

A Case Study of Human Resource Practices in a Public Sector Silk Factory in Kashmir

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ABSTRACT:

Objective: To conduct a case study on the Human Resource Practices in a govt. silk factory and compare their practice to the Best Practice Model. This study aims to portray the importance of human resource practices in sick public sector undertaking of J&K.

Method: A survey was conducted, with respect to the Human Resource Practice employed at a govt. silk factory, Kashmir.. A list of the questions used as a guide during the survey is attached. The overall response rate was 92%.

Results: The results obtained were summarized in a table. It showed at the Govt. silk factory under study adopts 4 of the 10 best practices: Providing a Safe, Healthy and Happy Workplace, Providing Performance linked Bonuses, Utilization of 360 Degree Performance Management Feedback System, and Utilization of a Fair Evaluation System for Employees, Highlighting performers and Employing Open house discussions and feedback mechanisms. The practices which are not carried out by the pharmacy include an Open book management style, knowledge sharing, reward ceremonies and surprising employees with unexpected rewards.

Conclusion: From the data so obtained it can be judged that the Govt. Silk factory employs some of the Best practices listed, with the results being reflected by its acclaimed customer service. However it can be noted that to improve their H.R. Management they should attempt to utilize all the practices listed.

Keyword—Human Resource, PSU, silk factory

I. INTRODUCTION

This paper however, is all about hitting the gruesome reality, and that is; Govt. organizations need Managerial Skills for the success in merchandise work. This paper aims at highlighting one key aspect of successful managing, Human Resource Practices. This paper essentially deals with Human Resource Management in govt. silk factory.

Govt .Silk Factory, Rajbagh, Kashmir.

The J&K State has a traditional base in Sericulture. The Production of Reeling Cocoons has declined considerably in the State resulting in closure of two supplementary silk reeling units, Govt. Silk Filatures, Rambagh, Srinagar and Govt. Silk Factory, Jammu, thereby reducing production efficiency of Silk Weaving Factory, Rajbagh, Srinagar. The machinery is very old and there are proposals of its modernization/re-engineering under consideration with reference to the Project report which was for prepared from M/S TecsoK, Karnataka with financial assistance from the Ministry of Textiles, Govt. of India which envisaged investment of Rs.532.35 Lakhs for re-engineering of the two Reeling units and up gradation of machinery in Silk Weaving Factory with augmentation of semi-automatic power looms with Dobby etc. The factory has potential to manufactured silk products in different qualities particularly Chinon, Chiffon, IAL, Charmous which is marketed in plain and prints as well.

Definition of Human Resource Management:

Human Resource Management is the understanding and application of the policies and procedures that directly affects the people working within the project team and the overall workforce. The management of the workforce of a business is important to guarantee sufficient staff levels with the right skills, properly rewarded and motivated. [1] It can be defined as a strategic and coherent approach to the management of an organizations working force who, both on an individual as well as a collective level, contribute to the achievement of its objectives. Storey (1989) considers that H.R.M. can be regarded as a set of interrelated policies with an ideological and philosophical underpinning .H.R.M. is centered on achieving two main goals: achieving operational objectives of the organization and on ensuring that individual employees are satisfied with both the working environment and the benefits and compensation that they receive. The characteristics of the H.R.M. concept throughout the years have been described as being diverse, strategic with an emphasis on integration,

