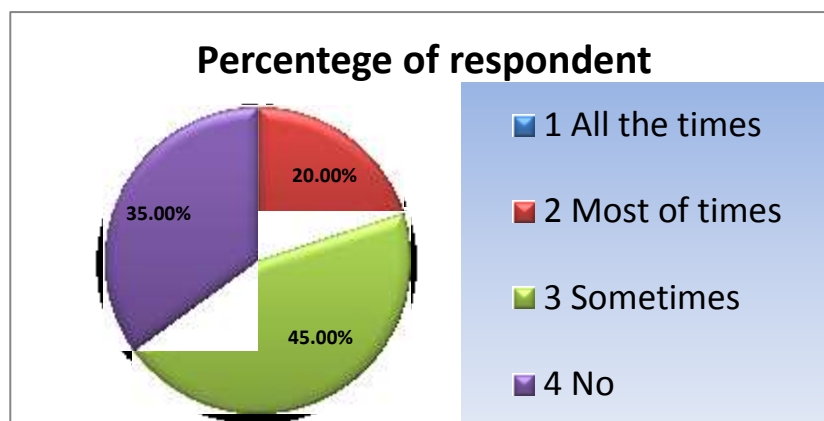
- ✚ 10 % of the respondents were saying that **Yes** As HR person, difficulty to recruit employee for company
- ✚ 80 % of the respondents were saying that As HR person, they feel difficulty in **some case** to recruit employee for company
- ✚ 10 % of the respondents were saying As HR person, they don't feel any difficulty to recruit employee for company

Thus, it can be analyzed that majority of the respondents (16) were saying that As HR person, they feel difficulty in **some case** to recruit employee for company. i.e., 80%

Table 3.3.3

3. The below table showing that higher authority or top management force to recruit employee by giving their referred employee

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	All the times	0	0.00%
2	Most of times	4	20.00%
3	Sometimes	9	45.00%
4	No	7	35.00%
Total		20	100.00%



- ❏ 00 % of the respondents (None of the respondent) were saying that higher authority or top management force **all the times** to recruit employee by giving their referred employee
- ❏ 20 % of the respondents were saying that **Most of the times** higher authority or top management force to recruit employee by giving their referred employee
- ❏ 45 % of the respondents were saying that **Sometime** higher authority or top management force to recruit employee by giving their referred employee
- ❏ 35 % of the respondents were saying that higher authority or top management **Never** force to recruit employee by giving their referred employee

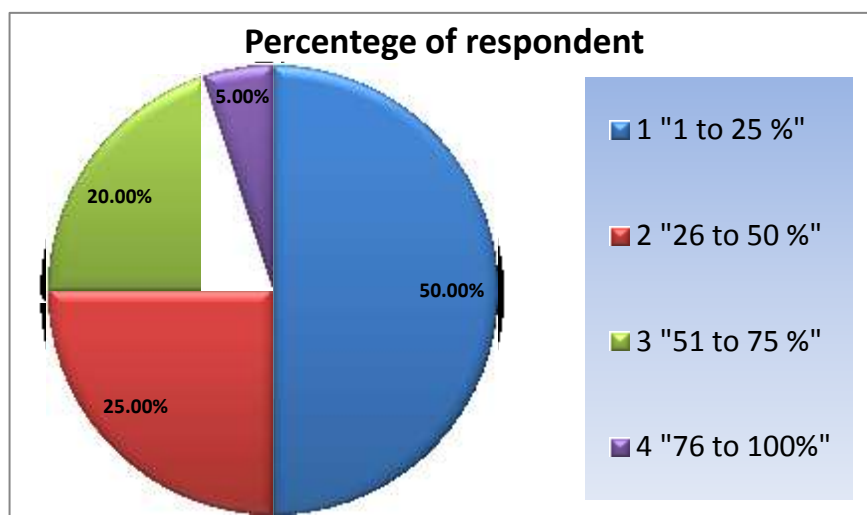
Thus, it can be analyzed that majority of the respondents (09) were saying that Sometime higher authority or top management force to recruit employee by giving their referred employee. i.e., 45 %

I have reached the conclusion that majority of top management force to recruit employee by given reference candidate, hence HR knowingly unable to get proper candidate for the post.

Table 3.3.4

4. The table showing that number of qualified employee got by the company from local area. (Answer collected in approximately %)

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	"1 to 25 %"	10	50.00%
2	"26 to 50 %"	5	25.00%
3	"51 to 75 %"	4	20.00%
4	"76 to 100%"	1	5.00%
Total		20	100.00%



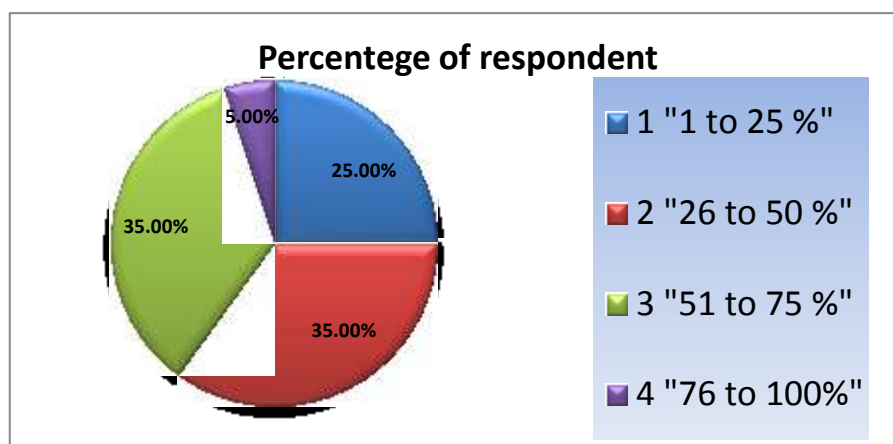
- ✚ 50 % of the respondents were saying that company get **1 to 25%** qualified employee from their local area.
- ✚ 25 % of the respondents were saying that company get **26 to 50%** qualified employee from their local area.
- ✚ 20 % of the respondents were saying that company get **51 to 75%** qualified employee from their local area.
- ✚ 05 % of the respondents were saying that company get **76 to 100%** qualified employee from their local area.

Thus, it can be analyzed that majority of the respondents (10) were saying that company get **1 to 25%** qualified employee from their local area. **i.e., 50 %**

Table 3.3.5

5. The table showing the approximate ratio of recruitment employee from other state.

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	"1 to 25 %"	5	25.00%
2	"26 to 50 %"	7	35.00%
3	"51 to 75 %"	7	35.00%
4	"76 to 100%"	1	5.00%
Total		20	100.00%



- 25 % of the respondents were saying that company get approximate 1 to 25 % of recruit employee from other state.
- 35 % of the respondents were saying that company get approximate 26 to 50 % of recruit employee from other state.
- 35 % of the respondents were saying that company get approximate 51 to 75 % of recruit employee from other state.
- 05 % of the respondents were saying that company get approximate 76 to 100 % of recruit employee from other state.

Thus, it can be analyzed that majority of the respondents (14) were saying that company get approximate 26 to 75 % of recruit employee from other state. i.e., 70 %

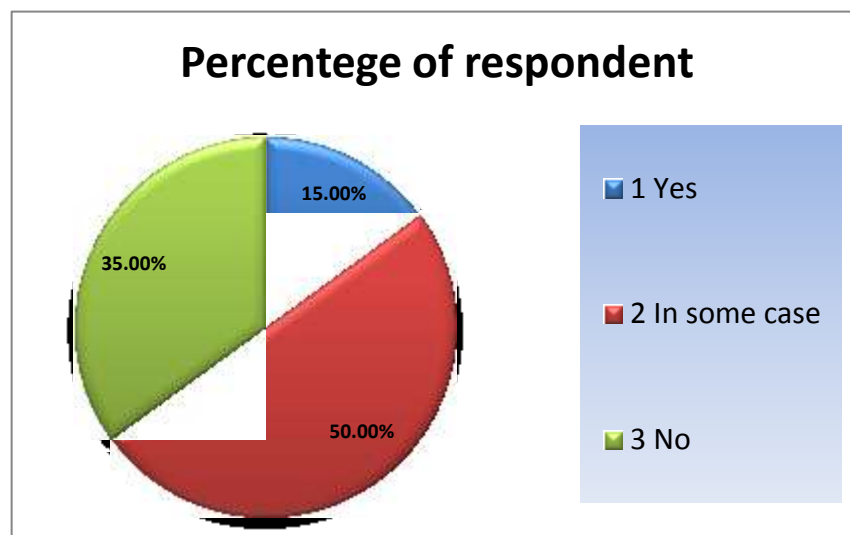
I have reached the conclusion from above data HR has to recruit employee from other state as HR is not getting enough qualified, skilled, and experienced employee from Kachchh region.

3.4. Training and Development

Table 3.4.1

1. The below table showing that difficulties faced HR to train employee.

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Yes	3	15.00%
2	In some case	10	50.00%
3	No	7	35.00%
Total		20	100.00%



- ✚ 15 % of the respondents were saying that, **Yes** HR feeling difficult to train employee
- ✚ 50 % of the respondents were saying that, **in some case** HR feeling difficult to train employee
- ✚ 35 % of the respondents were saying that, **HR Never** feeling difficult to train employee

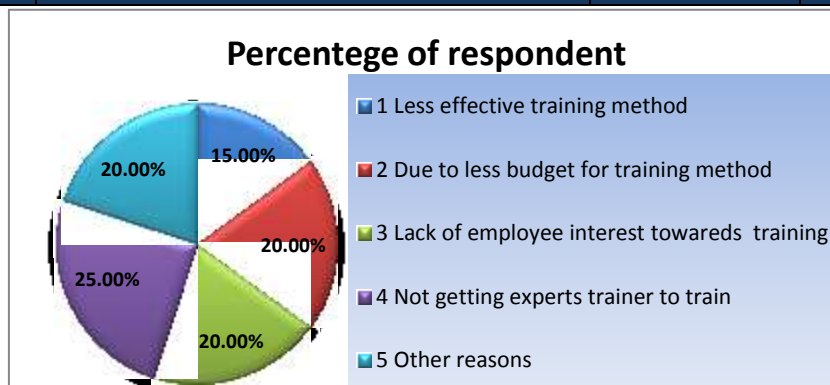
Thus, it can be analyzed that majority of the respondents (10) were saying that **in some case** HR feel difficult to train employee. i.e., 50 %

I could conclude as per above data, according to HR's point of view Training is difficult task.

