

**A STUDY ON ESSENTIALS OF THE HUMAN RESOURCE (HR) PRACTICES  
AND IT'S IMPACT ON AMONG THE TEACHING FACULTY OF  
PHARMACEUTICAL INSTITUTIONS**

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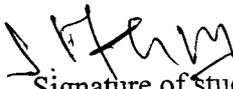
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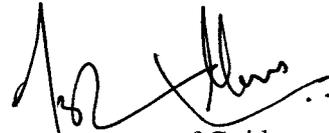
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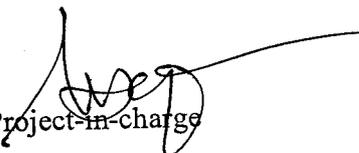
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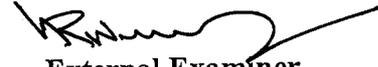
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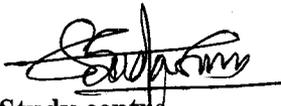
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**DECLARATION**

I do hereby declare that the thesis entitled "A Study on Essentials of the Human Resource (HR) Practices and its impact on among the Teaching Faculty of Pharmaceutical Institutions" submitted to the Anna University Chennai, for the award of the Degree of **MASTER OF BUSINESS ADMINISTRATION (MBA)** is a record of original and independent research work done by me under the supervision and guidance of **Dr.B.SUBRAMANI** and this research work has not previously formed the basis for the award of any Degree, Associateship, Fellowship or any other similar titles.

  
**Dr.S. MOHAN**

**ABSTRACT**

The importance of role of human Resource practices is increasingly being recognized. Unfortunately most studies on Human Resource Management (HRM) practices have concentrated only on industry sectors, not in the Research and academic institution sectors. To right this imbalance, the present work was undertaken to study on Essentials of the Human Resource (HR) Practices and its impact on among the Teaching Faculty of Pharmaceutical Institutions. This study aims to determine the status of HR practices in Ten Pharmaceutical Institutions and to identify the different opinions of the faculty members on existing welfare measures and their future anticipation. Present work found that faculty members welfare facilities are not adequate and HR practices need to be established to enhance the faculty performance in Teaching and Research.

  
Dr.S.MOHAN

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**Dr.S.MOHAN**

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**LIST OF ABBREVIATIONS**

HR	-	Human Resource
HRD	-	Human Resource Development
HRM	-	Human Resource Management
TMT	-	Top Management Team
EHRM	-	Executive Human Resource Management
SIHRM	-	Strategic international human resource management
MNCs	-	Multi National Companies
AICTE	-	All India council for Technical Education
Govt.	-	Government
R & D	-	Research & Development
I.T	-	Information Technology

# CHAPTER - I

## INTRODUCTION

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## INTRODUCTION

Organizations are increasingly looking at human resources as a unique asset that can provide sustained competitive advantage. The changes in the business environment with increasing globalization, changing demographics of the workforce, increased focus on profitability through growth, technological changes, intellectual capital and the never ending changes that organizations are undergoing have led to increased importance of managing human resources. In this scenario, a human resource (HR) department that is highly administrative has to play the role of a strategic integrator to provide the competitive advantage needed for survival.

Organizations need to be dynamic and growth oriented to sustain in the competitive environment. This is possible only through the competence of the human resources. To cope with the fast changing environment, organizations need to review their Human Resource Development (HRD) approaches continuously. HRD is neither a concept nor a tool, but is an approach using different personnel systems, depending upon the needs and priorities of the organization. The basic assumption is the belief in human potential and its development by providing a suitable and congenial environment. HRD is the integrated use of training, organizational development and career development efforts to improve individual, group and organizational effectiveness.

Human Resource Development helps to:

- Develop the key competencies that enable individuals in organizations to perform current and future jobs, through planned learning activities.
- Groups within organizations initiate and manage change
- Ensure a match between an individual and organizational needs

The Mission of HRD is to provide individual development in order to improve the performance related to a current job, to provide career development in order to improve performance related future jobs and to provide organizational related to both optimal utilization of human resources and improved performance, which together lead to the

efficiency of the organization. Gilley & Egglund refers the area of congruence among the three components: **Individual, Career and Organizational development.**

The main vision for a HRD department is that it should be learning oriented and should continuously learn renewing itself. It should work towards integrating HRD into the role of every person and thereby strive towards self-liquidation at an appropriate point of time. It should be business driven. The department should be owned by the people and the HRD person would be the one who would be sensitive to the needs and expectations of its internal customers.

HRD staff must be well trained in psychology and behavioral aspects of human resource. They must be value-driven and respect individuals and human processes. They must understand that human capital is consisting of power, knowledge, attitudes, values and skills. They should appreciate new technologies which facilitate HRD. They should appreciate that emotional capital is a great capital carry with them. It is the sense of power one carries and includes the sense of awareness, self-esteem, self-worth.

### **1.1 ROLE OF HUMAN RESOURCE MANAGERS**

Human resource managers are involved in the process of organizing, developing, motivating and maintaining the human resources in the organization. Acquisition implies a need to put the right people as well as to define jobs completely. Developing indicates the need to hone the skills of employees in order to enable them to perform well on their job. Motivation is concerned with sustaining the level of performance of each and every employee in the organization. In today's context of high attrition, there is a need to design attractive measures to retain high performers. Organizations are realizing that this task is perhaps of prime concern. The maintenance function is concerned with such issues that have a direct impact on building employee relationships.

The goal of human resource management is to help an organization to meet strategic goals by attracting and maintaining employees and also to manage them effectively. The key word here perhaps is “fit”, i.e. a HRM approach seeks to ensure a fit between the management of an organization’s employees and the overall strategic direction of the company. The basic premise of the academic theory of HRM is that humans are not machines, therefore we need to have an interdisciplinary examination of people in the workplace.

One widely used scheme to describe the role of HRM, developed by Dave Ulrich, defines four fields for the HRM function:

- Strategic business partner
- Change management
- Employee champion
- Administration

However, many HR functions these days struggle to get beyond the roles of administration and employee champion and are seen rather as reactive than strategically proactive partners for the top management. In addition, HR organizations also have the difficulty in proving how their activities and processes add value to the company. Only in the recent years HR scholars and HR professional are focusing to develop models that can measure if HR adds value.

Human resources management comprises several processes. Together they are supposed to achieve the below mentioned goals. These processes can be performed in an HR department but some tasks can also be outsourced or performed by line managers or other departments. When effectively integrated they provide significant economic benefit to the company.

- Workforce planning
- Recruitment
- Induction and orientation
- Skills management
- Training and development
- Personnel administration
- Compensation in wage or salary

- Time management
- Travel management
- Payroll
- Employee benefits administration
- Performance appraisal

India is becoming an integral part of the global pharmaceutical value chain and many Indian pharma companies are participating in this global growth potential through their organic as well as inorganic initiatives. Pharmaceutical Institutions have major role in producing pharma professional talents for the industry. In pharma institutions faculties are expected to show their interest towards the change of teaching style and development of research. The Management of pharmaceutical Institutions had to provide adequate training facilities and feasible environment to change the attitude of faculty in this regard which is of utmost importance as on date. However, no attempt has been taken to investigate the application of HR practices in Pharmaceutical Institutions for its development. Hence, the present work was proposed to be studied.

#### **SCOPE OF THE WORK**

- The study will enable the pharmaceutical Institutions to establish HR practices to enhance the faculty member performance.
- The survey about the faculties welfare measurements, institution facilities, their involvement includes in this work

#### **OBJECTIVES OF THE WORK**

- To study the Present Status of HR practices in Pharmaceutical Institutions
- To study the opinion of faculty members for their institution growth
- To analyze the management or principal approach which influences the attitude of the staff for the development
- To create the awareness of HR practices in Pharmaceutical Institutions for its development
- To offer suggestion to the institution based on the findings of study.

