

GTU – Council for Human Resource Studies and Organizational Structures (GTU-CHRSOS)

Minutes of the

HR RESEARCH MEET

2nd February 2013 at GTU Gandhinagar Campus

The Meeting was held at the GTU Gandhinagar Campus from 12.00 noon to 4 pm.

This meeting was attended by the following Mentors, 17 faculty members and 06 students.

- 1) Dr Akshai Agarwal - Hon V.C. Gujarat Technological University
- 2) Dr T V Rao – Chairman, T V Rao Learning Systems,
- 3) Prof Imon Ghosh – Director, Academy of HRD
- 4) Shri M V S Murthy – VP and Head – HR and LD, FVRL Technology Services (Future Group)

The Faculty Members and Students who attended are as shown in the attendance sheet attached.

(Annexure 1)

The Meeting started with a welcome address by Dr Trupti S Almoula and all Mentors were then welcomed by Dr Lalit Chande – Director, T N Rao College of Management Studies, Rajkot.

Subsequently, three presentations were made to which the mentors gave their inputs, guidance and suggestions, which are mentioned as given below:

Presentation 1:

Title: Innovative HR Practices in IT Industry (See Annexure 2)

Presenters: Mr. Tushar Panchal : R H Patel Institute of Management

Ms. Mitika Mahajan : SSESGL, Kadi

Mr Sameer Rohadia : Parul Institute of Management, Vadodara (In absentia)

After Listening to their interesting presentation, the following were the points discussed:

- 1) IT applications have a very large potential as only 10.2% is the current usage in India.

GTU – Council for Human Resource Studies and Organizational Structures (GTU-CHRSOS)

- 2) Hon Vice Chancellor Shri Akshai Aggarwal ji suggested that the team may refer to a Report of the Duke University , USA on “ HR practices of Indian IT companies.
- 3) He also suggested that they go through the NASSCOM Reports and if required contact the local NASSCOM representative Mr Rajiv Vaishnav.
- 4) Prof. Imon Ghosh suggested that the team may focus on issues like: Hiring Managers, Work Force Planning, Focus Group activities, etc.
- 5) Mr M V S Murthy suggested that the team segments the companies as Tier I companies, Tier II companies and Emerging Companies.
- 6) He also suggested that in the context of HR practices, Leadership matters a lot. Hence the study if carried out in terms of CEO’s vision and philosophy vis-à-vis the HR practices in the group managed , this indeed will be a good segregation.
- 7) There was a general suggestion that it’s important to focus on the challenges for e.g. Retention and therefore the innovative practices thereof.
- 8) He suggested that the researchers should connect business issues with HR. Here, he suggested, CRM as a tool may be studied.
- 9) He suggested that the research should extend to and encompass the issue of sustainability which actually connects to the bottom-line. He said: Innovation triggers when it is about creating sustainability.
- 10) As regards instruments to measure Innovation, he suggested the researchers refer the tool developed by Dr Pradip Khandwala.
- 11) He also suggested that the Team prepare a Research Road Map.
- 12) Prof. Imon Ghosh suggested that while research is required to be carried out at various IT and IT related industries, it is important that it the research are able to impress as to how their research connects well with Real Time /how well it connects to the ground. Only then will industries be glad and eager to share their problems.
- 13) He also suggested that the IT companies are looking at new markets as a Revenue Model, and hence it is essential to make a competitive analysis in the sense that if India is not the only market, who else is taking away the business and what are it’s strengths therefore.
- 14) He suggested that, thus the researchers should take an overall business perspective, they should connect business issues with HR.
- 15) Dr T V Rao asked the research team to make an exhaustive list of the IT companies/ the It Industries MATRIX be made. These companies then be classified as per the turnover rates, growth rates, etc. Based on this, the companies be classified as : a) Stagnating, b) Growing, c) Facing High difficulty levels. They may further be classified based on their company cultures to begin.
- 16) He further added that the major challenges that could be examined are : a) Getting people (recruitment and procurement), b) Culturisation (socialization) for e.g Infosys has a very innovative Induction programme i.e. they have delayed the joining of their new recruits and have initiated on-line education for them before they join. This has led them to have highly engaged employees. He also gave the example of an

GTU – Council for Human Resource Studies and Organizational Structures (GTU-CHRSOS)

Airline company which was not finding people for its cabin crew. For those who appeared for the interview but could not get selected, the company started paid tutorial programmes because these people at least had an intent to work with the company.