Table 3.4.2

2. The table showing that difficulties suffered by the company to train employee.

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	<i>Less effective training method</i>	3	15.00%
2	<i>Due to less budget for training method</i>	4	20.00%
3	<i>Lack of employee interest towards training</i>	4	20.00%
4	<i>Not getting experts trainer to train</i>	5	25.00%
5	<i>Other reasons</i>	4	20.00%
<i>Total</i>		20	100.00%



- ❏ 15 % of the respondents were saying that, companies suffer **less effective training method** to train employee.
- ❏ 20 % of the respondents were saying that, companies have **fewer budgets for training method** to train employee.
- ❏ 20 % of the respondents were saying that, companies suffer **Lack of employee interest towards training** to train employee.
- ❏ 25 % of the respondents were saying that, company **doesn't getting experts trainer** to train employee.
- ❏ 20 % of the respondents were saying that, companies suffer **some other reason** to train employee.

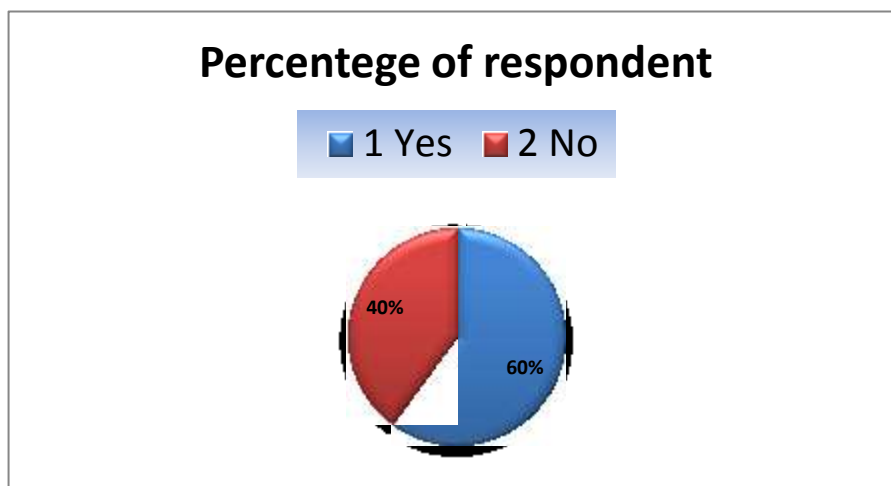
Thus, it can be analyzed that majority of the respondents (5) were saying that company **doesn't getting experts trainer** to train employee. i.e., 25 %

As per above data HR doesn't get/recruit expert trainer for trainees hence trainees take much time to be expert in their field averagely company get less effective work.

Table 3.4.3

3. The table showing that does company has separate person/Training officer for taking up training function

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Yes	12	60.00%
2	No	8	40.00%
-	Total	20	100.00%



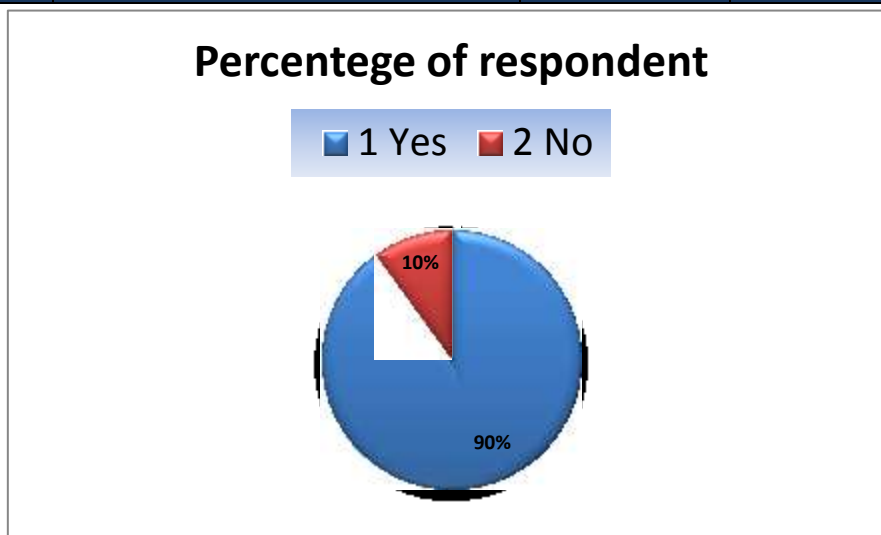
- ❏ 60 % of the respondents were saying that, company has separate person/Training officer for taking up training function
- ❏ 40 % of the respondents were saying that, company **doesn't** have separate person/Training officer for taking up training function.

Thus, it can be analyzed that majority of the respondents (12) were saying that company has separate person/Training officer for taking up training function. i.e., 60 %

Table 3.4.4

4. The below table showing that trainer Facility available at plant level

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Yes	18	90.00%
2	No	2	10.00%
-	Total	20	100.00%



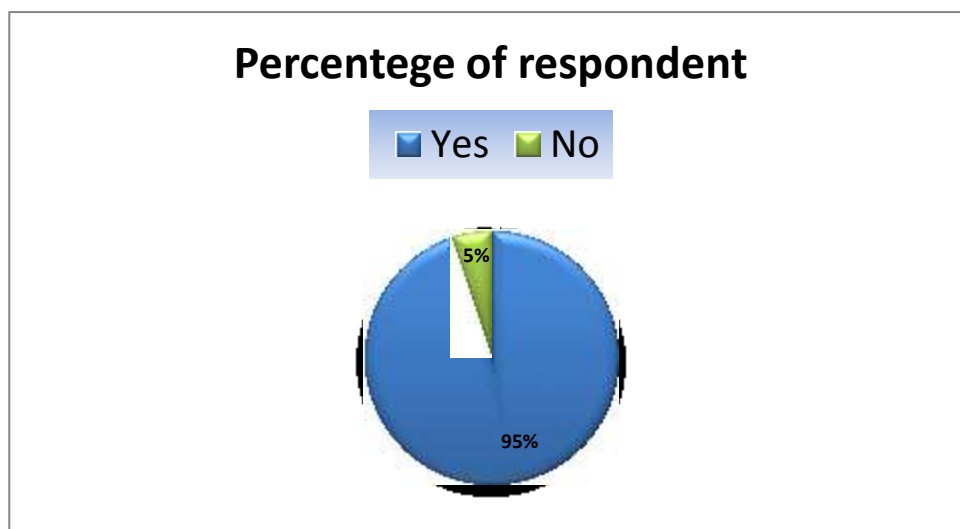
- ✚ 90 % of the respondents were saying that, **Yes there is** trainer Facility available at plant level
- ✚ 10 % of the respondents were saying that, **No there is not available** trainer Facility at plant level

Thus, it can be analyzed that majority of the respondents (18) were saying that **Yes there is** trainer Facility available at plant level. i.e., 90 %

Table 3.4.5

5. The below table showing that scope for training /development plant for executives

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Yes	19	95.00%
2	In some case	0	0.00%
3	No	1	5.00%
-	<i>Total -</i>	20	100.00%



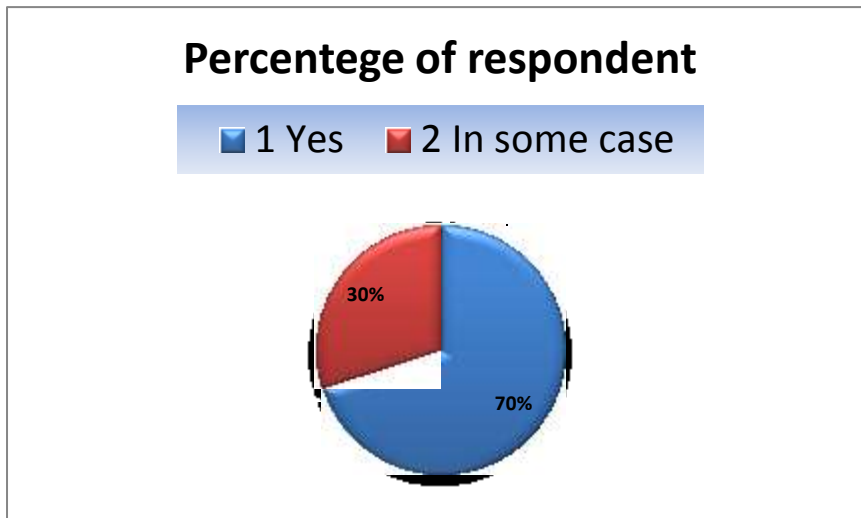
- ✚ 95 % of the respondents were saying that, **yes there is** scope for training /development plant for executives.
- ✚ 05 % of the respondents were saying that, **No there is no** scope for training /development plant for executives.

Thus, it can be analyzed that majority of the respondents (19) were saying that **yes there is** scope for training /development plant for executives. i.e., 95 %

Table 3.4.6

6. The below table showing does HR allocate specific budget for training purpose?

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Yes	14	70.00%
2	In some case	6	30.00%
3	No	0	0.00%
-	Total	20	100.00%



✚ 70 % of the respondents were saying that, HR allocates specific budget for training purpose

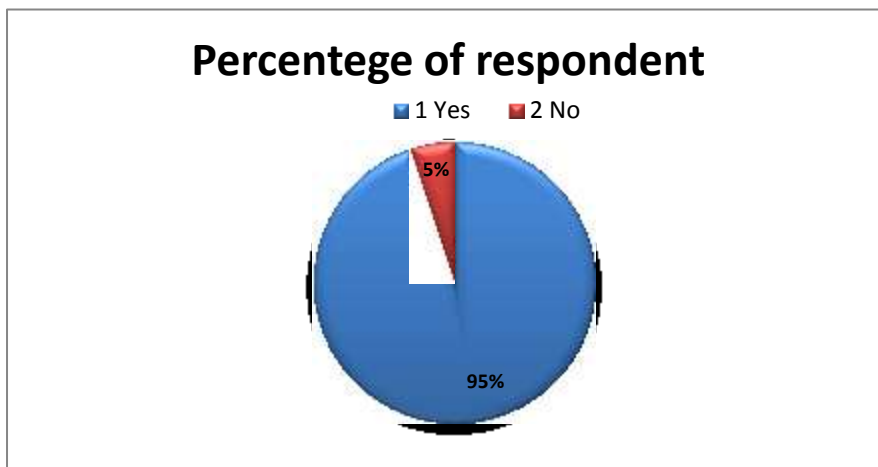
✚ 30 % of the respondents were saying that, HR **doesn't** allocates specific budget for training purpose

