UNIT 13: HUMAN RESOURCE RESEARCH

UNIT STRUCTURE

13.1 Learning Objectives

13.2 Introduction

13.3 Meaning of HR Research

13.4 Characteristics and Objectives of HR Research

13.5 Importance and Methods of HR Research

13.6 Let Us Sum Up

13.7 Further Readings

13.8 Answers To Check Your Progress

13.9 Model Questions

13.1 LEARNING OBJECTIVES

After going through this unit you will be able to:

- explain the meaning of human resource research.
- explain the features and objectives of HR research.
- elucidate the segnificance of human resource research, preferably in the present day context
- explain the methods or techniques of personnel or human resource research

13.2 INTRODUCTION

In this unit, we are going to discuss the meaning of human resource research along with the segnificance of HR Research. You will know the characteristeis as well as the objectives of HR Research. The unit also states the different methods or techniques of HR Research in an organisation.

13.3 MEANING OF HUMAN RESOURCE RESEARCH (HR RESEARCH)

Human resource research is the task of searching for and analysing facts to find cartain guidelines to solve the human serource problems. This research is mainly concerned with the study of human behaviour and

prepare guidelines for their future guidance. Personnel or HR research in the cinestigatron and analysis of personnel and human behaviour with a view to setting the guidelines for the future.

Dale yoder has defined personnel or HR research as 'Personnel research implies searching, investigation, re-examination, reassessment and revaluation.'

According to Michael J. Jucius : 'Personnel research is the task of searching for and analysing facts relating to the end that personnel problems may be solved or guidelines governing their solutions derived.'

13.4 CHARACTERISTICS AND OBJECTIVES OF HR RESEARCH

1. Human Resource Research is very systematic in the sense that it is preplanned and properly designed. It involves a systematic procedure consisting of the following steps :
   (a) Formulation of a problem
   (b) Selection of hypothesis
   (c) Design of experiment
   (d) Description of Sampling
   (e) Collection of data
   (f) Analysis and interpretation of data
   (g) Report writing
2. It is objective and scientific as it is based on facts and avoids bias or prejudice.
3. It is purposive in nature, which means it stresses not only in accumulation of data but stresses to find out solution to specifui queries.
4. It is repeatable, which can be used independently by several researches at the same time.
5. It is different from casual observation of personnel activities as it is a designed on investigation and analysis.
6. HR Research is carried out to verify, check or disapprove assumptions.

7. HR Research tries to supplement knowledge and extend understanding.
8. HR Research can be categorised under pure research or applied research.

Objectives of HR Research

The following are the main objectives of HR/Personnel resarch:

(i) The primary objective of Human Resource Research in to solve the personnel problems and to extend the knowledge of personnel to all those concerned.

(ii) HR Research aims at ratifying the present philosophy and principles and human factors and amends or develops wherever necessary the principles and practies of personnel management.

(iii) HR Research discovers ways to maintain abilities and attitudes of personnel at good or high levels on a continuing basis.

(iv) It measures current conditions in human resource management.



CHECK YOUR PROGRESS

Q.1. What is meant by human resource reaserch?

Q.2. Write at least five important characteristics of HR research.

13.5 IMPORTANCE AND METHODS OF HR RESEARCH

Importance of HR Research :

Human resource research is necessary to answer questions about such factors as absence records, safety problems, grievances, wage and salary rates, training executives, recruitment methods, selection techniques etc. Personnel decisions can be improved only through personnel/HR research because better information leads to better

solutions. 'Good personnel management comes through analysing problems and applying experience and knowledge to particular situations'. HR/Personnel research can offer valuable insights for managers as they attempt to increase employee productivity and satisfaction while reducing absenteism and turnover.

Methods of HR Research :

There are many ways to research the states of personnel management in an organisation. Some of the important ones are given below :

1. **Historical Studies** : Here past records are examined thoroughly. Exit interviews are conducted to elicit opinions of former employees. In an exit interview people who are leaving the organisation are asked to state problems that caused them to resign. This information is then used to correct problems so that others will not leave.

2. **Case studies :** In case studies, Certain individual situations are closely analysed to identify issues of importance. Based on the conclusions drawn from such an analysis, steps to be taken in future are indicated. This method permits an indepth investigation of key situations though it doesn't represent general conditions.

3. **Survey method :** In this method, assigned data are collected through a questionnaire or structured interview. The use of questionnaire gives employees an opportunity to voice their opinions about specific personnel management activities, eg, performance appraised process. Attitude surveys could be conducted to find employees opinions about their working environments (such as jobs, supervisors, co-workers, organisations policeis and practies). Focus of the researchas may be on data collection rather than on analysis of data and formulation of a theory.