## CHAPTER - II

### REVIEW OF LITERATURE

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## REVIEW OF LITERATURE

The study was conducted to examine the mechanisms involved in observed relations between human resource management (HRM) practices and employee commitment. Employees from several organizations completed a survey that included measures of (a) the quality of HRM practices pertaining to performance appraisal, benefits, training and career development used in their organizations, (b) procedural justice and organizational support, and (c) effective, continuance and normative commitment to the organization. Structural equation modeling analyses revealed that relations between employees' evaluations of HRM practices and their effective and normative (John P Meyer, 2000)

Career development and participation at work ventures although jointly inspired by the humanistic ethic, have grown as separate streams of inquiry due to their distinct responses to economic, technological, hierarchical and systems imperatives. An argument for greater collaboration or mating is presented in which various imperatives would be redefined as shared objects for further study. This proposal is supported by a set of diagnostic questions and is illustrated by comparisons between knowledge for pay and pay for knowledge human resources management initiatives. The mating principle might also apply to other human resources management efforts (Arthur 1988).

The importance and role of the top management team (TMT) is increasingly being recognized. Unfortunately, most studies on human resource management (HRM) practices have primarily concentrated on lower level personnel, resulting in scant knowledge about how the TMT should be managed by HRM professionals. To right this imbalance, a study of TMT in firms with affiliation with fortune 500 companies is conducted. This study aims to determine the influence of 18 Executive HRM (EHRM) practices on organizational performance. EHRM practices identified to have a positive effect are staffing practices that favor those with innovative and creative characteristics, compensation practices that emphasize market-competitive compensation and performance appraisal practices that use multiple objective and subjective criteria and that emphasize utilization of appraisal results (Carroll, 1995).

The objective of the quality system implementation is to assure the quality of the product, the special consideration being the customer's satisfaction with all aspects of the service the laboratory offers. The improper use of the quality system tools has an impact on the laboratory activity. The perception of this fact can be negligible at the moment it happens. The model allows us to realize that this alteration always has a negative impact on the customer and it specially affects the continuous improvement that the laboratory must implement (Zaretsky, 2008).

Various key success factors emerge that clearly affect health care practices and human resources management. This paper will reveal how human resources management is essential to any health care system and how it can improve health care models. Challenges in the health care systems in Canada, the United States of America and various developing countries are examined, with suggestions for ways to overcome these problems through the proper implementation of human resources management practices. Comparing and contrasting selected countries allowed a deeper understanding of the practical and crucial role of human resources management in health care (Stefane M Kabene, 2006).

There are many factors that may contribute to the achievement of an organization's strategic vision. These are mostly rewards systems, strategic human resource planning, training and development, recruitment and selection, the form of organizational structure, leadership and the commitment of employees. It can be argued that a strategic vision emerges when the human resource functions are strategic and effective managers control a committed workforce. It is clear that the human resource department should not be seen as merely a support or staff function (Chew, 1999).

Recent research has used the case studies of two UK-based multinational companies to assess how such companies organise their human resource (HR) activities and which conditions allow these companies to develop and survive. It was found that multinational companies encounter many difficulties while they are developing, with globalisation not necessarily producing homogeneity. It is clear that developing appropriate HR structures is not simply a technical issue (Ferner, 1996).

The emerging personnel management skills of Korean firms is developing along Western lines in 1999, with trade-union influence diminishing as the role of corporate leadership becomes more important. Korean firms regard human resource management as a positive influence on business strategies, encouraging employees to take a more active role for the benefit of the company. The human resource management techniques of developed countries is adjusting to cope with more advanced industrial relations with workers (Jeong, 1999).

Research into the applicability of human resource management (HRM) models in various settings has involved analyzing five main HRM models. This work produced a contextual framework made up of four national factors and a set of contingent variables and organizational strategies and policies. This framework plays a role in identifying the main determinants of HRM (Budhwar, 2001).

Strategic international human resource management (SIHRM) has developed from the synthesis of human resource management in the global context and the execution of international business strategies of multinational corporations (MNCs). Performance measurement and management, a major part of SIHRM, is examined in the context of operational linkages between autonomous units of the MNC, the internal operations of these locations, and the connections between the competitive goals of the company with the SIHRM practices involved. Coordination and control, local initiative and global vision, and strategic competition, respectively, are some criteria by which performance measurement and management are carried out in the above dimensions. The experience of Pepsi-Cola International in dealing with such issues is cited as an example (Schuler, 1991).

International human resource management can be a crucial tool in solving some of the most serious problem faced by multinational corporations (MNCs). Since human resource policies are developed by managers, it is important to understand the cultural biases of such managers. A survey was conducted by The European Institute of Business Administration, in which managers from various cultures were asked what they felt took to be promoted. For Americans, the key was to be ambitious and have drive to succeed;

whereas for the French the issue was to be regarded as having a great deal of potential. Americans appear to have an instrumentalist view of the corporate structure, whereas the French are more political. Other cultural business attitudes are identified, in an effort to develop an international corporate culture (Laurent, 1986).

Companies that provide employees with team-based human resource systems that incorporate group rewards, meetings, suggestion systems and team structures are those companies that have the highest number of quality tools being used by the highest number of employees. Data of the total quality management tools used in the banking, health care, auto and computer industries in Germany, Canada, the United States and Japan is presented to investigate the role of human resource practices in total quality management techniques (Gittell, 1995).

Human resource management (HRM) research has neglected the area of administrative innovations. Six propositions that determine elements linked to the acceptance of innovative HRM practices are described and supported by examples. The barriers to innovation, such as the organizational reward structure, are examined. The six proposals include: external environmental forces; structural organizational qualities; the type of HRM innovation; the organizational motivation for the adoption of innovations; the differences and reasoning between strong and weak culture firms; and the effect of past successes on the likelihood of a firm's adopting new innovations (Kossek, 1987).

The appropriate education of human resources management (HRM) professionals should consider several factors: what to teach, when to teach it, who should teach it and to whom. The answer to the first question depends on the specific skills expected of students to acquire and their ability to apply these skills. Important content areas are traditional HR functional content, change management or leadership skills, and business skills. Education should occur several times in professionals' careers and should be provided not only by universities but also by alternative sources, such as in-house training programs, and training and certification programs. HRM education should be offered to traditional university students as well as line managers and external consultants because they will be major players in the HRM function (Barber, 1999).

# CHAPTER - III

## METHODOLOGY

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## **METHODOLOGY**

### **3.1 RESEARCH DESIGN**

The research design adopted for the studies is descriptive design. The researcher has to describe the present situation in order to know the satisfaction of the faculty members in pharmaceutical institutions. Hence, descriptive research study is used.

### **3.2 SAMPLING DESIGN**

#### **3.2.1 SAMPLE SIZE**

The study based only on the opinion and expectation of faculty members. Total number of sampling size is 100.

#### **3.2.2 DATA COLLECTION METHOD**

##### **3.2.2.1 PRIMARY DATA**

Well structured questionnaires have been used for the collection of primary data from the respondents.

### **3.3 QUESTIONNAIRE DESIGN**

A well structured questionnaire was used for this study. The types of questions used in the questionnaires were open-ended, multiple-choice and dichotomous questions.

Open-ended questions are questions which are entitles to give a free response to their choice.

Multiple-choice questions are question which contain a list of answer and permit the subject to select the best answer.

Dichotomous questions are questions that only have two possible answer that is 'Yes' or 'No'.

### 3.4 TOOLS USED FOR ANALYSIS

The data collected from the respondents were converted in to readable for processing, classification and arrangements. The data was tabulated and analyzed using Statistical Methods like.