Thus, it can be analyzed that majority of the respondents (14) were saying that HR allocates specific budget for training purpose. i.e., 70 %

Table 3.4.7

7. The table showing that does Training effectiveness process undertaken?

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Yes	19	95.00%
2	No	1	5.00%
-	Total	20	100.00%



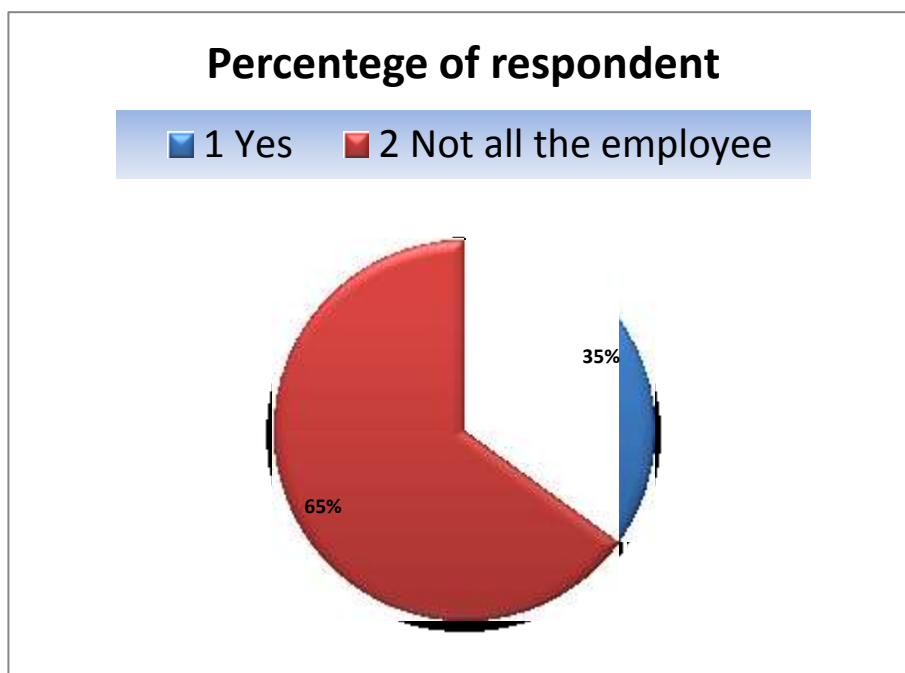
- ✚ 95 % of the respondents were saying that, Yes Training effectiveness process undertaken
- ✚ 05 % of the respondents were saying that, No there is no Training effectiveness process undertaken

Thus, it can be analyzed that majority of the respondents (19) were saying that Yes Training effectiveness process undertaken. i.e., 95 %

Table 3.4.8

8. The below table showing that employee's interest in self-development

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Yes	7	35.00%
2	Not all the employee	13	65.00%
3	No	0	0.00%
-	<i>Total -</i>	20	100.00%



- ❏ 35 % of the respondents were saying that, **Yes** employees are interested in self-development
- ❏ 65 % of the respondents were saying that, **No not all the** employees are interested in self-development
- ❏ 00 % of the respondents were saying that, **No** employees are not interested in self-development

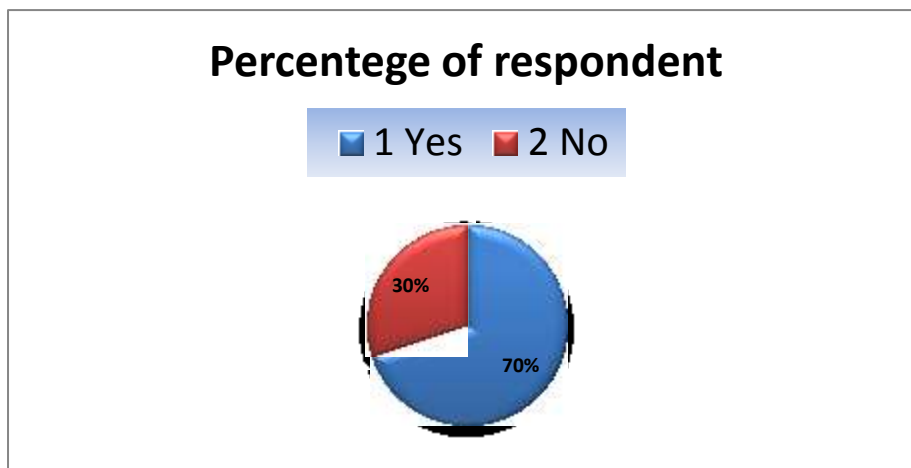
Thus, it can be analyzed that majority of the respondents (13) were saying that **No not all the** employees are interested in self-development. i.e., 65 %

By reaching on the conclusion we can say that **Trainers, training facility**, is available but employee himself not participate in training program.

Table 3.4.9

9. The table showing that does HR run any career development program for employee?

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Yes	14	70.00%
2	No	6	30.00%
-	Total	20	100.00%



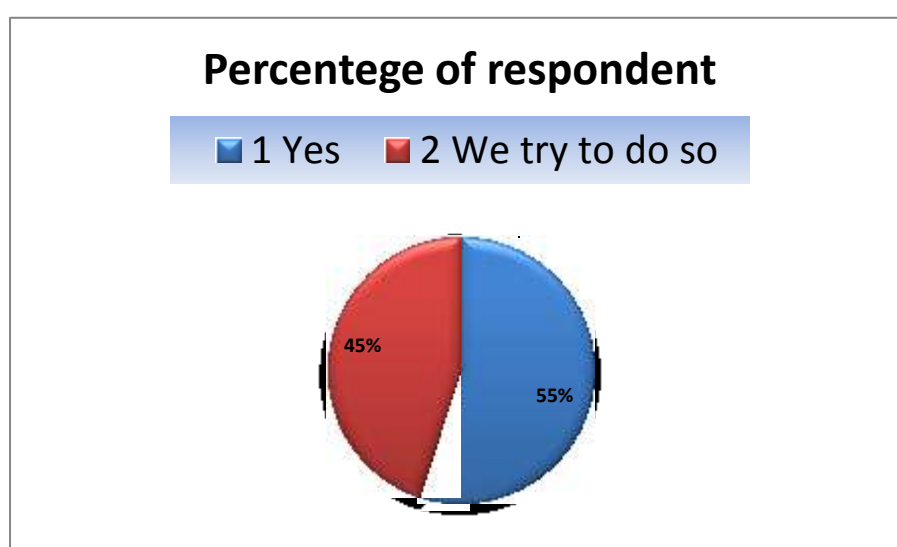
- ✚ 70 % of the respondents were saying that, **Yes** company run career development program for their employee.
- ✚ 30 % of the respondents were saying that, **No** company does not run any career development program for their employee.

Thus, it can be analyzed that majority of the respondents (14) were saying that **Yes** company run career development program for their employee. i.e., 70 %

Table 3.4.10

10. The tables showing that does HR help their Employees to acquire technical knowledge and skills through training?

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Yes	11	55.00%
2	We try to do so	9	45.00%
3	No	0	0.00%
-	Total	20	100.00%



- ❏ 55 % of the respondents were saying that, **yes HR help their** Employees to acquire technical knowledge and skills through training
- ❏ 45 % of the respondents were saying that, **yes HR try to help their employee to** acquire technical knowledge and skills through training
- ❏ 00 % of the respondents(none of the respondent) were saying that **No HR** doesn't try to help their employee to acquire technical knowledge and skills through training

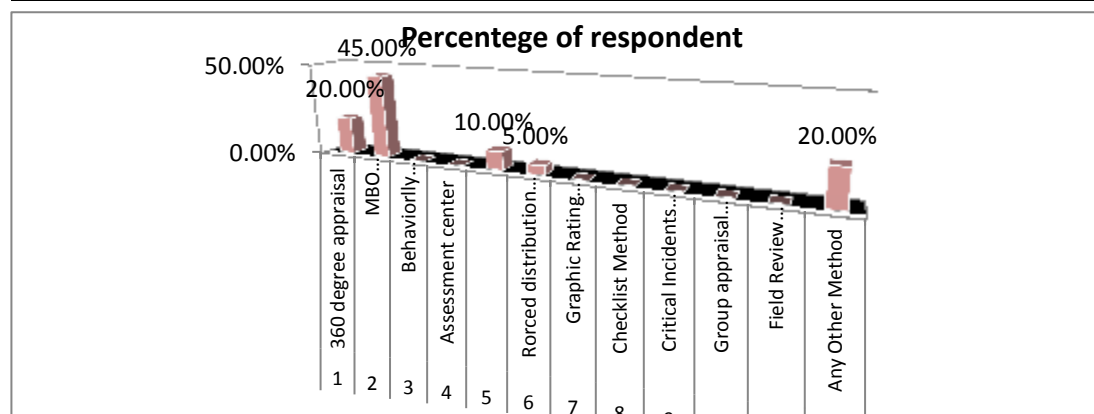
*Thus, it can be analyzed that majority of the respondents (11) were saying that **yes HR help their** Employees to acquire technical knowledge and skills through training. i.e., 55 %*

3.5 Performance appraisal

Table 3.5.1

1. The table showing the Major appraisal method used by HRM for their employee

Sr. No	Described option	Respondent	Percentage
1	360 degree appraisal method	4	20.00%
2	MBO (Management by objective)	9	45.00%
3	Behaviorally anchored rating scales	0	0.00%
4	Assessment center	0	0.00%
5	Straight Ranking Method	2	10.00%
6	Rorced distribution method	1	5.00%
7	Graphic Rating Scales	0	0.00%
8	Checklist Method	0	0.00%
9	Critical Incidents Method	0	0.00%
10	Group appraisal Method	0	0.00%
11	Field Review Method	0	0.00%
12	Any Other Method	4	20.00%
	Total	20	100.00%



- ✦ 20 % of the respondents were saying that **360 degree appraisal method** is Major appraisal method used by HRM for their employee
- ✦ 45 % of the respondents were saying that **MBO (Management by objective)** is Major appraisal method used by HRM for their employee
- ✦ 10 % of the respondents were saying **Straight Ranking Method** is Major appraisal method used by HR for their employee
- ✦ 05 % of the respondents were saying Rorced distribution method is Major appraisal method used by HRM for their employee
- ✦ 20 % of the respondents were saying HRM use **Any Other** r appraisal method for their employee

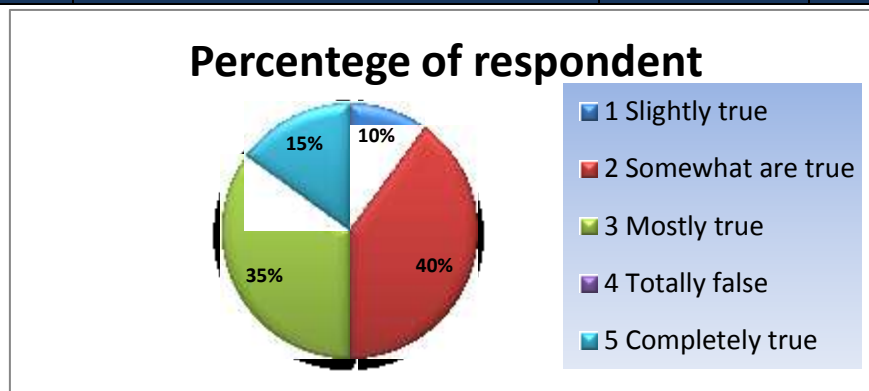
Thus, it can be analyzed that majority of the respondents (09) were saying that **MBO (Management by objective)** is Major appraisal method used by HRM for their employee. i.e., 45 %

As per above data majorities of Kachchh companies used performance appraisal system as MBO so we can conclude that because of High work goal is challenging task for HR.