- 17) He further suggested that the Training and Development practices, the Retention and Separation practices, (to ensure that the intellectual capital at least is retained), Managing attrition, etc be studied.
- 18) He was very keen that though this research may be taken up through the students , the faculty members will have to play a very important role in selling the need and implications of this research to the industries.
- 19) Dr Akshai Aggarwal suggested the faculty can also get some help through the IT companies with whom GTU has signed an MOU.
- 20) He said that the this kind of research can produce good results only if a continuous immersion study is made by teachers and students together. He suggested that the local IT industries be studied to begin with, through a structured questionnaire.
- 21) Mr M V S Murthy suggested that the platform of HR specific forums could help to get in touch with HR professionals
- 22) All suggested that clear timelines must be drawn to arrive at timely and useful research results.
- 23) Dr T V Rao suggested that as the Lead Team of this research project consists of faculty members from three Institutes, these faculty members may have 5 students each from their respective Institutes thus forming a students team of 15 students. These students may be placed in the companies for a period of 1 month. However, he re-iterated that it was important that companies were made to see how this research will help them and they also need to be given a guarantee that all data so collected as part of the research will be kept utmost confidential.

Presentation 2 :

Title: Employee Engagement Practices in Pharmaceutical Industry (See Annexure 3)

Presenters : Ms. Tejal Patel – Assistant Professor (C K Pithawala Institute of Management)

Dr K N Sheth – Director , Saraswati Institute of Management, Kadi (Absent)

Ms Neha Mehta – Saraswati Institute of Management, Kadi (Absent)

Ms Alpa Parmar – Parul Institute of Management, Vadodara (Absent)

Ms. Jinal Shah – Indus Institute of Management, Ahmedabad (Absent)

After Listening to their interesting presentation, the following were the points discussed:

GTU – Council for Human Resource Studies and Organizational Structures (GTU-CHRSOS)

- 1) Prof Imon Ghosh suggested that each of the objectives should have an instrument to measure them and all the objectives must be in synchronization.,
- 2) He suggested the researcher should work on the feedback loop and arrive at a predictive value.
- 3) He suggested that there is a book by Sage Publication for the same. There is also a Colloquial at IIM-A on the structured equation model. For the model, it is important that the researcher works out relationships between variable, see if there is a feedback loop and there is also a game theory situation.
- 4) He suggested that the researcher identify the benchmarks e.g study the 108 model (at the offices in Ahmedabad) which talks of very high engagement levels.
- 5) He further suggested that the researcher also looks at the impact of actively disengaged employees on the Pharma sector.
- 6) Prof Imon Ghosh Suggested that a study of attrition of nurses in health care hospitals may also help.
- 7) He added, there are instruments to measure ; a) Intentions to stay, b) Intentions to leave.
- 8) It is important to prepare a proposal on how this study will help the industry.
- 9) Mr M V R Murthy explained that Engagement is the basic DNA of companies. It is important therefore that the researcher focuses on the “ Skill Set “ , meets Pharma Associations., may extent the scope of research to the Health Care Sector.
- 10) Mr M V R Murthy also suggested there there is an issue around Technical competency. For.e.g the CRO – Clinical Research Organisations – the job are lucrative while in the Formulations segment, the job are not as lucrative. It is important to see therefore how much of these reasons are contributing to high attrition.
- 11) He suggested the researcher study the two companies to begin with – Alchem Industries and Lupin Industries – they are investing robustly in technology.
- 12) Dr T V Rao suggested that Employee Engagement is important in any industry today. Hence, apart from the Pharma Industry the students should study the employee engagement practices in other industries as well for which they must develop a good questionnaire.
- 13) He suggested that it is important to identify predictors in any industry. May be the questionnaires may differ from Industry to Industry.
- 14) He suggested that the researcher refer to various IIM dissertations on this research area of Employee Engagement, Employee Satisfaction, Employee Commitment, etc.
- 15) He very emphatically emphasized that once this study is done, it is important for the researcher to go back to the industry and give feedback to the employees, because engagement is not only for the companies to bring about it is also for the employees to enjoy what they do – it is this mind-set in them that can go a long way in building employee engagement. Here, the mechanism of giving feedback is very important. He added, that the ownership of happiness to us must shift from the company to self.