commitment-oriented, based on the belief that people should be treated as assets (human capital), individualistic rather than collective with respect to its employee relations, a management-driven activity and focused on business values. The purpose of Human Resource Management essentially, is to ensure that the organization is capable of achieving success via people. Ulrich and Lake (1990) remarked that, Human Resource Management systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities.[2] H.R.M. is focused on achieving organizational effectiveness, human capital management, knowledge management, reward management, good employee relations, meeting diverse needs, and bridging the gap between rhetoric and reality. Human Resources Management practices are a fundamental requirements for a successful organization where different kinds of people are brought together to achieve a common purpose [3]. Human resource management (HRM) is a philosophy of people management based on the belief that human resources are equally effective in sustained business success [4]. HRM is the process of managing human talent to achieve an organization objective. By balancing competing demands, it plays an important role in getting the most from employees and providing a work environment that meets their short term and long term needs. An organizations success depends on the knowledge, skill and abilities of its employees. To ensure that H.R.M. of an organization is successful employees need to be acquainted with their organizations mission, their role, what is expected of them, must have the capacity; resources and environment which makes success possible and lastly must receive encouragement; constructive feedback and opportunities to improve and develop. People strategic importance is growing in today's knowledge based industries hence the need for the management of human resources. High performance and productivity are the result of promoting progressive human resource practices by top managers. Organizations that succeed incorporate the human resource management process as a core component in formulating competitive strategic business plans. This allows for major trends to be quickly and efficiently recognized for the benefit of the entire organization. For the past decade, the focus of competitive strategic business plans mainly involved issues such as globalization, embracing new technology, managing change, talent or human capital, responding to market and containing costs. These trends all require a skilled and flexible work force in order to compete in today's society. In addition to competitive challenges facing organizations, managers, particularly HR managers, need to be concerned about changes in the makeup and the expectations of their employees. These changes mainly include demographic and cultural changes. The H.R.M. practices being dealt with in this literature are creating a working (safe and happy) environment, open management or management by objectives (M.B.O.), providing performance incentives, collecting performance feedback, conducting employee evaluations, sharing of knowledge, publicizing good performances, having open discussions with employees, offering rewards to employees for achievements and surprise. Creating a great place to work, ensures that future employees gain a desire to join the organization and once there, to want to stay. From a Silk factory PSU perspective, the managers can use this practice to encourage their employees to be committed become more engaged in the work they do. Creating an environment with good employer-employee relationships also serves to strengthen the loyalties of the employees. On the basis of their longitudinal research in 12 companies, Purcell et al (2003) concluded that: "What seems to be happening is that successful firms are able to meet people's needs both for a good job and to work in a great place. They create good work and a conducive working environment. In this way they become an „employer of choice. People will want to work there because their individual needs are met – for a good job with prospects linked to training, appraisal, and working with a good boss who listens and gives some autonomy but helps with coaching and guidance." Management by Objectives (M.B.O.) is a process of agreeing upon goals and/or objectives between management and employees within an organization. M.B.O. aims at increasing organizational performance and intends to make sure that everyone understands what they are in the organization, and has a clear understanding of the aims/objectives of that organization, as well as awareness of their own roles and responsibilities in achieving those aims. In the PSU's assigning specific objectives to each employee, with guidance from employees themselves. The purpose of this is thought to be that when employees themselves have been involved with the goal setting and the choosing the course of action to be followed by them, they are more likely to fulfill their responsibilities. Providing performance incentives involves paying out bonuses or having any kind of variable compensation plan which depends solely on each employee's performance. Such incentives can provide a much needed boost in staff morale and the management can capitalize on this practice to encourage healthy competition amongst staff members. Publicizing good performances of employees also encourage healthy competition amongst staff members and with the creation on profiles of these top performers; there will be a chance for the firm to adequately benefit from the employees competitiveness. Collecting performance feedback could be used as a tool to improve individual and team performance. In the govt. undertakings, an employee evaluation form is a good way of keeping track of individuals and how well they perform the tasks which they set out to do. It is also a very clear methodology which allows an employee to have a clear idea about the progress they have made in the firm, and possible areas of improvement. That being said, it is also one of the least favorable parts of a job. Sharing of knowledge speaks about the storage of knowledge in databases to provide greater access to information posted either by the company or the employees, with respect to the