Table 3.5.2

2. The below table showing that does objectives of the appraisal system is clear to all employees?

Sr. No	Described option	Respondent	Percentage
1	Slightly true	2	10.00%
2	Somewhat are true	8	40.00%
3	Mostly true	7	35.00%
4	Totally false	0	0.00%
5	Completely true	3	15.00%
-	Total -	20	100.00%



- ❏ 10 % of the respondents were saying that objectives of the appraisal system **are slightly** clear to all employees
- ❏ 40 % of the respondents were saying that objectives of the appraisal system **somewhat are true** clear to all employees
- ❏ 35 % of the respondents were saying that objectives of the appraisal system **are Mostly true** clear to all employees
- ❏ 00 % of the respondents(none of the respondent) were saying that objectives of the appraisal system **are not** clear to all employees
- ❏ 15 % of the respondents were saying that objectives of the appraisal system **is completely** clear to all employees

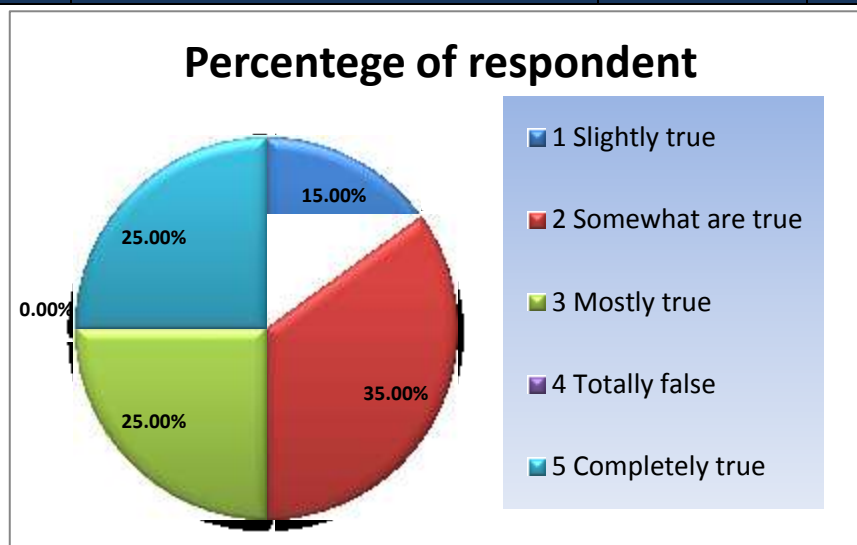
Thus, it can be analyzed that majority of the respondents (08) were saying that objectives of the appraisal system **somewhat are** clear to all employees. i.e., 40 %

I have reached to conclusion that the entire employee is not aware of performance appraisal system hence HR unable to measure performance appraisal well to their employee.

Table 3.5.3

3. The below table showing does the appraisal system helps managers to plan their performance well?

Sr. No	Described option	Respondent	Percentage
1	Slightly true	3	15.00%
2	Somewhat are true	7	35.00%
3	Mostly true	5	25.00%
4	Totally false	0	0.00%
5	Completely true	5	25.00%
-	Total -	20	100.00%



- ❏ 15 % of the respondents were saying it is **slightly true** that the appraisal system helps managers to plan their performance well
- ❏ 35 % of the respondents were saying it is **somewhat true** that the appraisal system helps managers to plan their performance well
- ❏ 25 % of the respondents were saying it is **mostly true** that the appraisal system helps managers to plan their performance well
- ❏ 00 % of the respondents were saying that the appraisal system **doesn't** helps managers to plan their performance well
- ❏ 25 % of the respondents were saying it is **completely true** that the appraisal system helps managers to plan their performance well

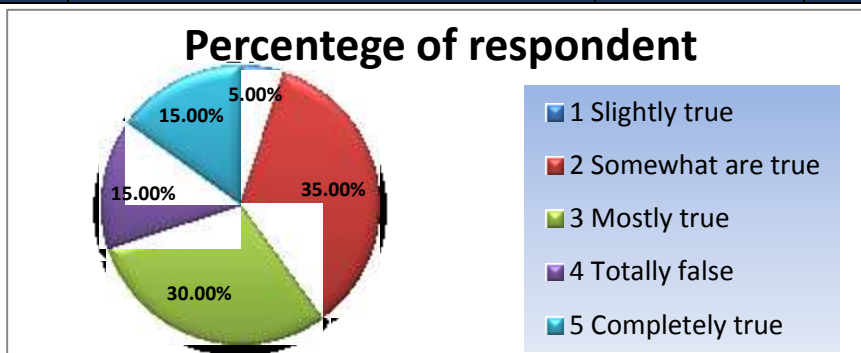
Thus, it can be analyzed that majority of the respondents (07) were saying it is **somewhat true** that the appraisal system helps managers to plan their performance well. i.e., 35 %

I could conclude that Somewhat of HR believe that the system of appraisal is not useful to manager to plan.

Table 3.5.4

4. The below table is showing that does appraisal system provides an opportunity for each appraise to express his/her developmental needs?

Sr. No	Described option	Respondent	Percentage
1	Slightly true	1	5.00%
2	Somewhat are true	7	35.00%
3	Mostly true	6	30.00%
4	Totally false	3	15.00%
5	Completely true	3	15.00%
-	Total -	20	100.00%



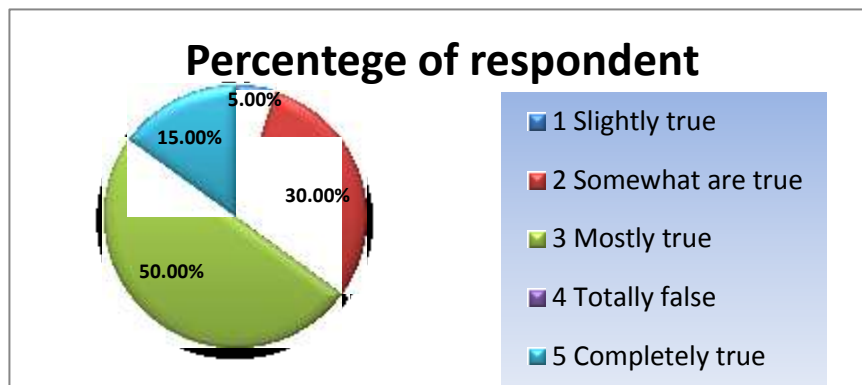
- ❏ 05 % of the respondents were saying it is **slightly true** that appraisal system provides an opportunity for each appraise to express his/her developmental needs
- ❏ 35 % of the respondents were saying it is **somewhat true** that appraisal system provides an opportunity for each appraise to express his/her developmental needs
- ❏ 30 % of the respondents were saying it is **Mostly true** that appraisal system provides an opportunity for each appraise to express his/her developmental needs
- ❏ 15 % of the respondents were saying that appraisal system **doesn't** provides an opportunity for each appraise to express his/her developmental needs
- ❏ 15 % of the respondents were saying it is **Completely true** that appraisal system provides an opportunity for each appraise to express his/her developmental needs

Thus, it can be analyzed that majority of the respondents (07) were saying it is **somewhat true** that appraisal system provides an opportunity for each appraise to express his/her developmental needs. i.e., 35 %

Table 3.5.5

5. The table showing does appraisal system has scope for helping each employee to discover their potential

Sr. No	Described option	Respondent	Percentage
1	Slightly true	1	5.00%
2	Somewhat are true	6	30.00%
3	Mostly true	10	50.00%
4	Totally false	0	0.00%
5	Completely true	3	15.00%
-	Total -	20	100.00%



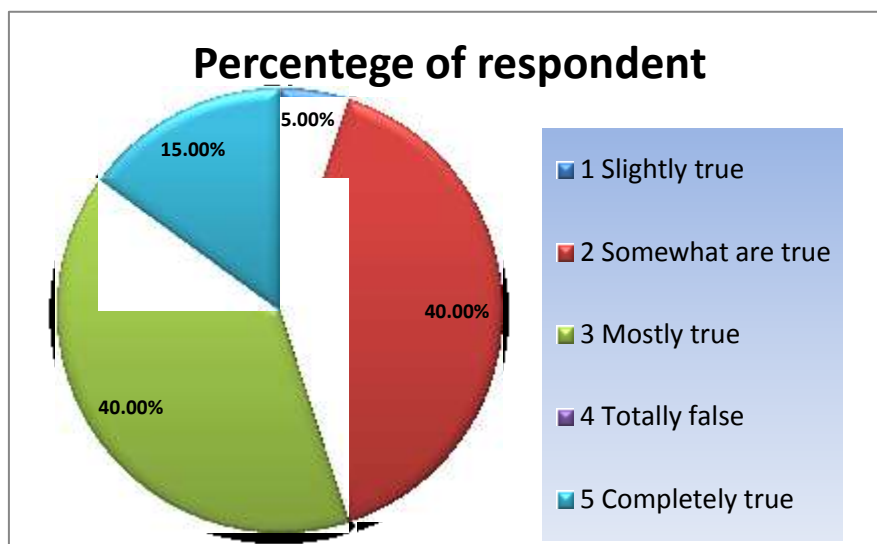
- ✚ 05 % of the respondents were saying it is **slightly true** that the appraisal system has scope for helping each employee to discover their potential
- ✚ 30 % of the respondents were saying it is **somewhat true** that the appraisal system has scope for helping each employee to discover their potential
- ✚ 50 % of the respondents were saying it is **Mostly true** that the appraisal system has scope for helping each employee to discover their potential
- ✚ 00 % of the respondents(noun of the respondent) were saying that the appraisal system doesn't have scope for helping each employee to discover their potential
- ✚ 15 % of the respondents were saying that the it is **completely true** that the appraisal system doesn't have scope for helping each employee to discover their potential