GTU – Council for Human Resource Studies and Organizational Structures (GTU-CHRSOS)

- 16) He suggested that the pilot study could begin with Mr M V R Murthy's company.
- 17) He added that there need not be one model for the study. Different researchers develop their own models. Even statewise, Employee engagement in Gujarat is different than employee engagement in other states.
- 18) Prof. Imon Ghosh added that it will be equally interesting to study employee engagement in colleges.
- 19) He added that the researcher may refer a report of a Doctoral Student of AHRD- Mr Praserjeet Dasgupta on "Turnover of Nurses".
- 20) As regards studying Employee engagement in Banks, researchers may refer a book titled "Dare to Lead" authored by Dr Anil Khandelwal – Ex.Chairman of BOB, (Sage Publications). They added, engagement is very high in Public Sector Banks – it is important to learn as to what is it that makes them stick around?!
- 21) In the same connection, it is important to study the Role changes in Private sector banks where almost all roles are becoming sales jobs. Hence, a study on "Attrition in Private Sector and Public Sector Banks will be interesting.
- 22) They suggested that one may also look at Dr D M Pestonjee's book on "Stress Management and Turnover"

Presentations for the other three Teams were made in the form of Group discussions. The Teams and their topics are :

Team 3: HR and OD : Needs and Practices (People related issues) of MSMEs

Members :

- 1) Dr Lalit Chande - T N Rao Institute of Management Studies, Rajkot
- 2) Ms Pooja Bhatt - Indu Management Institute, Ahmedabad
- 3) Ms Priti Nair - Parul Institute of Management, Vadodara
- 4) Dr Dipti Sethi - Christ Institute of Management, Rajkot
- 5) Ms Punam - Academy of HRD, Ahmedabad
- 6) Mr Sagar Dodiya - SGJ College of Management, Mandvi
- 7) Ms Priya Shukla - Saraswati Institute of Management, Kadi

Team 4: HR in Public Services like Community Hospitals, Schools, etc, (HR Needs, Competency Mapping, etc.,)

- 1) Dr Kishore Bhanushali – Global Institute of Management
- 2) Dr Japan Shah - Oxford School of Management
- 3) Ms Surbhi Ahir - SRK Kutch , Gandhinagar
- 4) Ms Komal Ghori - Student , Indus Institute
- 5) Ms Rupal Trivedi - Student, Indus Institute

GTU – Council for Human Resource Studies and Organizational Structures (GTU-CHRSOS)

6) Ms Prachi Borana - Student, Indus Institute

*Others are also invited to join any of the groups

Few general suggestions were as follows:

- 1) It will be interesting to study the HR practices in Government Sector (for which we may consult Dr Hasmukh Adhia)
- 2) 93% of Indian jobs are in the informal sector. It will be worthwhile studying them.
- 3) The Defence Sector is also worthwhile to study
- 4) It is important that the academicians study the engines of growth for industry within the economy slow-down scenario.
- 5) It will help setting up a virtual HR Community.
- 6) Mr M V R Murthy , towards the end gave many salient tips :
 - a. Our focus should be very clear
 - b. The research findings should lead to change in issues for organizations
 - c. There has to be simplicity in research, right words with specific meanings should be used.
 - d. The world is becoming more uniform, hence choosing the sample rightly is very critical
 - e. The research tool should be validated by the industry
 - f. The quantity should not matter, quality is more important
 - g. There are various challenges faced by industry which we may research and help solve namely; how to align HR to Business, Talent retention etc. Hence, our research should give focused insight – small results which matter rather than giving broad based results.

The meeting ended with a vote of thanks presented by Dr Lalit Chande, Director, T N Rao College of Management Studies, Rajkot.

All present, dispersed with a commitment to involve more members in their teams and make a road map with appropriate time lines and follow them. The mentors gave an open invitation to all to either contact them through mail or telephone at any time for required inputs during the process of research.

Report prepared by Dr Trupti S Almoula, I/c Director Narmada College of Management, Bharuch and Champion – GTU-Council for Human Resource Studies and Organisational Structures (GTU-CHRSOS)