- Simple percentage analysis
- Chi-Square analysis

#### 3.4.1 SIMPLE PERCENTAGE ANALYSIS

Percentage refers to a special kind of ratio in making comparison between two or more data and to describe relationships. Percentage can also be used to compare the relation terms the distribution of two or more sources of data.

$$\text{Percentage of Respondents} = \frac{\text{Number of Respondents}}{\text{Total Respondents}} \times 100$$

#### 3.4.2 CHI-SQUARE ANALYSIS

Chi-square is a non-parametric test of statistical significance for bi variant tabular analysis. A non-parametric test, like chi square, is a rough estimate of confidence.

Chi-square is used most frequently to test the statistical significance of results reported in bivariate tables and interpreting bivariate tables in integral to interpreting the results of a chi-square test.

##### 3.4.2.1 CHI – SQUARE TEST METHOD

The Chi – Square method is the application of testing the significant difference between observed and expected values.

**Statistical Test:**

$$\text{Chi - square test } (\chi^2) = \Sigma \frac{(O - E)^2}{E}$$

$$\text{Degree of freedom} = (R - 1) (C - 1)$$

Whereas,	O	=	Observed Frequency
	E	=	Expected Frequency
	R	=	Number of rows
	C	=	Number of columns

$$\text{Expected Frequency} = \frac{\text{Row Total} \times \text{Column Total}}{\text{Grand Total}}$$

**Level of Significance ( $\alpha$ )**

A value indicating the percentage of sample values that is outside certain limits, assuming the null hypothesis is correct, that is, the probability of rejecting the null hypothesis when it is true.

# CHAPTER - IV

## DATA ANALYSIS & INTERPRETATION

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## SIMPLE PERCENTAGE ANALYSIS

TABLE 1

Distribution of Respondents by their Qualification

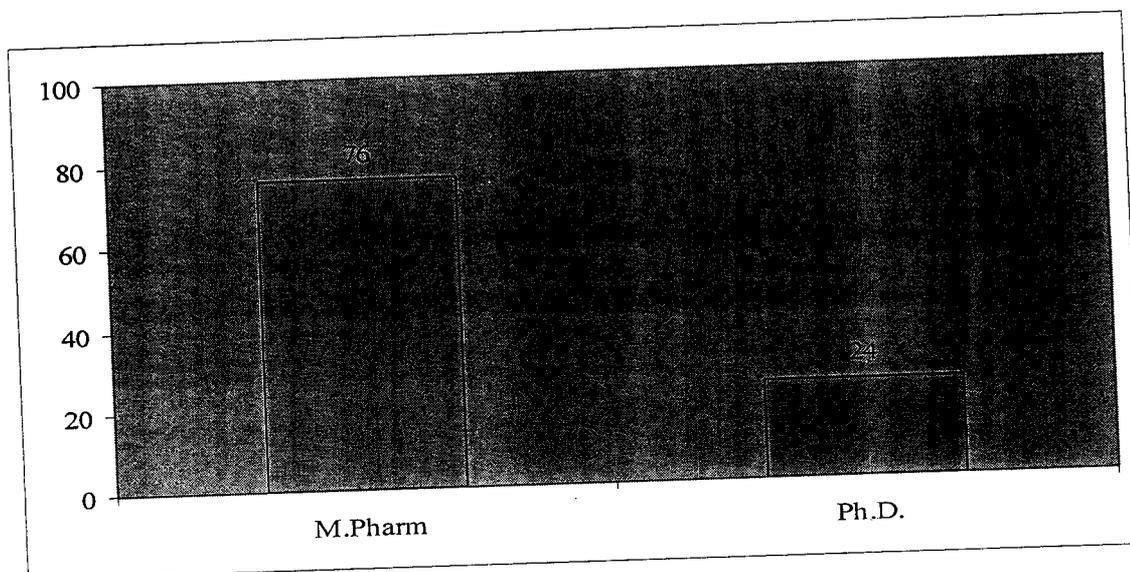
	Frequency	Percentage	Cumulative Percentage
M. Pharm	76	76	76
Ph.D.	24	24	100
Total	100	100	-

**Inference:**

From the above data it could be inferred that 76% of respondent qualification is post graduate and 24% of respondent qualification is doctorate. It is concluded that the majority of the respondent qualification is postgraduate.

FIGURE 1

Distribution of Respondents by their Qualification



**TABLE 2**  
**Distribution of Respondents by their Designation**

Designation	Frequency	Percentage	Cumulative Percentage
Lecturer	46	46	46
Asst.Prof.	37	37	83
Professor	17	17	100
Total	100	100	-

**Inference:**

It is found from the above data that 17%, 37% & 46% of the respondents belong to Professor, Assistant Professor and Lecturer respectively. It is concluded that the majority of the respondents are Lecturer.

**FIGURE - 2**

**Distribution of Respondents by their Designation**

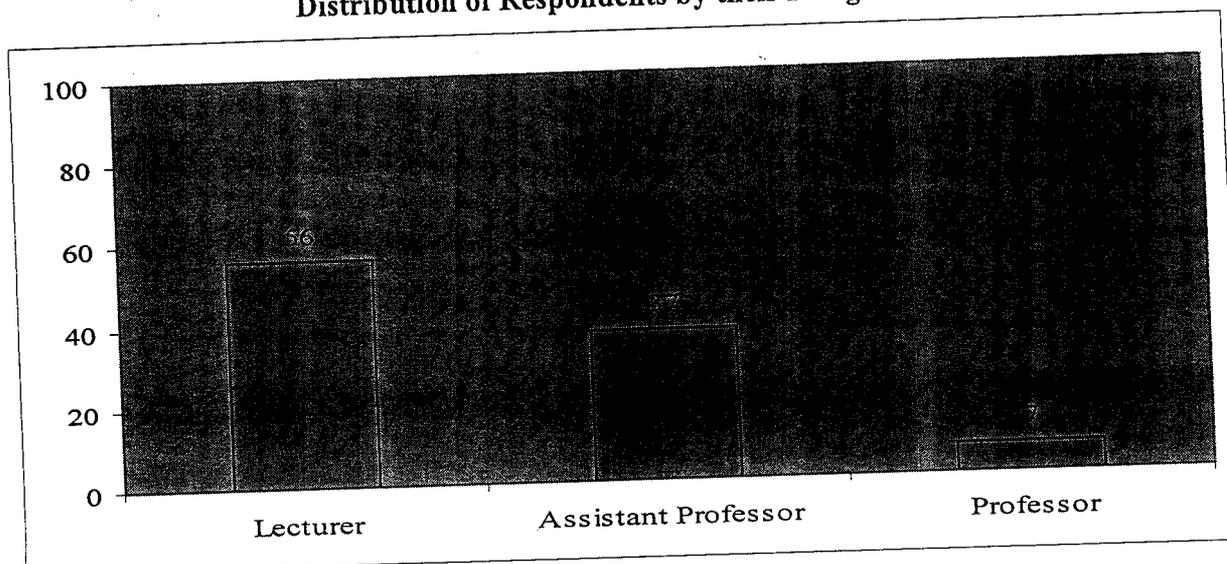


TABLE 3

## Distribution of Respondents by their Experience

Experience (years)	frequency	Percentage	Cumulative percentage
1 to 2	32	32	32
2 to 5	33	33	65
5 to 10	19	19	84
More than 10	16	16	100
total	100	100	-

**Inference:**

The above data shows that 32% of the respondents are having 1 to 2 years, 33% of the respondents are having 2 to 5 years, 19% of the respondents are having 5 to 10 years of experience and rest of the respondents (16%) are having more than 10 years of experience. It is concluded that the majority of the respondents are having 2 to 5 years of experience.