Thus, it can be analyzed that majority of the respondents (10) were saying it is **Mostly true** that the appraisal system has scope for helping each employee to discover their potential. i.e., 50 %

Table 3.5.6

6. The table showing that does manager take performance appraisal seriously?

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	<i>Slightly true</i>	1	5.00%
2	<i>Somewhat are true</i>	8	40.00%
3	<i>Mostly true</i>	8	40.00%
4	<i>Totally false</i>	0	0.00%
5	<i>Completely true</i>	3	15.00%
-	<i>Total -</i>	20	100.00%



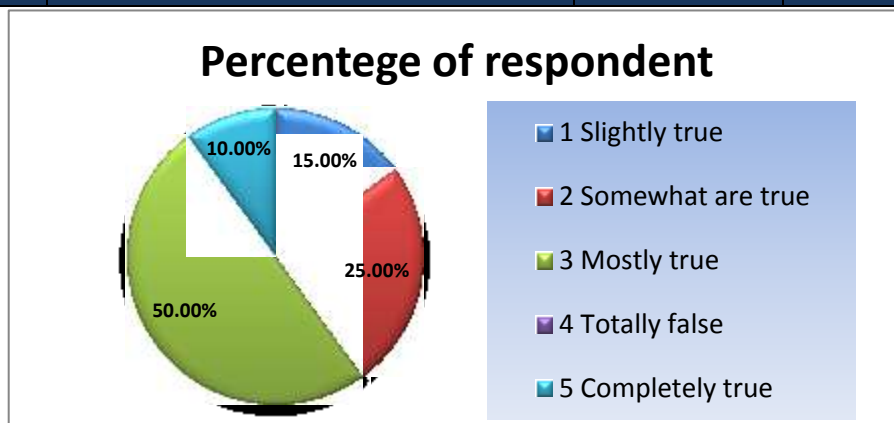
- ❏ 05 % of the respondents were saying that the it is ***Slightly true*** that the manager take performance appraisal seriously
- ❏ 40 % of the respondents were saying that the it is ***somewhat true*** that the manager take performance appraisal seriously
- ❏ 40 % of the respondents were saying that the it is ***Mostly true*** that the manager take performance appraisal seriously
- ❏ 00 % of the respondents were saying that the manager Doesn't take performance appraisal seriously
- ❏ 15 % of the respondents were saying that the it is ***completely true*** that the manager take performance appraisal seriously

Thus, it can be analyzed that majority of the respondents were saying it is ***somewhat true*** and ***Mostly true*** that the manager take performance appraisal seriously. i.e., 40 % as well as i.e., 40 %

Table 3.5.7

7. The tables showing that are Performance review discussions conducted with high quality and care to develop employee?

Sr. No	Described option	Respondent	Percentage
1	Slightly true	3	15.00%
2	Somewhat are true	5	25.00%
3	Mostly true	10	50.00%
4	Totally false	0	0.00%
5	Completely true	2	10.00%
-	Total -	20	100.00%



- ❏ 15 % of the respondents were saying that it is **slightly true** Performance review discussions conducted with high quality and care to develop employee
- ❏ 25 % of the respondents were saying that it is **Somewhat are true** Performance review discussions conducted with high quality and care to develop employee
- ❏ 50 % of the respondents were saying that it is **Mostly true** Performance review discussions conducted with high quality and care to develop employee
- ❏ 00 % of the respondents were saying that Performance review discussions don't conducted with high quality and care to develop employee
- ❏ 10 % of the respondents were saying that it is **Completely true** Performance review discussions conducted with high quality and care to develop employee

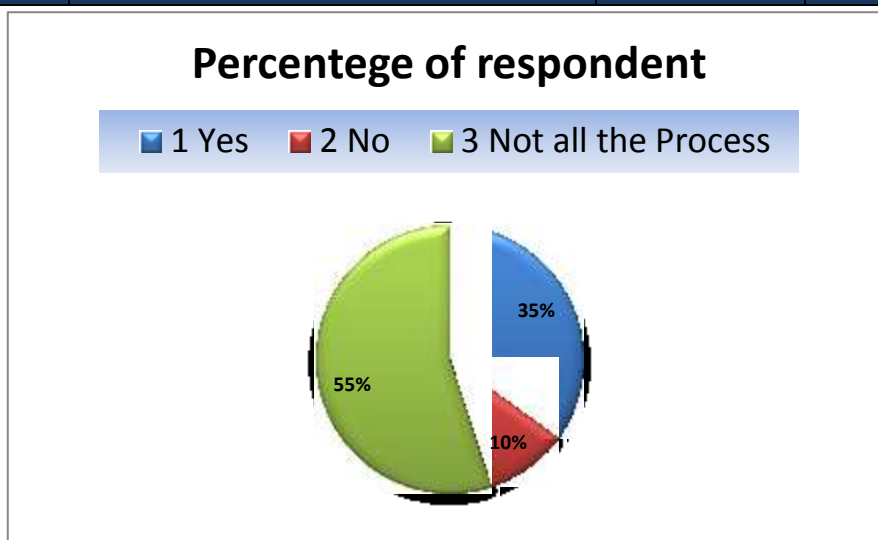
Thus, it can be analyzed that majority of the respondents (10) were saying that it is **Mostly true** Performance review discussions conducted with high quality and care to develop employee. i.e., 50 %

3.6. I.R (industrial relation)

Table 3.6.1

1. The table showing does it possible for HR to follow all the I.R process?

Sr. No	Described option	Respondent	Percentage
1	Yes	7	35.00%
2	No	2	10.00%
3	Not all the Process	11	55.00%
-	Total -	20	100.00%



- ✚ 35 % of the respondents were saying that Yes it is possible for HR to follow all the I.R process
- ✚ 10 % of the respondents were saying that it is not possible for HR to follow the I.R process
- ✚ 55 % of the respondents were saying that it is not possible for HR to follow all the I.R process

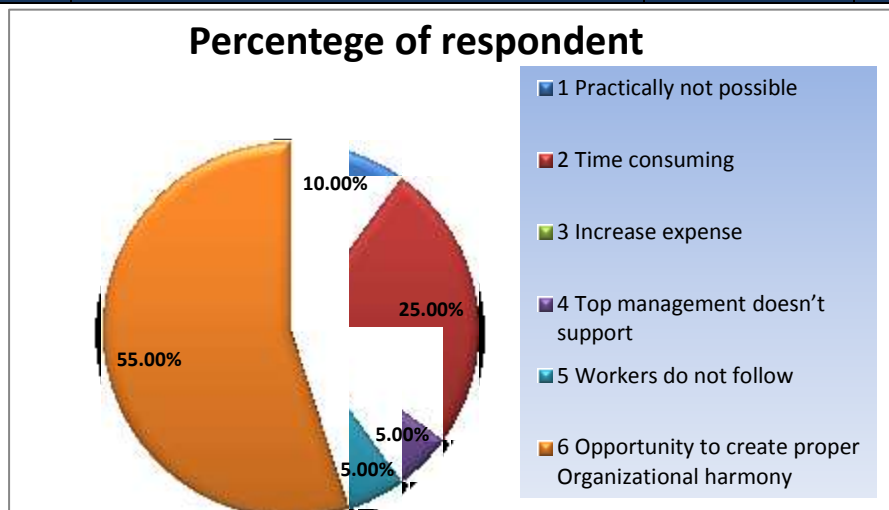
Thus, it can be analyzed that majority of the respondents (11) were saying that it is not possible for HR to follow all the I.R process. i.e., 55 %

I could conclude that top management does not support to HR well, I.R rules are much complicated and practically it is not possible to follow at work place.

Table 3.6.2

2. The table showing that According to HR I.R process is

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Practically not possible	2	10.00%
2	Time consuming	5	25.00%
3	Increase expense	0	0.00%
4	Top management doesn't support	1	5.00%
5	Workers do not follow	1	5.00%
6	Opportunity to create proper Organizational harmony	11	55.00%
-	Total -	20	100.00%



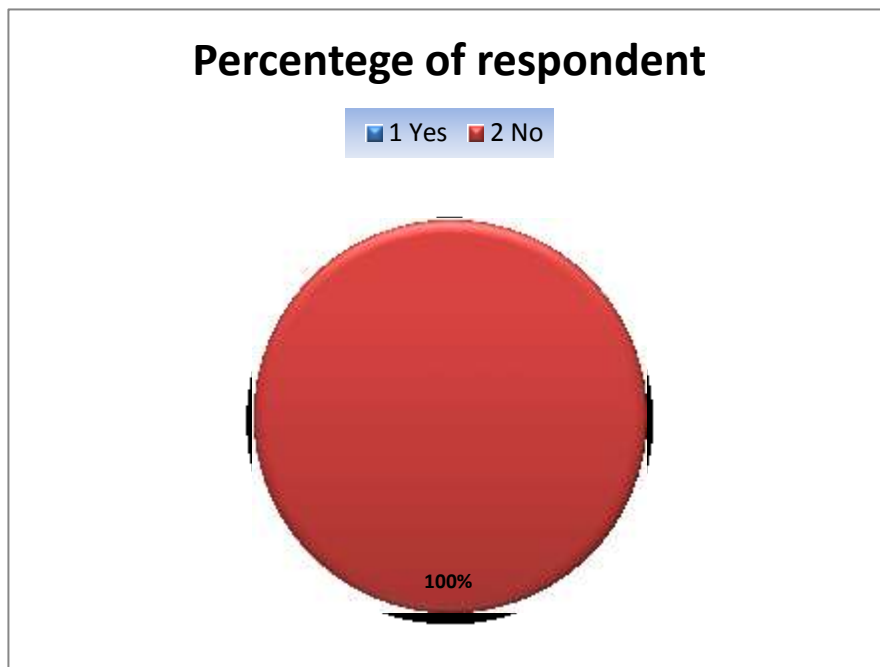
- ❏ 10 % of the respondents were saying that According to HR I.R process is **Practically not possible**
- ❏ 25 % of the respondents were saying that According to HR I.R process is **time consuming**.
- ❏ 00 % of the respondents (none of the respondent) were saying that According to HR I.R process is **Increase expense**.
- ❏ 05 % of the respondents were saying that According to HR doing I.R process **top management does not support**
- ❏ 05 % of the respondents were saying that According to HR doing I.R process where **Workers do not follow**
- ❏ 55 % of the respondents were saying that According to HR I.R process is **Opportunity to create proper Organizational harmony**