company and the overall achieving of the goals of the organization. In a PSU this practice can be applied by having forums set up for employees to share knowledge gained through the various continuous education programs managers are compelled to attend to keep themselves updated. Not only profession related news can be shared on these platforms but news about the product in which they deal itself and any changes in the organization can be made and have maximum effect on a minimum time period since, with the revolution of technology, most employees (if not all) would be able to get timely updates from various networking devices. Open discussions with employees are an ideal way managers can get fresh new ideas and perspective from their greatest reservoir of data; their employees. Open house discussions, employee-management meetings and suggestion boxes are all methods by which PSU managers can take advantage of the wealth of knowledge; that is their staff. The theory behind rewards practices is interlinked with motivation, which itself is only likely when a clearly perceived and usable relationship exists between performance and outcome, and the outcome is seen as a means of satisfying needs. This explains why financial motivation, as mentioned above in Providing Performance Incentive, works only if the link between effort and reward is clear, in the words of Lawler (1990) there is a „line of sight“ and the value of the reward is worth the effort. It also explains why intrinsic motivation, which arises from the work itself, can be a more powerful motivating factor than extrinsic financial motivation. This especially applies to the govt. industries where financial gains are not an appropriate motivating factor. Porter and Lawler (1968) developed this theory into a model, illustrated in Figure 1, suggesting that there are two factors determining the effort people put into their jobs: the value of the rewards to individuals and the probability that rewards depend on their exertion made towards their job. (Please See Figure 1 – Porter, LW and Lawler, E E (1968) *Managerial Attitudes and Performance*, Irwin-Dorsey, Homewood, Illinois [9]) The surprise factor encourages employers to not only reward those top performers but to also occasionally delight other employees with unexpected things that may come in the form of a reward, a gift or a plaque recognizing their contributions. The aim is to give positive re-enforcement to other employees who are in need of motivation to exhibit their full potential. “If the strategic plan is the road map to bottom-line success, the human resource function is the engine that drives the plan.” Michael Losey. [5]

II. LITERATURE REVIEW

Different organizations utilize different Human Resource (HR) practices in an effort to enhance organizational performance through better organizational management techniques. This leads to different ideations of what HR practices entails for different types of organizations. Some companies are able to retain and motivate their workforce through various HR practices thus encouraging the growth of the organization and increasing its overall performance. Some of these practices as explained by Hasan (2009) are creating a working (safe and happy) environment for the workers, essentially providing them with security and displaying their importance to the organization thus giving them incentive to stay; open management/ management by objectives (MBO) which encourages participative management and helps with building trust and motivating staff; providing performance incentives for completion of a task in an appreciable manner, (so should not be given without reason); collecting performance feedback where provision of constructive feedback from all other staff members could be used as a tool to improve individual and team performance; employee evaluation which is a good system for linking individual performance to the goals and priorities of the organization over a year’s period; sharing of knowledge through the creation of a database that can be accessed by each employee which can help with increasing individual employee performance and thus overall performance; publicizing good performances which encourages all others to give their best; having open discussions with employees which can help the organization identify the talented ones who can better lead the organization to success; offering rewards to employees for achievements, publicly doing so helps to motivate staff and acts as an incentive to better their performance, however it needs to be noted that a certain level of excellence needs to be accomplished before the reward is presented; and the surprise factor which can be given to anyone when they least expect it which has been proven to greatly motivate staff who do not accomplish as much as the rest.[10] Gireesh Sharma of EmpXtrack Integrated Human Capital and Talent Management Suite also identified the above as the ten top HR practices for a business to achieve organization goals.. There are four strategies that can be pursued to achieve improved organizational performance; these include the business strategy, the learning and development strategy, the people management strategy and the leadership and management strategy. The four main HR practices the Investors in People Standard lists to advance organization performance focuses on management effectiveness, recognition and reward, involvement and empowerment, and learning and development. After these practices or actions have been implemented the only obvious step in the thought process is to evaluate its impact on the organizations performance. This is done in two ways, performance measurement and continuous improvement. More specific areas of HR management deals with recruitment practices involving the use of appropriate selection tools and requirements, hiring in a timely manner; the provision of viable and attractive benefits and compensation packages to employees, employee performance management which involves feedback and MBO as mentioned previously; workforce continuity and succession planning which involves