FIGURE - 3

## Distribution of Respondents by their kind of Appointment received

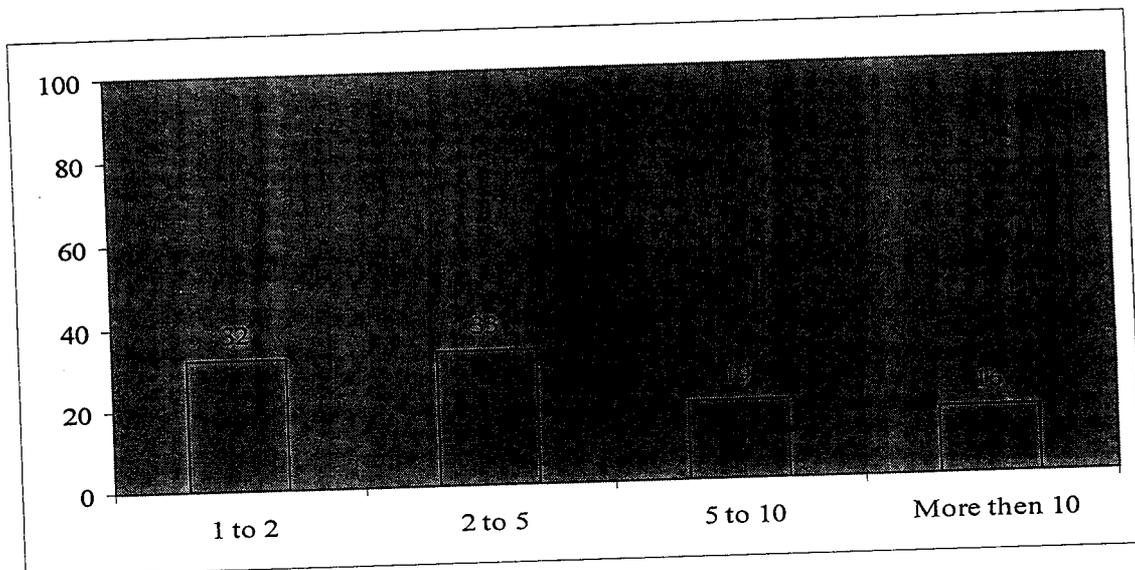


TABLE 4

Distribution of Respondents by their Experience

Interview	Frequency	Percentage	Cumulative percentage
Yes	91	91	91
No	09	09	100
Total	100	100	-

**Inference:**

From the above data it could be inferred that 91% of the Respondents are appointed through interview and rest of the respondents ( 9% ) are appointed without interview. It is concluded that the majority of the respondents are Appointed through interview.

FIGURE - 4

Distribution of Respondents by their kind of Appointment received

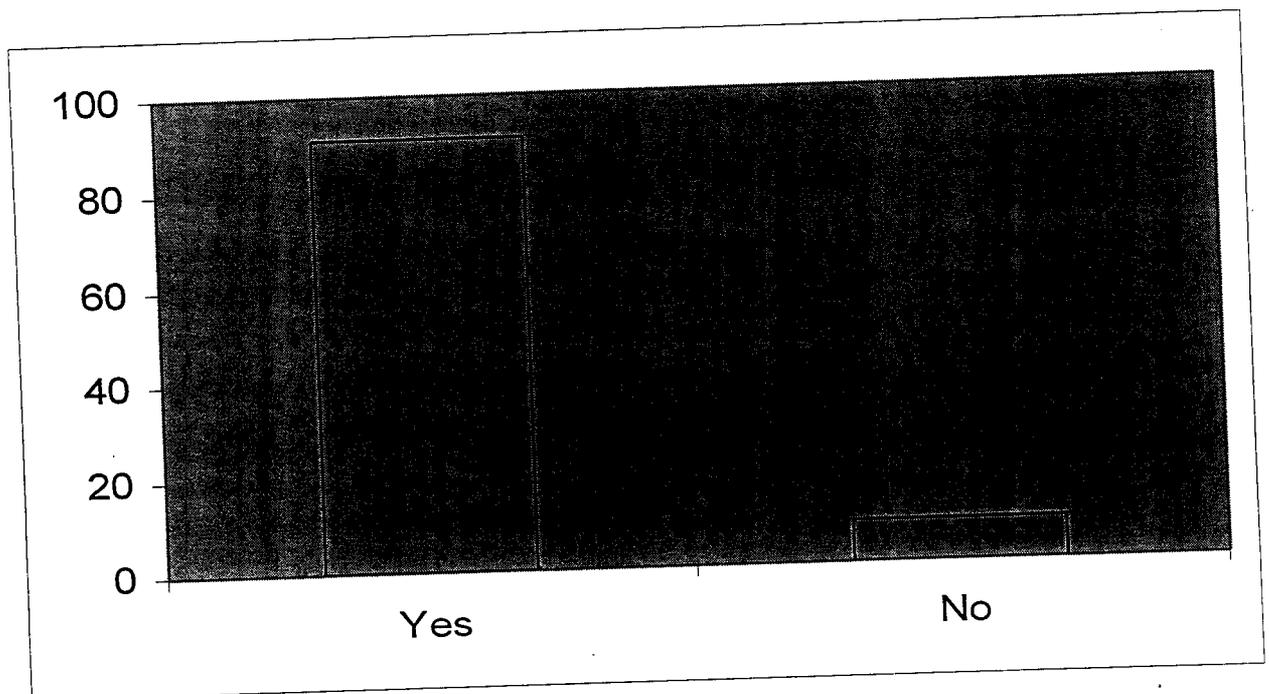


TABLE 5

Distribution of Respondents by their Kind of Interview

Interview	Frequency	Percentage	Cumulative Percentage
University	71	65	71
Management	16	15	87
Principal	21	19	108
Telephonic	02	02	110
Total	110	100	-

**Inference:**

From the above data it could be inferred that 65% of the respondents interviewed by the university authorities, 19% of the respondents are interviewed by the principal, 15% of the respondents are interviewed by the management and only 2% of the respondents are interviewed through telephone. It is concluded that the majority of the respondents are appointed through university interview.