Thus, it can be analyzed that majority of the respondents (11) were saying that According to HR I.R process is Opportunity to create proper Organizational harmony. i.e., 55 %

Table 3.6.3

3. The table showing that existence of trade union in the company

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
<i>1</i>	<i>Yes</i>	<i>0</i>	<i>0.00%</i>
<i>2</i>	<i>No</i>	<i>20</i>	<i>100.00%</i>
<i>-</i>	<i>Total -</i>	<i>20</i>	<i>100.00%</i>



- ✚ 00 % of the respondents were saying that Yes trade union is existing in our company
- ✚ 100 % of the respondents were saying that No trade union exist in our company

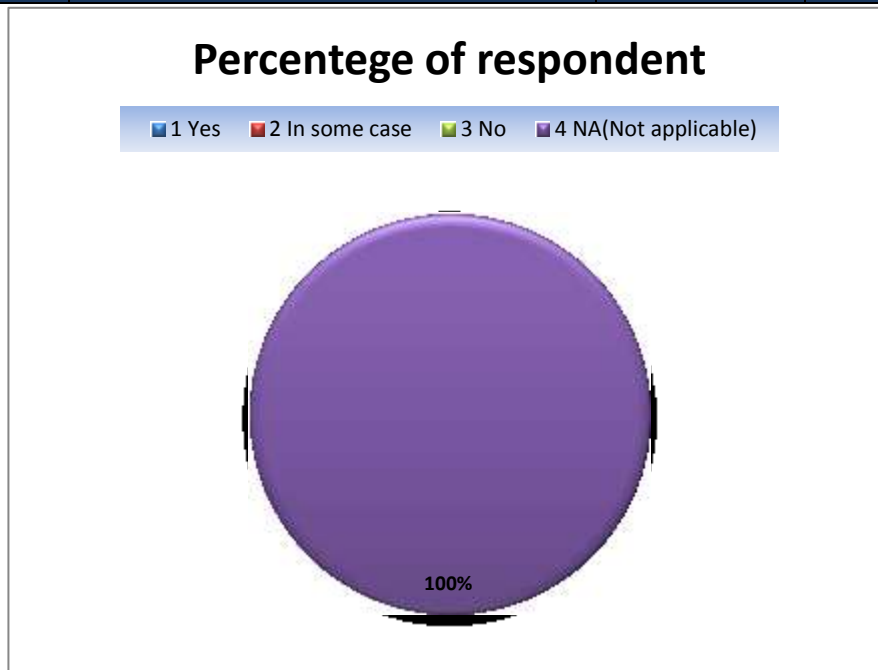
Thus, it can be analyzed that majority of the respondents (20) were saying that No trade union exist in our company. i.e., 100 %

As per above data I could conclude that there is no trade union in Kachchh hence no issue arise.

Table 3.6.4

4. The table showing that Does Trade union Co-operate to HR?

<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Yes	0	0.00%
2	In some case	0	0.00%
3	No	0	0.00%
4	NA(Not applicable)	20	100.00%
-	Total -	20	100.00%



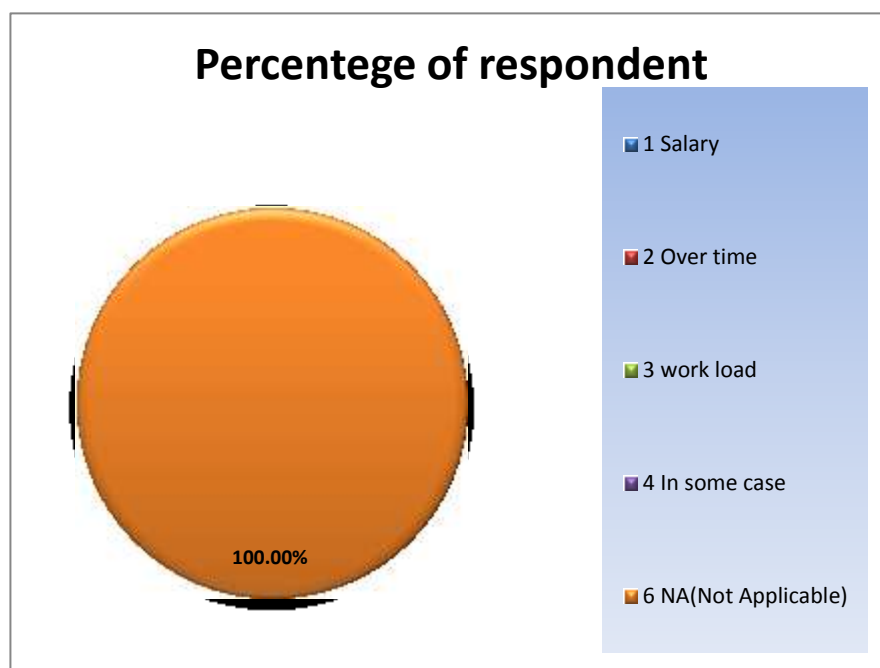
Thus, it can be analyzed that majority of the respondents (20) were saying that trade union does not exist in Kachchh. So this option is not applicable to HR. i.e., 100 %

As per above data I could conclude that there is no trade union in Kachchh's industries hence no issue arise.

Table 3.6.5

5. The table showing that Major issue of Trade Union

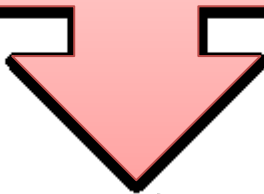
<i>Sr. No</i>	<i>Described option</i>	<i>Respondent</i>	<i>Percentage</i>
1	Salary	0	0.00%
2	Over time	0	0.00%
3	work load	0	0.00%
4	In some case	0	0.00%
5	Welfare	0	0.00%
6	NA(Not Applicable)	20	100.00%
-	Total -	20	100.00%



Thus, it can be analyzed that majority of the respondents (20) were saying that trade union does not exist in Kachchh. So this option is not applicable to HR. i.e., 100 %

As per above data I could conclude that there is no trade union in Kachchh's industries hence this is not applicable in Kachchh.

Chapter-4



Conclusion

CHAPTER: 4

[DATA CONCLUSION]

- 4.1 Introduction***
- 4.2 Conclusion***
- 4.3 Hypotheses Testing***
- 4.4 Suggestion***
- 4.5 Suggestions for Future Research***

CHAPTER: 4

(DATA CONCLUSION)

4.1 Introduction:

Researcher has to conclude data after data analysis, in this chapter researcher has mentioned data conclusion, with statement, next things is testing of Hypothesis is also concluding whether researcher's hypothesis is Null or alternate that will reveal. And researcher has given his suggestion as per data analysis for said subject and also given some research topic to Student for further research.

4.2 Conclusion

*Thus, it concluded that majority of the respondents (8) were saying that Top Management committed to HR Philosophy is **satisfactory. i.e., 40%***

The data revealed that top management's commitment to human resource philosophy is at only satisfactory level so today's business requires top managements heart full involvement in managing their human resources.

Table 3.1.1

*Thus, it can be analyzed that majority of the respondents (10) were saying that it is possible for HR to achieve targets in **some matters** given by top management. **i.e., 50%***

As per above data we could find out that HR can achieve some target given by top management. This is the limitation of HR and their role.

Table 3.1.2

*Thus, it can be analyzed that majority of the respondents (10) were saying Top management participates in important decisions regarding HR issues **Most of the times. i.e., 50%***

Table 3.1.3

*Thus, it can be analyzed that majority of the respondents (10) were saying they are allowed to take critical decisions **some times** by higher authority to HR. **i.e., 50%.***

As per research I conclude that Every time it is not possible to delegate authority to take decision to the HR manager.

Table 3.1.4

*Thus, it can be analyzed that majority of the respondents (6) were saying that HR suffers **socially or family challenged** due to heavy work load and higher goals. **i.e., 30%***

As per above statement Due to Over Work burden HR in influence on his /her personal (family) and social life.

Table 3.1.5

3.2 HR Description

*Thus, it can be analyzed that majority of the respondents (11) were saying there is **all area of HR covered by specific HR** policy in their Organization. **i.e., 55%***

Table 3.2.1

*Thus, it can be analyzed that majority of the respondents (11) were saying that the alignment of HR policy with business policy is good. **i.e., 55%***

I conducted the study and reached on conclusion that HR alignment with business policy is only good level where it should be excellent level to existent in organization.

Table 3.2.2

*Thus, it can be analyzed two majority groups of the respondents were saying the Line manager perceive HR function as **a staff function. i.e., 30%** and as well as **also an enabler. i.e., 30%***

Table 3.2.3

I conducted the study and reached on conclusion that managing daily work force and create proper culture is major activities performed by HR hence unable to give enough time to other work.

Table 3.2.4

I conducted the study and reached on conclusion that HR has to spend maximum time in studying reports, case and HR activities and also daily work planning hence unable to other important work.

Table 3.2.5

Thus, it can be analyzed that majority of the respondents (07) were saying that **sometimes** HR needs to spend more than 8 working hours to maintain HR function. **i.e., 35%**

Table 3.2.6

3.2.2 Counselor attitudes

We cannot reach any particular conclusion because data shows two groups one saying **mostly** and another saying **sometime**.

Table 3.2.2.1

Thus, it can be analyzed that majority of the respondents (09) were saying that **Always (Definitely)** HR believes that, it is HR's responsibility to initiate special counseling sessions with troubled employee. **i.e., 45%**

Table 3.2.2.2

Thus, it can be analyzed that majority of the respondents (09) were saying that **Mostly (Most frequently)** HR believe in leading their employee by example. **i.e., 45%**

I can conclude that practically it is not possible to directed the employee by giving example all the times as HR has very busy schedule

Table 3.2.2.3

Thus, it can be analyzed that majority of the respondents (10) were saying that **Always (Definitely)** HR talk to employees about their problems and Always offer suggestion when they talk to HR. **i.e., 45%**

Table 3.2.2.4

Thus, it can be analyzed that majority of the respondents (7) were saying HR **Sometime** thinks about employee and their problems. **i.e., 35%**

Table 3.2.2.5

3.3. Recruitment Description

Thus, it can be analyzed that majority of the respondents (13) were saying that HR recruit employee by all the sources. **i.e., 65%**

Table 3.3.1

Thus, it can be analyzed that majority of the respondents (16) were saying that As HR person, they feel difficulty in **some case** to recruit employee for company. i.e., 80%

Table 3.3.2

Thus, it can be analyzed that majority of the respondents (09) were saying that that Sometime higher authority or top management force to recruit employee by giving their referred employee. i.e., 45 %

I have reached the conclusion that majority of top management force to recruit employee by given reference candidate, hence HR knowingly unable to get proper candidate for the post. i.e., 65%

Table 3.3.3

Thus, it can be analyzed that majority of the respondents (10) were saying that that company get 1 to 25% qualified employee from their local area. i.e., 50 %

Table 3.3.4

Thus, it can be analyzed that majority of the respondents (14) were saying that company get approximate 26 to 75 % of recruit employee from other state. i.e., 70 %

I have reached the conclusion from above data HR has to recruit employee from other state as HR is not getting enough qualified, skilled, and experienced employee from Kachchh region.