knowledge sharing and monitoring workforce patterns and behaviors; conformance with legal obligations with respect to discrimination, health and safety, equal opportunity among other aspects; and developing a positive workplace culture which includes reward systems and developing effective communication, working with groups and monitoring of staff satisfaction.[11] The International Game Developers Association (IGDA) Business Committee developed a summary report on seven HR best practices at the 2003 Best Practices Roundtables and Reports. Their intention was to improve their own HR practices, and also that of the entire game development community. These best practices that were elicited by the business committee included: mandatory meetings with producers and department managers which they stated allows for discussion of individuals performance and training needs which can lead to succession planning and allow HR to coordinate resources and coaching of managers through HR issues; the process of recruiting where managers must know and review requirements and criteria they are looking for before beginning the hiring process for a candidate which makes the recruiting process more valuable and consistent across all departments; Open Book Management which include the sharing of contract and financial information with employees so they understand why certain decisions are made and the outcomes of those decisions which allows employees to feel more included and proud about their role in the organization; bonuses or any kind of compensation which allows employees to be more team focused; performance management feedback which helps to create a more comprehensive picture of individuals performances, and hence highlights areas of improvement or excellence; hiring temporary workers as they are paid for their short term contributions but are not eligible for benefits and thus do not contribute to claims experience; and keeping it legal which involves keeping a list of organizations that can be turned to for legal advice.[13] The survey discovered that the human resource activities that are often valued, but not used to the level they are valued include: the meeting of supervisors and manager with individual employees to give performance feedback for improvement; the training of managers to provide appropriate employee feedback and to perform accurate performance appraisals; the promoting of managers and supervisors to use non-financial rewards such as recognition and praise; the sharing of important information with employees formally; the production of performance appraisal forms that focus on the appropriate duties and skills needed for successful job performance; training of employees to ensure skills are present and updated; and connecting an employee's rewards or bonuses to his/her job performance. As noted by the Society for Human Resource Management and CCH Incorporated (1995), when top management promotes progressive human resource practices, the results are usually high performance and productivity. A survey conducted by the Society of Human Resource Management found that organizations that made the top twenty-five per cent for quality human resource programmers also had superior index ratings for productivity, sales performance, market/book value, and market value. The survey also found that HR performances that provide selective recruiting and hiring practices, supervisory appraisals of performance, job security during downsizings, promoting of workplace diversity and team building contributes to an organizations market-based performance. In addition, the results showed that productivity is attributed by employee assistance ideas, the hiring of contingent and temporary workers, organizational-based pay plans, the promotion of workplace diversity, good benefits, and job enrichment. It included key actions that should be adopted by PSU's to guide the manger's to ensure high quality services. Some of these key actions included: evolving roles, characteristics and practice models of the employees; providing information or sharing knowledge on enhanced skills. Updating recruitment and retention procedures; innovating distribution system and workflow practices; and having an appropriate number of skilled workers with expanded responsibilities and accountability by Zenith(2005), They further emphasized on HRM practices that are vital. These involved: proper recruitment and placement to increase employee motivation and performance and also to formulate a good image of the organization; training and development to help employees meet the changing demand of their tasks and prepare them for new responsibilities and positions; performance feedback; and progressive discipline to escalate the consequences of poor employee performance with the goal of improving that behavior. It is important to note that all practices is associated with pros and cons, which can work as an advantage to some organizations or a disadvantage depending on the organizations strong points.

III. METHODOLOGY

A survey was conducted at a public sector silk factory. Questionnaires were circulated among the 200 employees of the factory. The open-ended questions were based on the top HR practices previously documented. The respondent included the manager, and was asked to elaborate on the use and extent of use of certain HR practices currently employed in the organization. Attached in the Annexure I is a list of the main questions of the questionnaire. The census method was used and the response rate was 92% which seems to be good. For inclusion in the study, it was determined that a respondent must be either the manager or senior laborers of the factory, ensuring that they have been employed at the factory for at least seven years and have the required knowledge of the HR practices employed and the business'' overall performance with respect to

factory management. Obtaining information was a very time consuming process but in the end, the respondent reported little difficulty in providing required data. Overall response rate was 92%. After the data was collected, results were tabulated evaluating the practices utilized at the factory along with the extent to which each is utilized at the factory under study. The data was analyzed by comparing previously found best practices with its utilization at the branch in Jammu and Srinagar and determining how effective it is in benefiting the organization as a whole. Table summarizes the results obtained from the survey conducted and compares the findings to the Best Practice Model as proposed by EmpXtrack. In the following sections, we further discuss the utilization of each practice, how effective it is and its overall extent of use in maintaining good management.