FIGURE - 5

Distribution of Respondents by their Kind of Interview

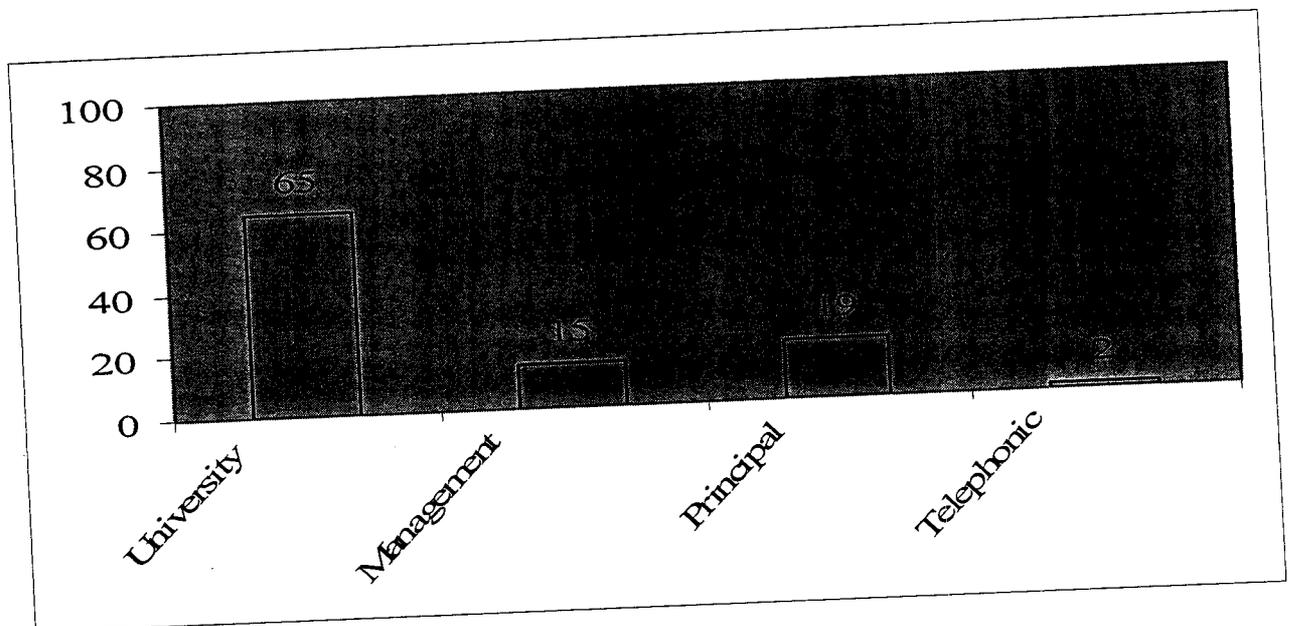


TABLE 6

## Distribution of Respondents by their Interview Panel Members

Members	Frequency	Percent	Cumulative Percent
Management	75	32	32
Principal	84	36	68
HR person	0	0	68
Subject Experts	77	32	100
Total	236	100	-

## Inference :

The above data shows that respondent interview panel members 36% 32% and 32% is principal, subject experts and management person. It is found that none of the institution have included human resources (HR) experts in the interview panel for the appointment of the respondents.

FIGURE - 6

## Distribution of Respondents by their Interview Panel Members

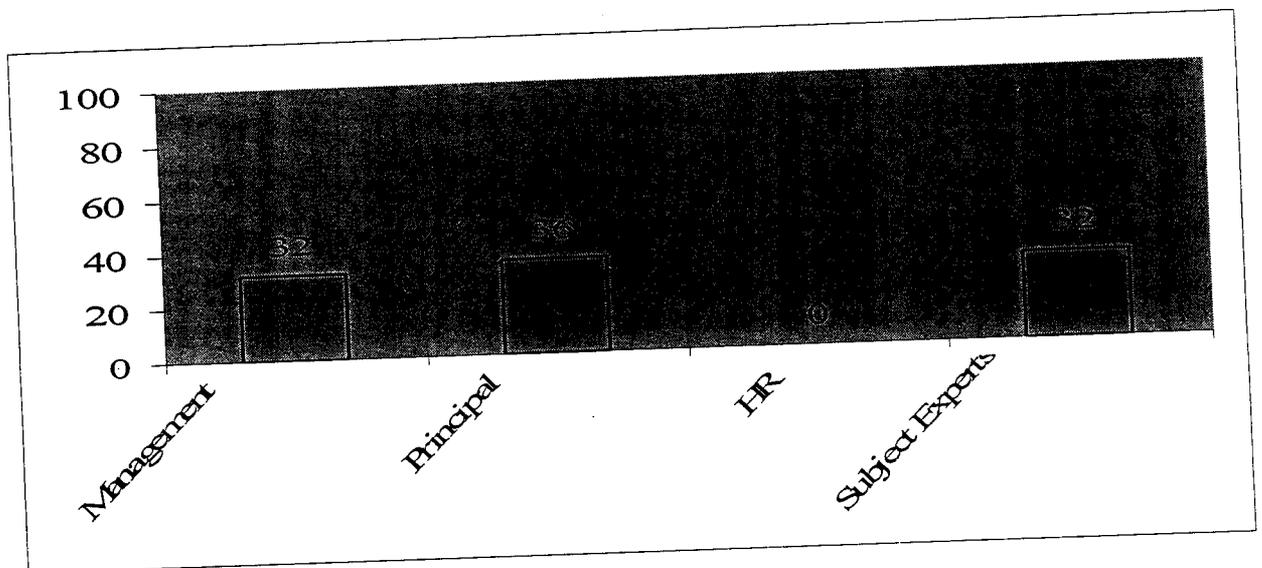


TABLE 7

Distribution of Respondents by their satisfaction of appointment and work terms and conditions

Satisfaction	Frequency	Percentage	Cumulative Percentage
Yes	92	92	92
No	08	08	100
Total	100	100	-

**Inference:**

The above data shows that 92% of the respondents are satisfied with appointment and work terms and conditions and rest of the respondents (8%) are not satisfied. It is concluded that the majority of the respondents are satisfied with their appointment and work terms and conditions.

FIGURE - 7

Distribution of Respondents by their satisfaction of appointment and work terms and conditions

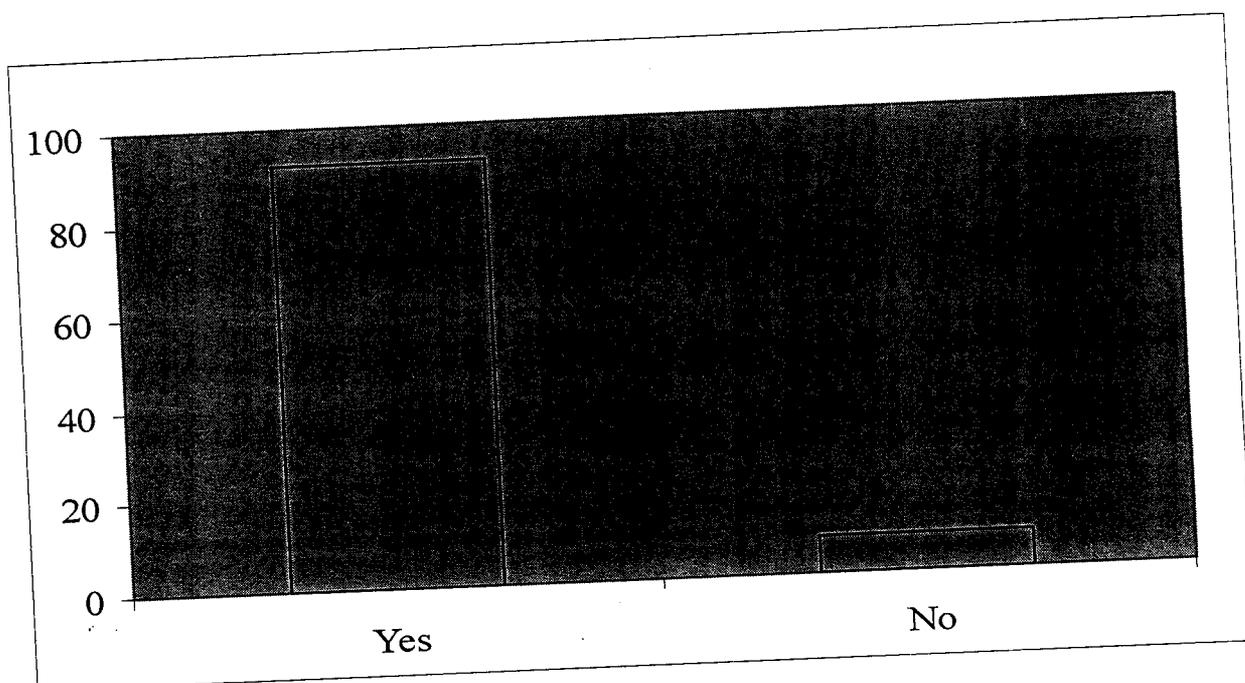


TABLE 8

## Distribution of Respondents by their Workload

Workload - per week	Frequency	Percentage	Cumulative Percentage
< 16 hrs	17	17	17
16 hrs	50	50	67
18 hrs	25	25	92
> 18 hrs	08	08	100
Total	100	100	-

## Inference:

From the above, it could be inferred that 50% of the respondents are having 16 hours workload per week, 25% of the respondents are having 18 hours workload per week, 17% of the respondents are having less than 16 hours workload per week and 8% of the respondents are having more than 18 hours workload per week. It is concluded that the majority of the respondents are having 16 hours work load per week. Eight percentages of the respondents are having more than 16 hrs.

