

# **CHAPTER:- 1.**

# **METHODOLOGY**

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# **CHAPTER -1**

## **METHODOLOGY**

### **Introduction:-**

An organization whether a service or an industrial enterprise there is importance of personnel management. A business enterprise must positively understand the importance of labour. As labour is a live factor the success or failure of the organization directly and indirectly depends upon the contribution of labour. Therefore an entrepreneur has expected to provide various amenities and facilities, various welfare facilities and allowances etc. This realization has come out because of increasing complexity of the task of managers. The growing importance of personnel management is reflected both in specialization in the field of personnel management as well as in the eagerness and willingness of line people to share responsibility. Most of the personnel functions of human resource developments are concerned with recruitment, salary administration and industrial relations.

A Daily Pudhari is one of the oldest and largest Marathi newspaper having wide spread of readership in Western Maharashtra, North Karnataka and Goa. At present this newspaper is being circulated in the cities viz. Kolhapur, Sangli, Satara, Pune, Ahmadnagar, Solapur, Ratnagiri, Sindhudurg, Goa and Belgaum. At present circulation within

the coverage area is more than four lakhs fifty thousand copies per day.

A newspaper is a 'miracle' of the society. It plays a very vital role in development of the society and locality. It is having various dimensions to its features. It educates the people, develops culture, spread news and informs all activities happening throughout the world. It also creates the awareness and accountability about the government policies towards the community as well as nation. In this way newspaper has occupied very important position in the day-to-day life of each and every individual.

Human being is one of the basic elements of any organization whether it is a manufacturing or service or public utility concern. The progress and failure depends upon the attitude and the role played by a human resource in that organization. The effect of human factor is not limited to human resource but it also the other resources of organization. Therefore, the role of human element is very central and key position in the growth and developments of any organization. An organization to keep its human resource very active, efficient, resourceful, positive and motivated forever for that matter the personnel policies and practices of the organization plays very vital role towards the positive and dynamic role of the human resource. Therefore, it is considered to be very appropriate to study the personnel policies and practices of the organization. With all above aspects keeping in mind it has been decided to study this particular aspect of human resource management in Daily Pudhari which is one of the

oldest and reputed newspaper organization in western Maharashtra.

Efficiency of any organization depends upon well qualified and trained staff, in this context, William F; Glueok observed that "people are the most important resource in the organization". Since people make the decisions consuming all other organizational resources, people operates machines, use modern machinery and come up with new ideas which gives the enterprise its purpose. These personal activities can help in many ways to ensure the enterprise will survive and prosper.

Getting and keeping good people is critical to the success of any organization. The very purpose of personnel management is to assure a steady supply of sound people who can contribute to the success of paper industry. Management of human resources, organization training, motivation and placement on the right jobs is an area which holds the key to the success of enterprise in the future.

Development of paper industry depends upon the development of persons working within organization. Development of people is neither a natural one not just a happening. It is a process. It requires organized calculated efforts spread over years under managerial leadership and its assessment at regular intervals. M. N. Rudrabasavaraj observed, "Development of people is a specialized function and is one of the fundamental functions of personnel administration within the organization".

Human resource management is an art and science of managing people, working with the organization. The task of

personnel management is to procure, develop, maintain and utilize people in a given organization. It is an operative managerial function; the management has to play a vital role in introducing this science of management to derive maximum output for fair returns from the human resources at their disposal. There lies the need and importance of personnel management. Regardless of the nature of organization at business, personnel function exists in every organization. This subject was therefore thought fit and necessary to study with special reference newspaper industry i. e. Pudhari publications Pvt Ltd. Kolhapur.

### **Statement of the problem:-**

The present study is directed towards the critical study of personnel policies and practices in newspaper industry that in Daily Pudhari. The starting point in all managerial relationship with employees is the managerial policy. It incorporates the philosophy of top management; the management of people begins with ideas, implicit or explicit, as to the purpose, goals and intentions in their employment. On the basis of such objectives, policies outline the courses to be followed, on the basis of such policies, programmes are developed by management to pursue the objectives, policies declare what is intended; they describe what is proposed. Practices describe how policies are being implemented.

The present study is an attempt to investigate personnel policies and practices with reference to Pudhari Publications Pvt. Ltd. Kolhapur.

## **Objectives of the study:-**

- (1) To review personnel policies followed by Daily Pudhari Organization.
- (2) To examine their personnel management practices with special reference to recruitment and selection, training and development, promotion and transfer.
- (3) To understand the pay scales, employee benefits and services in Daily Pudhari Organization.
- (4) To study the working conditions in Daily Pudhari Organization.
- (5) To study employees awareness and attitude towards personnel policies and practices.
- (6) To give concrete suggestions based on the observations towards the modification and improvement of personnel practices.