4. **Statistical Studies :** These studies include the correlation analysis and enterpretation of statistical data. The focus is on

qualifications, statistical interference, mean, median, mode, measures of dispersion, trends etc. to process the collected data.

5. **Mathematical Models :** These models are used to explain simple and complex relationship among variables that are put to examination. After the development of computers the use of mathematical models has increased.

6. **Stimulation Models :** In this method a statement of the hypothesis is prepared and a model to stimulate the interactions of variables is used. This method is used to study problems of production and inventory contrd, training of personnel, collective bargaining etc.

7. **Action Research Method :** Personnel departments, consultants acadamic institutions, goverment agencies often collect information relating to various aspects of personnel management by employing action research method. Action research has been most effectively used for understanding group behaviour in working organisations.

   Personnel decisions can be improved through personnel research because better information leads to better solutions.

In India personnel research is being carried out primarily by the following institutions :

(i) National labour Institute, New Delhi

(ii) Tata Institute of Social Science, Mumbai

(iii) Shri Ram Centre for Industrial Relations, New Delhi

(iv) Labour Bureau, Shimla

(v) Indian Council of Social Science Research, New Delhi

(vi) Delhi School of Social work

(vii) Other University departments of Social work. management.



CHECK YOUR PROGRESS

Q.3. Write the significance of Human Resource Research.

Q.4. State at least three methods of Human Resource Research.

Q.5. Make a list of Institutions which carries out human resource research in India.



13.6 LET US SUM UP

Human Resource research deal with the study of human behaviour and prepare proper guidelines. It analyse the different. Facts related with personnel problems and provide juideline which govern the solution. Its main object is to find the reason of facts of different problems which create bias situation to an organisation. There are many methods use by the personal managemnt as historical studies, case studies, survey method, statistical method etc.



13.7 FURTHER READINGS

1) Khanka, S.S. (2009). Human Resource Management, S. Chand & Company, New Delhi.

2) Chabra, T. N. (2010). Human Resource Management, Dhanpat Rai & Sons, New Delhi.

3) Pathak, R.K. (2013). Human Resource Management, Ashok Book Stall, Panbazar, Guwahati.

4) Michael, V.P. (1995). Human Resource Management and Human Relations, Himalaya Publishing House, New Delhi.

13.8 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1

Human resourch research is the task of searching for and analysing facts to find certain guidlines to solve the human resource problems. This reserch is mainly concerned with the study of human behaviour and prepare guidelines for their future guidance.

Ans. to Q. No. 2

The following are the five important characteristics of HR research :

(i) Human resource research is very systematic, it is pre-planned and properly designed.

(ii) HR research not only accumulates data but also tries to find out solutions to specific queries.

(iii) It is repeatable, which can be used independently by several researchers at the same time.

(iv) HR research tries to supplement knowledge and extend understanding.

(v) HR research may be pure research or applied research.

Ans. to Q. No. 3

(a) Human resource research is necessary to answer questions about issues like absence records, safety problems, grievances, wage, salary, training etc. Personnel decisions can be improved only through personnel/HR research because better information leads to better solutions. HR/personnel research can offer valuable insights for managers as they attempt to increase employee productivity and satisfaction while reducing absenteeism and turnover.

Ans. to Q. No. 4

The following are the five methods of Human resource research

(i) Historical Studies : In this method past records are examined thoroughly: Exit interviews are conducted to elicit opinion of former employees. In an exit interview people who are leaving the organization are asked to state problems that caused them to resign. This

information is then used to correct problems so that other will not leave.

(ii) Case studies : In case studies, certain individual situations are closely analysed to identify issues of importance, Conclusions drawn from such an analysis leads to taking of proper steps in future.

(iii) Survey Method : In this method assigned data are collected through a questionnaire or structured interview. The use of questionnaire gives employees an opportunity to voice their opinions about specific personnel process.

Ans. to Q. No. 5

The following are the institution which carry HR research:

(i) Tata Institute of Social Science, Mumbai

(ii) Shri Ram Centre for Industrial Relations, New Delhi

(iii) Labour Bureau, Shimla

(iv) National Labour Institute, New Delhi

(v) Indian Council of Social Science Research, New Delhi

(vi) Delhi School of Social work

(vii) Other University departments of Social work management.



13.9 MODEL QUESTIONS

Q.1. What is meant by HR research?

Q.2. What are the salient features of Human Resource Research?

Q.3. State the main objectives of HR Research.

Q.4. What are the different methods undertaken for HR research?

Q.5. Why HR research in significant in the present day context?

******