FIGURE - 8

## Distribution of Respondents by their Workload

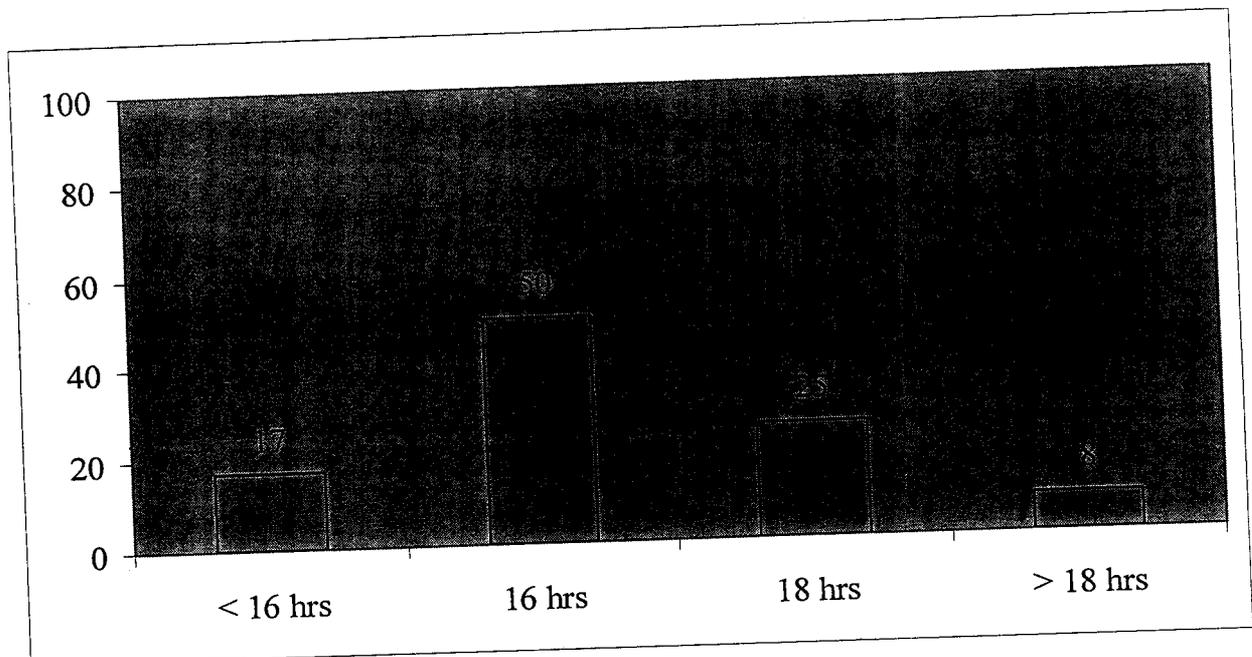


TABLE 9

Distribution of Respondents by their Salary structure

Salary Structure	Frequency	Percent	Cumulative Percent
UGC	0	0	0
AICTE	85	85	85
Stat. Govt.	0	0	85
Consolidated	15	15	100
Total	100	100	-

**Inference:**

It is found from the above data that 85% of the respondent salary structure is as per AICTE and 15% of the respondents salary structure is consolidated. It is concluded that the majority of the respondents are getting salary as per AICTE norms.

FIGURE - 9

Distribution of Respondents by their Salary structure

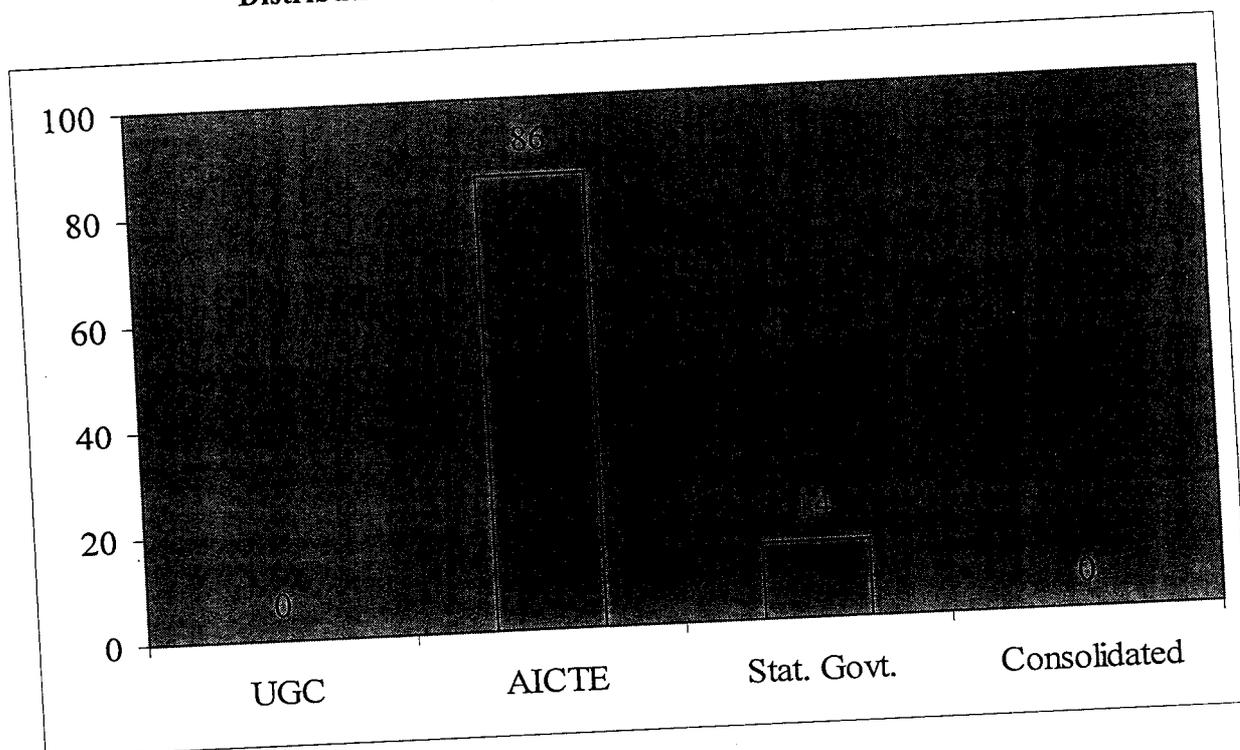


TABLE 10

Distribution of Respondents by their Benefits availed from the institution apart from the salary