As M. N. Rudrabasavaraj said "The purpose of research is to improve operations, programmes, policies and practices apart from providing information and knowledge." Similarly the objective of this research is, therefore, not only to present accumulated information but to provide guidelines on the basis of investigation in Daily Pudhari's personnel policies and practices for improvement in their operations, so that they will be able to serve more and more deservants smoothly and efficiently in future.

## **Methodology:-**

This study is primarily based on section wise survey through questionnaire followed by personal interviews with different categories of employees, management of Daily Pudhari. A pilot survey through a tentative questionnaire was conducted before finalizing the actual survey. For securing information from respondent two sets of questionnaires were prepared Questionnaires for employees and questionnaire for management.

The questionnaire designed for employees with a view to ascertain their attitudes and opinions with respects to various elements of personnel policies and practices in the Daily Pudhari organization. This also included an enquiry into the degree, their awareness and satisfaction in respect of personnel policies and practices. Questionnaires for employees were included recruitment, selection, placement, training, performance, appraisal, promotion, transfer, wage and salary, and fringe benefits. The justification for addressing the above enquiries lies in an attempt to check the information provided by the management. Besides, ascertaining the perception of employees with regard to the management's intention as reflected in the policies and practices.

In a similar manner, information way elicited (through schedules) from management, particularly. Head of departments, members of board of Directors as regards to personnel policies and practices followed in the organization.

However, it was not possible to approach all managerial personnel of the Pudhari organization and some were reluctant to give their opinions about personnel policies.

### **Tools of Data Collection:-**

The study is based on primary and secondary data. Primary data was collected on the basis of a random sample survey of 100 employees in the Daily Pudhari. For selecting the sample, all employees were classified into various categories, department head, officers and subordinate staff. For the purpose of sampling officers include assistant managers, accountants, editors, sub editors, proof readers, DTP operators, software, hardware engineers, printer, fitters, packing boys, finance controller, account clerks, circulation officers, telephone operators etc.

Secondary data was collected through secondary sources books on personnel management and industrial relation, journals related to industry, annual reports and other information supplied by the Pudhari organization.

However care has been taken to include employees from different operations and having different experience.

### **Interviews:-**

The newspaper organization has been visited by the researcher many times during the course of investigation and respondents were interviewed personally. They were



interviewed three times at specific intervals. First, survey was initiated to collect preliminary information such as, date of establishment, registration number, name of the founder of the Daily Pudhari, capital, objectives, organizational structure, employees' strength etc. Second interview was conducted for testing the tentative questionnaire and on the basis of information received from respondents; final questionnaire was prepared, covering all aspects of personnel management. Third interview was undertaken to know perception of employees and management about a personnel policies and practices of Daily Pudhari organization. The findings from responses to these questionnaires constitute the main content of the present work.

### **Scope of study:-**

Any study bearing personnel policies and practices is likely to be subject to certain constraints in view the nature of the subject itself. The present study is focussed on the study personnel policies and practices in Daily Pudhari in Kolhapur. Researcher considered that it is not feasible to extend the scope of the study to various paper industries in Kolhapur district due to geographical and economical limitations, scope of the study is kept limited to one newspaper industry in Kolhapur. Besides, scope of the study is remained restricted to the extent of personal contacts and acquaintance that the researcher has had with respondents.

The study considers the following parameters to carry the investigation.

- (1) Recruitment and selection.
- (2) Placement.
- (3) Training and development.
- (4) Promotion and transfer.
- (5) Wage and salary.
- (6) Benefits and services.
- (7) Working conditions.

### **Limitations of the study:-**

Since the study is undertaken as a part of the fulfillment of the requirement of the degree course of Master of Philosophy in commerce, the researcher has restricted the present investigation to a single newspaper in Kolhapur i. e. Pudhari Publications Pvt. Ltd. The dissertation is required to be submitted to the university within a prescribed period of time and therefore the present inquiry is kept limited to certain aspect of Pudhari Publications Pvt. Ltd. That is personnel policies and practices.

### **Organization of the study:-**

**Chapter-1.** The first chapter outlines the objectives, methodology and scope of the study.

**Chapter-2.** The 2<sup>nd</sup> chapter presents profile of Daily Pudhari.

**Chapter-3.** This chapter focuses on theoretical framework of personnel policies.

**Chapter-4.** This chapter analyses and interprets personnel

policies and practices related to recruitment and selection, placement, training and development, promotion and transfer, wage and salary, employee benefits and services and working conditions.

**Chapter-5.** This chapter presents findings, conclusions and suggestion.