Table 3.3.5

3.4. Training and Development

Thus, it can be analyzed that majority of the respondents (10) were saying that **in some case** HR feeling difficult to train employee. i.e., 50 %

I could conclude as per above data, according to HR's point of view Training is difficult task.

Table 3.4.1

Thus, it can be analyzed that majority of the respondents (5) were saying that company **doesn't getting experts trainer** to train employee. i.e., 25 %

As per above data HR doesn't get/recruit expert trainer for trainees hence trainees take much time to be expert in their field averagely company get less effective work.

Table 3.4.2

Thus, it can be analyzed that majority of the respondents (12) were saying that company has separate person/Training officer for taking up training function. i.e., 60 %

Table 3.4.3

*Thus, it can be analyzed that majority of the respondents (18) were saying that **Yes there is** trainer Facility available at plant level. i.e., 90 %*

Table 3.4.4

*Thus, it can be analyzed that majority of the respondents (19) were saying that **yes there is** scope for training /development plant for executives. i.e., 95 %*

Table 3.4.5

Thus, it can be analyzed that majority of the respondents (14) were saying that HR allocates specific budget for training purpose. i.e., 70 %

Table 3.4.6

Thus, it can be analyzed that majority of the respondents (19) were saying that Yes Training effectiveness process undertaken. i.e., 95 %

Table 3.4.7

*Thus, it can be analyzed that majority of the respondents (13) were saying that **No not all the** employees are interested in self-develop. i.e., 65 %*

*By reaching on the conclusion we can say that **Trainers, trainer facility**, is available but employee himself not participate in training program.*

Table 3.4.8

*Thus, it can be analyzed that majority of the respondents (14) were saying that **Yes** company run career development program for their employee. i.e., 70 %*

Table 3.4.9

*Thus, it can be analyzed that majority of the respondents (11) were saying that **yes HR help their** Employees to acquire technical knowledge and skills through training. i.e., 55 %*

Table 3.4.10

3.5 Performance appraisal

Thus, it can be analyzed that majority of the respondents (09) were saying that **MBO (Management by objective)** is Major appraisal method used by HRM for their employee. i.e., 45 %

As per above data majorities of Kachchh companies used performance appraisal system as MBO so we can conclude that because of High work goal is challenging task for HR.

Table 3.5.1

Thus, it can be analyzed that majority of the respondents (08) were saying that objectives of the appraisal system **somewhat are true** clear to all employees. i.e., 40 %

I have reached to conclusion that the entire employee is not aware of performance appraisal system hence HR unable to measure performance appraisal well to their employee.

Table 3.5.2

Thus, it can be analyzed that majority of the respondents (07) were saying it is **somewhat true** that the appraisal system helps managers to plan their performance well. i.e., 35 %

I could conclude that Somewhat of HR believe that the system of appraisal is not useful to manager to plan.

Table 3.5.3

Thus, it can be analyzed that majority of the respondents (07) were saying it is **somewhat true** that appraisal system provides an opportunity for each appraise to express his/her developmental needs. i.e., 35 %

Table 3.5.4

Thus, it can be analyzed that majority of the respondents (10) were saying it is **Mostly true** that the appraisal system has scope for helping each employee to discover their potential. i.e., 50 %

Table 3.5.5

Thus, it can be analyzed that majority of the respondents were saying it is **somewhat true** and **Mostly true** that the manager take performance appraisal seriously. i.e., 40 % as well as i.e., 40 %

Table 3.5.6

*Thus, it can be analyzed that majority of the respondents (10) were saying that it is **Mostly** true Performance review discussions conducted with high quality and care to develop employee. i.e., 50 %*

Table 3.5.7

3.6. I.R (industrial relation)

Thus, it can be analyzed that majority of the respondents (11) were saying that that it is not possible for HR to follow all the I.R process. i.e., 55 %

I could conclude that top management does not support to HR well, I.R rules are much complicated and practically it is not possible to follow at work place.

Table 3.6.1

Thus, it can be analyzed that majority of the respondents (11) were saying that According to HR I.R process is Opportunity to create proper Organizational harmony. i.e., 55 %

Table 3.6.2

Thus, it can be analyzed that majority of the respondents (20) were saying that No trade union exist in our company. i.e., 100 %

As per above data I could conclude that there is no trade union in Kachchh hence no issue arise.

Table 3.6.3

Thus, it can be analyzed that majority of the respondents (20) were saying that trade union does not exist in Kachchh. So this option is not applicable to HR. i.e., 100 %

As per above data I could conclude that there is no trade union in Kachchh's industries hence no issue arise.

Table 3.6.4

Thus, it can be analyzed that majority of the respondents (20) were saying that trade union does not exist in Kachchh. So this option is not applicable to HR. i.e., 100 %

As per above data I could conclude that there is no trade union in Kachchh's industries hence this is not applicable in Kachchh.

Table 3.6.5

4.3 Hypothesis Testing:

Testing the hypothesis means subjecting it to some sort of empirical scrutiny to determine if it is supported or refuted by what the researcher observes. Here I'm using hypothesis instrument to test either any error in my thesis or what? The results are presented below

These are 6 assumptions for the research:

Top Manager doesn't Support H.R.

Table 3.1.4: *it can be analyzed that majority of the respondents (10) were saying they are allowed to take critical decisions **some times** by higher authority to HR. i.e., 50%.*

As per research I conclude that Every time it is not possible to delegate authority to take decision to the HR manager.

*Thus my Hypothesis is proved correct (Null **Hypothesis (Ho)**) as per data collected and analyzed*

H.R. function is challenging.

Table 3.2.4: *I conducted the study and analyzed that managing daily work force and create proper culture are two major activities hence unable to give enough time to other work.*

Table 3.2.5: *I reached on conclusion that HR has to spend maximum time in studying reports, case and HR activities and also daily work planning hence unable to do other important work.*

*Thus my Hypothesis is proved correct (Null **Hypothesis (Ho)**) as per data collected and data analyzed.*

H.R doesn't have councilor skill.

*Thus my Hypothesis is proved incorrect (Alternate **hypothesis (H₁)** as per data collected and data analyzed which is clarified below:*

Table 3.2.2.4: *it can be analyzed that majority of the respondents (10) were saying that **Always (Definitely)** HR talk to employees about their problems and Always offer suggestion when they talk to HR. i.e., 45%*

As per above statement it can be said that HR has councilor skill.

Difficult to recruit employee.

Table 3.3.1: *it can be analyzed that majority of the respondents (13) were saying that HR recruit employee by all the sources. i.e., 65%*

Table 3.3.3: *it can be analyzed that majority of the respondents (09) were saying that Sometime higher authority or top management forces to recruit employee by giving their referred employee. i.e., 45 %*

I have reached the conclusion that majority of top management force to recruit employee by given reference candidate, hence HR knowingly unable to get proper candidate for the post.

Table 3.3.5: *it can be analyzed that majority of the respondents (14) were saying that company get approximate **26 to 75 %** of recruit employee from other state. i.e., 70 %*

I have reached the conclusion that HR has to recruit employee from other state as HR is not getting enough qualified, skilled, and experienced employee from Kachchh region.

*Thus my Hypothesis is proved correct (Null **Hypothesis (H₀)**) as per data collected and analyzed*

Less effective training and development system.

Table 3.4.1: *it can be analyzed that majority of the respondents (10) were saying that **in some case** HR feeling difficult to train employee. i.e., 50 %*

I could conclude as per above data, according to HR's point of view Training is difficult task.

Table 3.4.2: it can be analyzed that majority of the respondents (5) were saying that company **doesn't getting experts trainer** to train employee. i.e., 25 %

As per above data HR doesn't get/recruit expert trainer for trainees hence trainees take much time to be expert in their field averagely company get less effective work.

Thus my Hypothesis is proved correct (Null **Hypothesis (Ho)**) as per data collected and analyzed

Less effective performance appraisal

Table 3.5.2: it can be analyzed that majority of the respondents (08) were saying that objectives of the appraisal system **somewhat are** clear to all employees. i.e., 40 %

I have reached to conclusion that the entire employee is not aware of performance appraisal system hence HR unable to measure performance appraisal well to their employee.

Thus my Hypothesis is proved correct (Null **Hypothesis (Ho)**) as per data collected and analyzed.

We can find that my most of the hypothesis proved true, means HR plays challenging roll in organization, and everyday every movement he stands before varies issue.