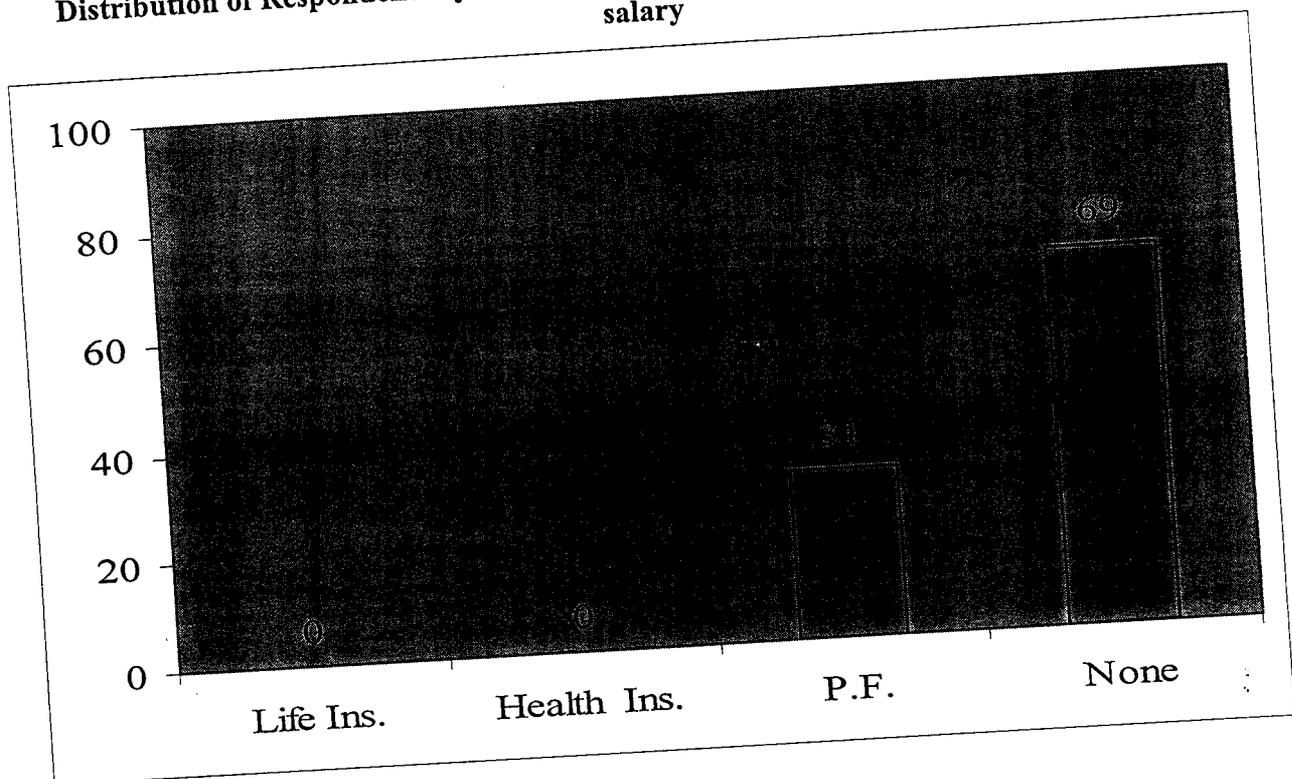
Benefits	Frequency	Percentage	Cumulative Percentage
Life Insurance	0	0	0
Health Ins.	0	0	0
Provident Fund	31	31	31
None	69	69	100
Total	100	100	-

**Inference:**

It is evident from the above data that 31% of the respondents are availed benefits of P.F. and rest of the respondents 69% did not avail any benefits. It is concluded that the majority of the respondents are not getting any other benefits apart from the salary.

FIGURE - 10

Distribution of Respondents by their Benefits availed from the institution apart from the salary



**TABLE 11**  
**Distribution of Respondents by their salary payment regularity**

Regularity	Frequency	Percentage	Cumulative Percentage
Yes	80	80	80
No	20	20	100
Total	100	100	-
<b>Date</b>	-	-	-
First	30	30	30
Seventh	40	40	70
Tenth	10	10	80
After Tenth	20	20	100
Total	100	100	-

**Inference:**

It is found from the above data that 80% of the respondents are getting salary regularly and 20% of the respondents are not getting salary regularly. Further, 30%, 40%, 10% and 20% of the respondents are getting salary on first, seventh, tenth and after tenth of every month respectively. It is concluded that the majority of the respondents are getting salary regularly on seventh of every month.