IV. RESULTS

Please refer to Table comparing H.R. Practices employed at the Silk factory Under Study (Kashmir) and the Best Practice Model as proposed by EmpXtrack. The KMO value obtained from the survey conducted is .767.

V. DISCUSSION

The Silk factory under Study (Kashmir) is a prominent Govt. PSU in Kashmir with two branches in targeted locations. Each factory in the PSU chain offers less than what a typical silk factory do i.e. services, photo centre, cosmetics self-service wall, general merchandise, convenience grocery assortment, extended opening hours including Sundays and Public Holidays. It is therefore not difficult to understand that the PSU's main goal, as an organization, is to effectively provide high quality customer service. To ensure the organization is capable of meeting its primary goal of excellent customer service, the management of the employees of the organization is of utmost importance. Without proper human resources and human resource management, the PSU would not be able to provide the customer service they often promote. As noted in the Literature Review previously, in order to be successful, this factory will need to provide their employees with good jobs, incentives to work and a comfortable and easy working environment to name a few. These aspects are essential in encouraging employees to work there since individual needs would be met. Such needs would include a good job associated with training and appraisal, and an approachable boss who listens and provides guidance. For suitable human resource management techniques that will ultimately lead to good management, the PSU should adopt human resource practices which are ideal for success within any organization, known as Human Resource best practices. In our results, we have compared human resource best practices with PSU's human resource practices to determine whether the best practices were being carried out. It was subsequently deduced that factory employs only some of the human resource best practices. The factory creates a less safe working environment and uncomfortable work environment for their employees. It is the responsibility of the factory manager to form open relationships between administration and employees so that employees are able to express their concerns about the job, customers or other employees to the manager. Furthermore, it allows the administration to quickly and directly address any problems which may arise with any employee.

This is conducted via appropriate and respectful communication. It is of great assistance when management understands exactly what contributes to a successful and healthier relationship and satisfaction in the workplace, and helps employees to identify what is expected of them. This is consistent with the report made by the *Task Force on a Blueprint for PSU's* that stated that identifying factors that determine satisfaction in the workplace is a key human resource practice. This type of relationship could provide employees with an ideal work environment, resulting in employee satisfaction that would translate into their work. Consequently this can foster loyalty to the organization by the employees and encourage employees to stay longer within the organization, reducing the amount of resources needed to hire and train new staff. On the other hand, forming too much of a comfortable environment can lead to an abuse of the system. Employees can take advantage of administration with constant complaints and the expectation for all of their grievances, regardless of their importance, to be addressed. The factory does not fully adopt the open book management style. Information is usually kept for management level employees. However, employees are able to voice opinions within different departments, which are taken into consideration by managers who forward the suggestions to the respective higher authority. Open book management style if utilized would allow employees to participate in the management of the organization, so that they are in line with the organizations goals and objectives. It would make employees more interested and motivated in doing their job, since they would be more inclined to its purpose and would know it is part of something important. With the proverb, '*Great Ideas Rule the World*', the PSU is required to actually look towards their employees as a good source for ideas to better their organization. The PSU should encourage open house discussions like face to face interactions that occur between employees and the management. For example, from the staff experiences, manager is able give suggestions or ideas to persons in senior positions, where the ideas can then be taken into consideration and evaluated. Sometimes these ideas can then be added to the PSU's documentation of Standard of Procedures once the ideas are viewed as beneficial to the overall operations, in order to be effectively implemented. Owing to the close employer-