4.4 Suggestion:

- *As per my data analysis I find out that it is difficult to train employee, so we can see that all the employee is not interested in training, thus according to me HR should find some stimulating training method so that every employee take interest during his/her training.*
- *Top management doesn't allow all the HR to take critical decision, thus I think tuning between HR and top management should at high level, and HR must earn authority from top management to take decision.*
- *HR must start learning from the employee leaving them. Talking exit interview can do this exit interviews must give the organization all the knowledge regarding why the employee is leaving the organization and what can be improved in it.*
- *The evaluation process should be critically examined before being implemented.*
- *Meeting should be held from time to time to discuss the various problems about the performance of the employees. As well as meeting with top management.*
- *Training designed should be consistently improvised taking into Account Company's requirement & employee development.*
- *HR Maintain transparency openness and clear communication with top management as well as employee.*
- *HR should give recognition and performance feedback at regular intervals to top management.*
- *I reached to completing my thesis, and I found that HR unable to consume time for every HR function, HR should give equally priority to every function.*

4.5 Suggestions for Future Research

In order to aid you a little more in your human resource management thesis writing and help you find out human resource management thesis topics, here is a list of few good topics for you:

1. Topics Regarding Interpersonal Communication:

- a. Why It Is Necessary To Understand Human Behavior To Develop A Skilled And Motivated Workforce?*
- b. Interpersonal Skills And Project Management*

2. Topics Regarding Change Management:

- a. How Should You Deal With Changes When They Are Constant In Organizations?*
- b. Change Management Processes*

3. Topics Regarding Organization learning:

- a. How to Conduct Orientation Programs Successfully In Organizations?*
- b. Diffusion of Innovations*

BIBLIOGRAPHY

Sr. No.	Name of the book	Author of the book	Publisher	Publisher year	About book
1	Research Methodology	R.Panneerselvan	PHI learning private Ltd.-New Delhi	2009	Research Methodology
2	Research Methodology	P.Saravanel	Kitab Mahal-Allahabad	2007	Research Methodology
3	Research Methodology	R.Jayaprakash Reddy	A.P.H Publishing corporation-New delhi	2008	Research Methodology
4	Samaj Karya Sansodhan	Dr. Dipti S. Kapuriya & Dr. Jiganesh B. Tala	University Granth Nirman board – Ahemedabad	2011	Research Methodology
5	Principles and practice of Management	L.M Prasad	Sultan Chand & sons-New Delhi	2009	About Management
6	Human resource Management	P. Jyothi D.N. Venkatesh	By Oxford University press	2009	HRM
7	Human Resource Management	John M Ivancevich	Tata McGraw Hill Education private ltd.	2009	HRM

Name of the Website

1. <http://humanresources.about.com>
2. <http://www.hrdirect.com/info/the-harassment-free-workplace>
3. <http://www.socialresearchmethods.net>
4. <http://www.zeromillion.com/business/hrm.html>
5. <http://www.buzzle.com/article/human-resources-issues.html>



KRANTIGURU SHYAMJI KRISHNA VERMA - KACHCHH UNIVERSITY

MASTER OF SOCIAL WORK DEPARTMENT

DECLARATION

I hereby declare that the Thesis (dissertation) entitled **“Challenges faced by HR Manager in terms of managing Human resources”** is study research of MSW. Hence this Questionnaire helps me to find out the real challenges of HR Manager. Here I would like to make it clear that your valuable answer is only for study purpose, this content will not be used for any other purpose and all the details remains confidential

Prepared By:

:: Submitted To:

Guided By:

Shetty Satya N.

Social Work Department

Chirag Patel

H.O.D of MSW

Kachchh university-Bhuj

BASIC INFORMATION

Sr.	Description	
1	Company Name (if Possible)	
2	Produce/service	
3	Address	
4	Contact No.	
5	Established Year	
6	Number of Total employee	

Sr.	Specially for H.R Manager	Write your details
1	Name of H.R Manger (if Possible)	
2	Gender	
3	Age	
4	Qualification(Specialization)	
5	Work Experience	
6	Total staff in dep. of HR	

QUESTIONNAIRE

Sr. No.	Description	Give your answer just tick mark of(right) ☒
A	TOP MANAGEMENT	
1	Top Management committed to HR Philosophy? If "unsatisfactory" then in what terms?	☐ Excellent ☐ Very good ☐ Good ☐ Satisfactor ☐ Unsatisfactory ☐ Finacial ☐ Authority ☐ decision making ☐ N.A
2	Is it possible to achieve target given by top management?	☐ Yes all the target ☐ In some matters ☐ Not all the target achieved timely ☐ Depended on situation.
3	Top management participates in important decisions regarding HR issues.	☐ All the times ☐ Most of time ☐ Some time ☐ No
4	Does your higher authority give you chance to take critical decisions?	☐ All the times ☐ I st need to ask higher authority ☐ Some time. ☐ No
5	Due to heavy work load and high goals, do you suffer any of these?	☐ Mentally strees ☐ Anxiety ☐ Get socially or family challenged ☐ Frustration ☐ Couse of Activeness ☐ N.A

B	HR DESCRIPTION	
1	Is there any specific HR policy in your Organization?	☐ In very few matters ☐ In some matters ☐ All most all HR function ☐ All areas of HR covered by HR policy
2	Is HR policy aligned with business policy?	☐ Excellent ☐ Very good ☐ Good ☐ Satisfactor ☐ Unsatisfactory
3	Line manager perceive HR function as	☐ A staff function ☐ An enabler ☐ A strategic partener ☐ None of beside
4	To Which Function you Give More Priority of HR (give appropriate % out of 10)	out of 10 % ☐ Manage legal matter ☐ Manage daily work force ☐ Wages, admin, staff etc. ☐ To create proper culture & climate. ☐ Manage I.R(industrial relation)

5	Out of 8 working hours, how much time you allocate for following matter.	☐ hours ☐ Time office management (daily HR work of planing) ☐ Providing direction to subordinator ☐ To communicate with out side agencies, contract labour, legal issues, admin, counselling. ☐ To study report, case regarded, HR activity ☐ Other HR work
6	To maintain HR function do you need to spend more than 8 working hours?	☐ All the times ☐ Some time ☐ Most of time ☐ No need of it
B(1) COUNSELOR ATTITUDES		
1	Do you communicate to your employee and having the understanding of their strength and weakness?	☐ Definitely or always ☐ Sometimes ☐ Never ☐ Mostly or Most Frequently ☐ Rarely(Seldom)
2	Do you believe that it is your responsibility to initiate special counseling sessions with troubled employee?	☐ Definitely or always ☐ Sometimes ☐ Never ☐ Mostly or Most Frequently ☐ Rarely(Seldom)
3	Do you believe in leading by example?	☐ Definitely or always ☐ Sometimes ☐ Never ☐ Mostly or Most Frequently ☐ Rarely(Seldom)
4	Do you talk to your employees about their problems and offer suggestion when they talk to you?	☐ Definitely or always ☐ Sometimes ☐ Never ☐ Mostly or Most Frequently ☐ Rarely(Seldom)
5	How often do you think about them and their problems?	☐ Definitely or always ☐ Sometimes ☐ Never ☐ Mostly or Most Frequently ☐ Rarely(Seldom)

C RECRUITMENT DESCRIPTION		
1	How you recruited the employee?	☐ By Consultancy ☐ Job portals ☐ By Reference ☐ By Advertisement ☐ Beside all
2	As HR person do you feel difficulty to recruit employee for company?	☐ Yes ☐ In some case ☐ No
3	Is higher authority or top management force on you to recruit employee by giving their referred employee?	☐ All the times ☐ Most of time ☐ Sometime ☐ No
4	Do you get enough qualified employee from your local area? (Give % Approximately)	☐ In% ☐ 0 to 25 % ☐ 26 to 50 % ☐ 51 to 75 % ☐ 76 to 100%
5	Approximately How many % employees do you recruit from other states?	☐ In% ☐ 0 to 25 % ☐ 26 to 50 % ☐ 51 to 75 % ☐ 76 to 100%

D TRAINING AND DEVELOPMENT		
1	Are you feeling difficult to train employee?	☐ Yes ☐ In some case ☐ No
2	Is your company suffering any of these reasons in train employee?	☐ Less effective training method ☐ Due to less budget for training method ☐ Lack of employee interest towards training ☐ Not getting experts trainer to train ☐ Other reasons
3	Is there separate person/officer for taking up training function?	☐ Yes ☐ No
4	Is there trainer facility available at plant level?	☐ Yes ☐ No
5	Are there scope for training /development plant for executives?	☐ Yes ☐ No
6	Is there specific budget allocated for training purpose?	☐ Yes ☐ In some case ☐ No
7	Training effectiveness process undertaken?	☐ Yes ☐ No
8	Does employee are interested in self-develop?	☐ Yes ☐ Not all the employee ☐ No
9	Do you run any career development program in your company for your employee?	☐ Yes ☐ No
10	Employees are helped to acquire technical knowledge and skills through training?	☐ Yes ☐ We try to do so, ☐ No

E PERFORMANCE APPRAISAL		
1	Which appraisal Method do you use for your employee?	☐ 360 degree appraisal ☐ By MBO (Management by objective) ☐ Behaviorlly anchored rating scales ☐ Assessment center ☐ Straight Ranking Method ☐ Rorced distribution method ☐ Graphic Rating Scales ☐ Checklist Method ☐ Critical Incidents Method ☐ Group appraisal Method ☐ Field Review Method ☐ Any Other Method
2	The objectives of the appraisal system are clear to all employees?	☐ Slightly true(25 % true and 75% false,) ☐ Totally false(100% false) ☐ Somewhat are true(50% true and 50% false) ☐ Completely true (100% True) ☐ Mostly true(75% true)
3	The appraisal system helps managers to plan their performance well?	☐ Slightly true(25 % true and 75% false,) ☐ Totally false(100% false) ☐ Somewhat are true(50% true and 50% false) ☐ Completely true (100% True) ☐ Mostly true(75% true)
4	Is your appraisal system provides an opportunity for each appraise to express his/her developmental needs?	☐ Slightly true(25 % true and 75% false,) ☐ Totally false(100% false) ☐ Somewhat are true(50% true and 50% false) ☐ Completely true (100% True) ☐ Mostly true(75% true)
5	Is appraisal system has scope for helping each employee to discover their potential	☐ Slightly true(25 % true and 75% false,) ☐ Totally false(100% false) ☐ Somewhat are true(50% true and 50% false) ☐ Completely true (100% True) ☐ Mostly true(75% true)

6	Does manager take performance appraisal seriously?	☐ Slightly true(25 % true and 75% false,) ☐ Totally false(100% false) ☐ Somewhat are true(50% true and 50% false) ☐ Completely true (100% True) ☐ Mostly true(75% true)
7	Performance review discussions are conducted with high quality and care to develop employee?	☐ Slightly true(25 % true and 75% false,) ☐ Totally false(100% false) ☐ Somewhat are true(50% true and 50% false) ☐ Completely true (100% True) ☐ Mostly true(75% true)

F I.R(INDUSTRIAL RELATION)	
1	According to you, is it possible to follow all the I.R process?
☐ Yes ☐ No ☐ Not all the process	
2	According to you I.R process is:
☐ Practically not possible ☐ time consuming ☐ incrise expence ☐ top management doesn't ☐ Workers do not follow ☐ Opportunity to create proper Organizational harmony	
3	Is there any trade union exist?
☐ Yes ☐ No ☐ N.A	
	Is it active?
☐ Yes ☐ No ☐ NA(Not Applicable)	
4	Does it co-operate you?
☐ Yes ☐ In some case ☐ No	
5	Major issue of Trade union
☐ Salary ☐ Over time ☐ work load ☐ Walfare ☐ NA	