employee relationship in the govt. factory, verbal interaction is sufficient for exchange of ideas, thus no suggestion box is needed. It is a good practice for the organization to pay attention to their employee's ideas as it all aids in the development of the organization. As long as a good relationship exists between employees and employers, open house discussions would be an appropriate mechanism to capture ideas or to hear about critical incidents that can be used to identify and develop talent. The PSU began utilizing performance linked bonuses in the beginning of 2011 in Jammu unit. Every month, at each branch, the HR wing provides extra monetary allowances to the skilled technician who displayed consistent outstanding performance throughout the month. Performance is determined based on employee's punctuality and attendance, customer's remarks on comment cards and overall performances. Comment cards allow customer to evaluate the employees where the staff's name and customer's contact information is written on the comment cards, along with their remarks. At the end of the year, the employee whose outstanding performance was most consistent is given an additional bonus. Having these bonuses provides incentive to the employees throughout the organization to improve or perfect their performance in the organizations, leading to increased efficiency and healthy competition between staff members. This is consistent with *Investors in People Standard* strategies for Human Resource Best Practices, which includes recognition and reward by the provision of viable and attractive benefits and compensation packages to employees. However, a rift between employees can occur if one employee receives the bonus just because their performance was only marginally better than another employee. Good performances are highlighted by retail outlet of the factory and store managers. As in all systems, disgruntlement cannot be avoided and if an employee finds that their performances are not being recognized, they may feel daunted and not continue to strive for superior performance compromising the work force. Reward ceremonies for outstanding performances are also another incentive for employees to strive to do their best. Obtaining monetary rewards sometimes does not compare to their achievements being recognized in a public platform, it is done in a more subtle way, such as a small presentation of rewards at a staff meeting at the end of the year. These meetings are branch specific and thus more private. Reward ceremonies are not done due to lack of time. Therefore, there would be great difficulty in juggling the provision of adequate staff at each branch and having a reward ceremony where everyone should be present. **King (1995)** found that in a survey done in the United States, most organizations do value the promotion and implementation of non-financial rewards such as recognition and praise by managers and supervisors, but it is done to the level it is valued, as conducted by the survey. Provision of encouraging remarks is probably the only unexpected rewards that the PUS's senior staff members provide to their employees. Unexpected gifts or certificates are not on the agenda, which may lead to unmotivated staff and their inability to exhibit their full potential. The problem with this practice arises however, if certain staff members are unexpectedly rewarded, then other employees may feel unappreciated and discouraged to perform at their best. In addition it is also a very time consuming process to collect information and collate, and also to train persons on how to provide positive feedback with no personal qualms or no fear of retribution if their identity is revealed. To develop a fair evaluation system for employees, the organization must follow the self-evaluation forms previously mentioned which has only been implemented within approximately 1 year of the survey conducted. These evaluation forms would be used by senior managers to appraise subordinates. This is done from time to time. Self-evaluation allows employees to be empowered, and acts as indicators of areas and ways they can develop. Evaluation by a superior can be used by employees to identify areas of improvement that would be needed for them to be aligned with the organizations goals/ objectives, such as good customer service. All these factors play a vital role in contributing to the staff's ability to provide excellent, quality services and to ultimately achieve the organizations goals and objectives. This case study demonstrated that the use of certain Human Resource practices can lead to very efficient management. HR practices do not only involve one aspect. To ensure good PSU management, managers needs to be skilled at HR management, along with other expertise. Based on our study it can be seen that use of the following practices:

- **Providing a Safe, Healthy and Happy Workplace**
- **Providing Performance linked Bonuses**
- **Utilization of 360 Degree Performance Management Feedback System**
- **Utilization of a Fair Evaluation System for Employees**
- **Highlighting performers**
- **Employing Open house discussions and feedback mechanisms**

Are indeed critical for good quality management in the organization.

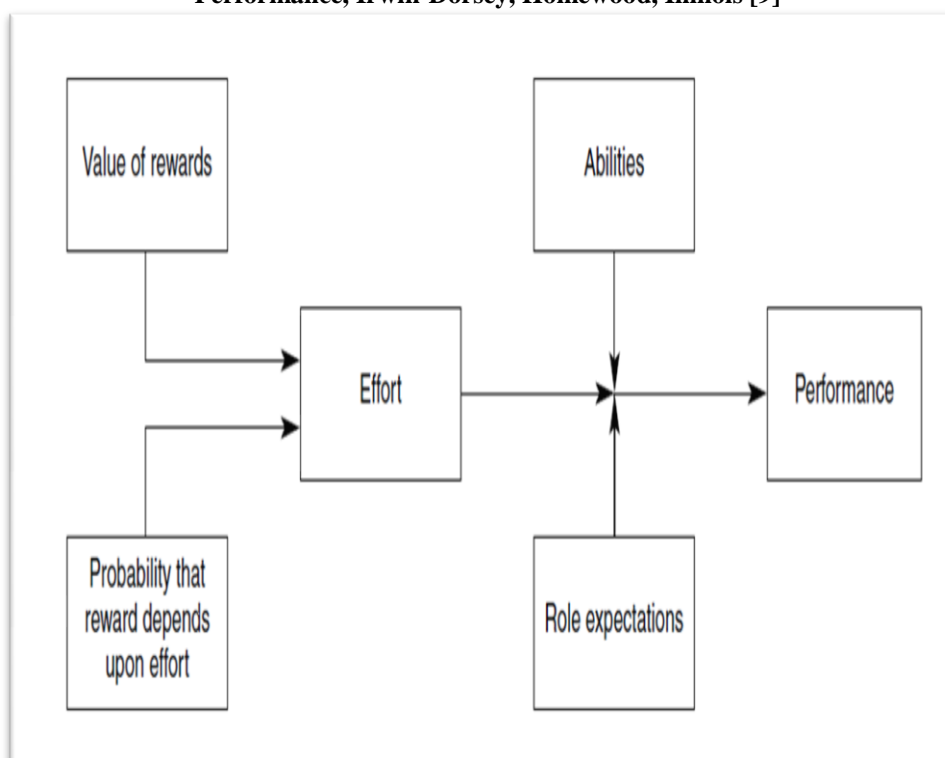
Descriptive Statistics:

Item	Mean	Std. Deviation ^a
hrp1	2.4867	1.31734
hrp2	2.8053	1.21369
hrp3	3.2301	1.29621
hrp4	3.5752	1.02680
hrp5	3.4646	1.26177
hrp6	3.4956	1.23378
hrp7	3.2124	1.30266
hrp8	2.8230	1.46806
hrp9	3.5354	1.17041
hrp10	3.1460	1.29303
hrp11	4.1681	.89346
hrp12	4.0310	.90132
hrp13	3.5664	1.37518
hrp14	3.4779	1.41796

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Model – Porter, LW and Lawler, E E (1968) Managerial Attitudes and Performance, Irwin-Dorsey, Homewood, Illinois [9]



Annexure I

QUESTIONNAIRE FOR ASSESSING THE HUMAN RESOURCE PRACTICES IN A GOVT. SILK FACTORY, KASHMIR

Ms.Fayza
 Research Scholar
 Dept. of Commerce
 University of Jammu
 Jammu.

NOTE: You are requested to tick (✓) the relevant box and fill in the relevant blanks. The information so collected would be used only for research purpose.

I PERSONAL INFORMATION

- 1 Name & Address of the employee _____
- 2 Place of work _____
- 3 Designation: _____
- 4 Department : Production Finance HR Marketing Other
- 5 Gender : Male Female
- 6 Age: 1- Below 25 2- Between 25 to 45 3- 45 above
- 7 Educational qualification: Illiterate/ Primary/ Middle/ Secondary/ Graduate/ any other _____
8. Year of joining the organization _____

II OTHER INFORMATION

Please tick the relevant box which describes the statement. Here 1=Strongly Disagree; 2=Disagree; 3= neither Agree nor Disagree; 4=Agree; 5=Strongly Agree

SNO	STATEMENT	1	2	3	4	5
1	The unit faces dissension within the management					
2	Poor industrial relationship is found within the unit					
3	The unit faces lack of coordination and control					
4	Non- availability of skilled man- power is the reason for the eroded quality of the product					
5	The unit faces disguised unemployment					
6	The periodical trainings to the staff of the unit are a viable turnaround strategy					
7	Traditional method of getting work done is one of the reasons of the failure of the products of the unit					
8	Absence in the unity of command due to dispute/difference of opinion among the Directors					
9	Absence of motivation among the man power of the unit promotes inefficiency					
10	Lack of manpower planning exists in the unit					
11	By agreeing to induct professionals as directors at various functional areas like technical /finance /marketing /research and development would strengthen the existing management					
12	The unit should outsource HR from outside to gain professionalism in manufacturing operations					
13	The reason for the sickness is HR related					
14	Flattened type organization structure is a good turnaround HR strategy					
15	Implementing 360 degree performance appraisal is a good HR strategy.					
16	Bonus improves the quality of work					