FIGURE -11

Distribution of Respondents by their salary payment regularity

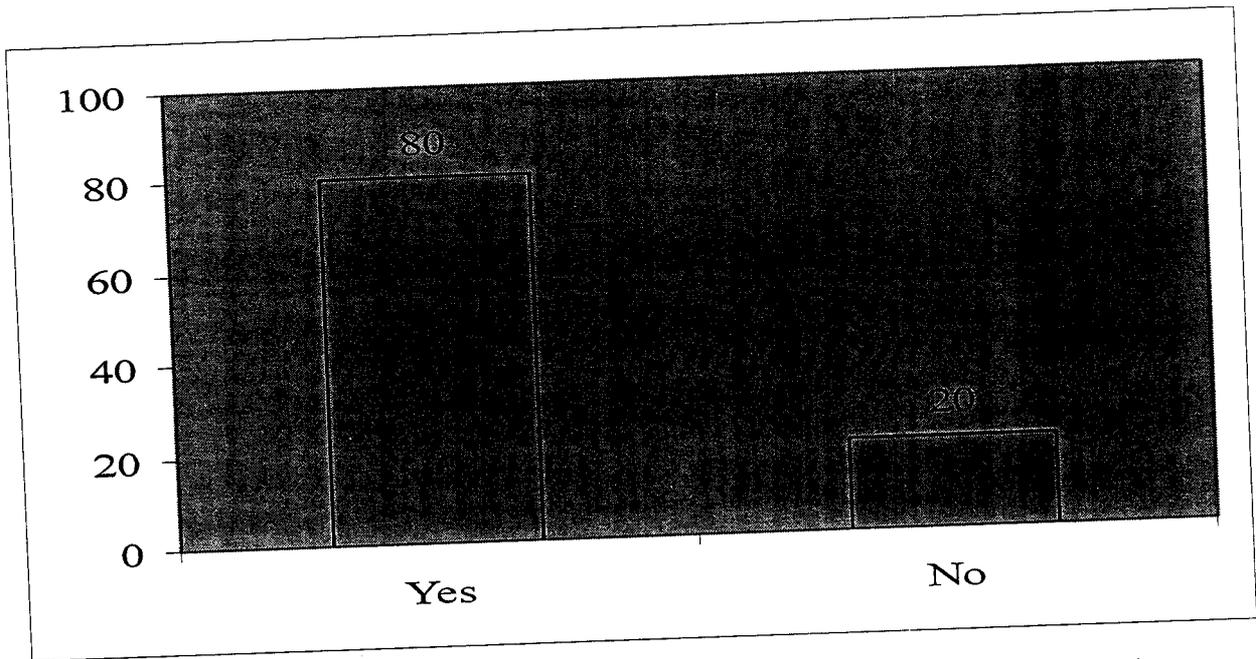


FIGURE - 11-A

Distribution of Respondents by their salary payment regularity

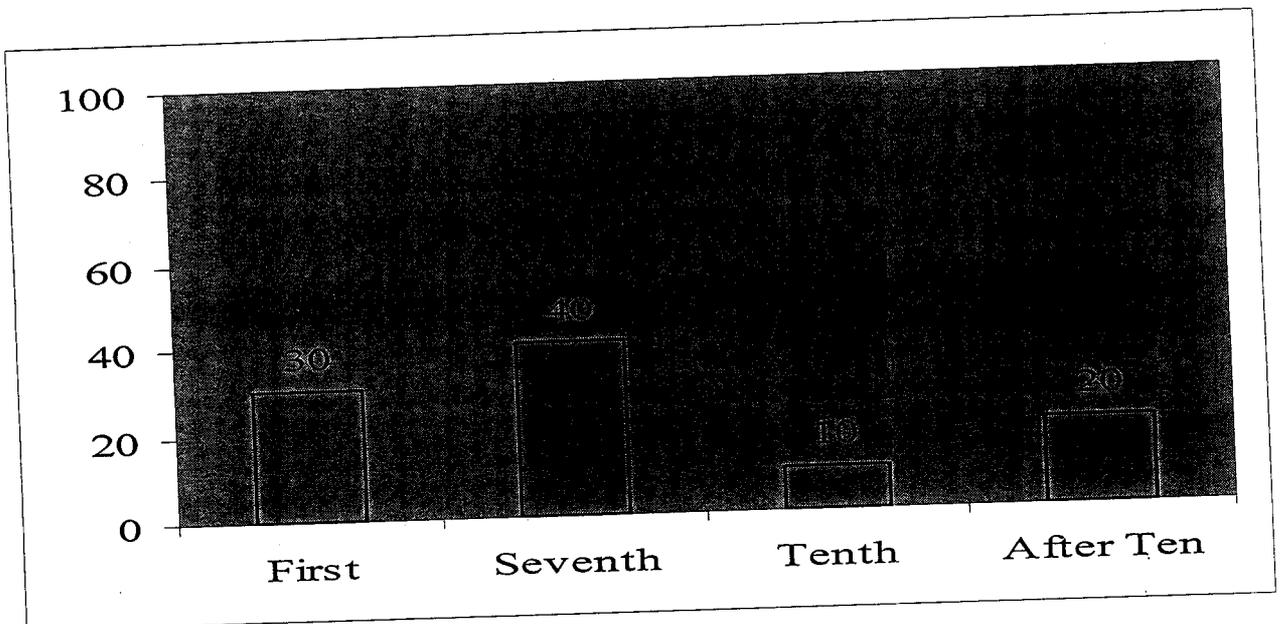


TABLE 12

Distribution of Respondents by their Mode of salary payment

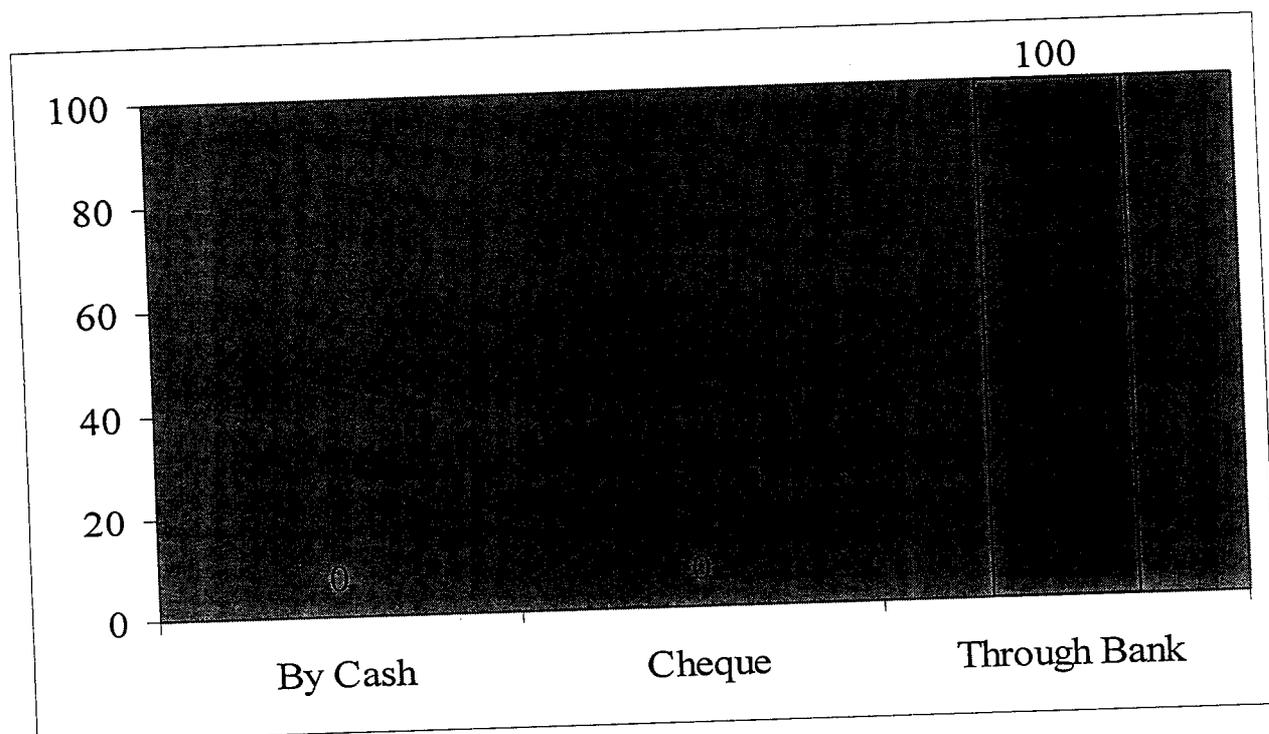
Mode	Frequency	Percentage	Cumulative Percentage
By Cash	0	0	0
By Cheque	0	0	0
Through Bank	100	100	100
Total	100	100	-

**Inference:**

It is concluded from the above data that all the respondents are getting salary through bank.

FIGURE - 12

Distribution of Respondents by their Mode of salary payment



**TABLE 13**  
**Leaves as per Government Norms**

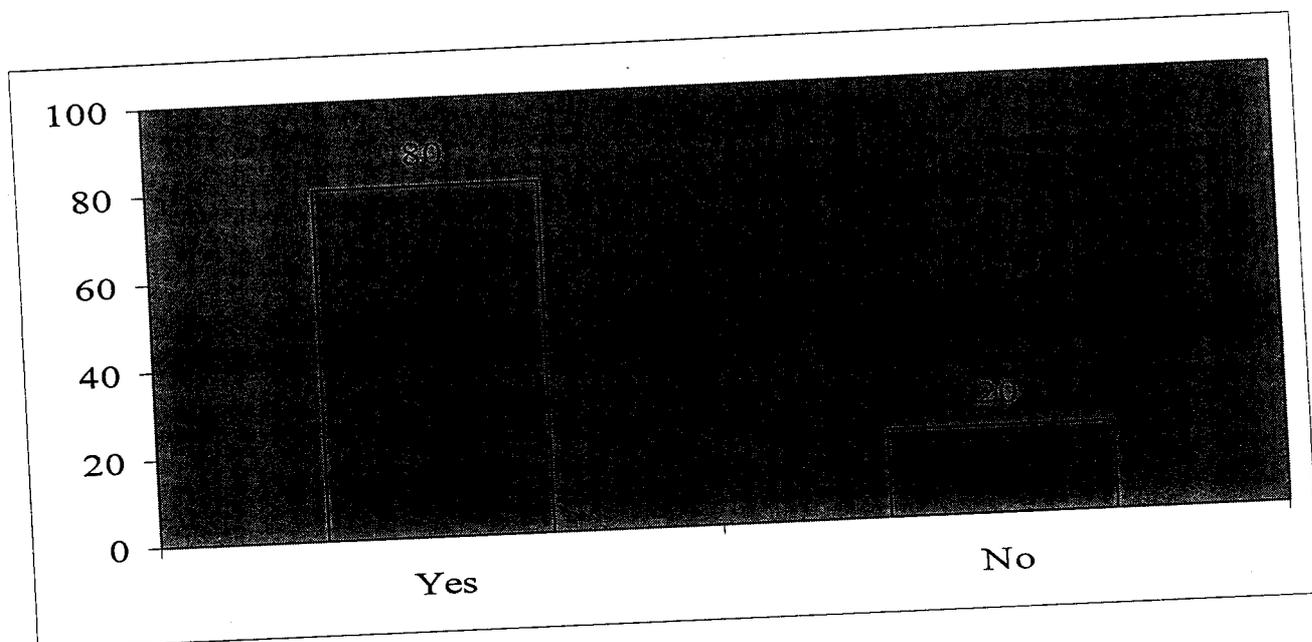
Leaves	Frequency	Percentage	Cumulative Percentage
Yes	80	80	80
No	20	20	100
Total	100	100	-

**Inference:**

From the above data it could be inferred that 80% of the respondents are availing leaves as per Govt. Norms and rest of the respondents 20% are not availing leaves as per Govt. norms. It is concluded that the majority of the respondents are availing leaves as per Govt. norms.

**FIGURE - 13**

**Leaves as per Government Norms**



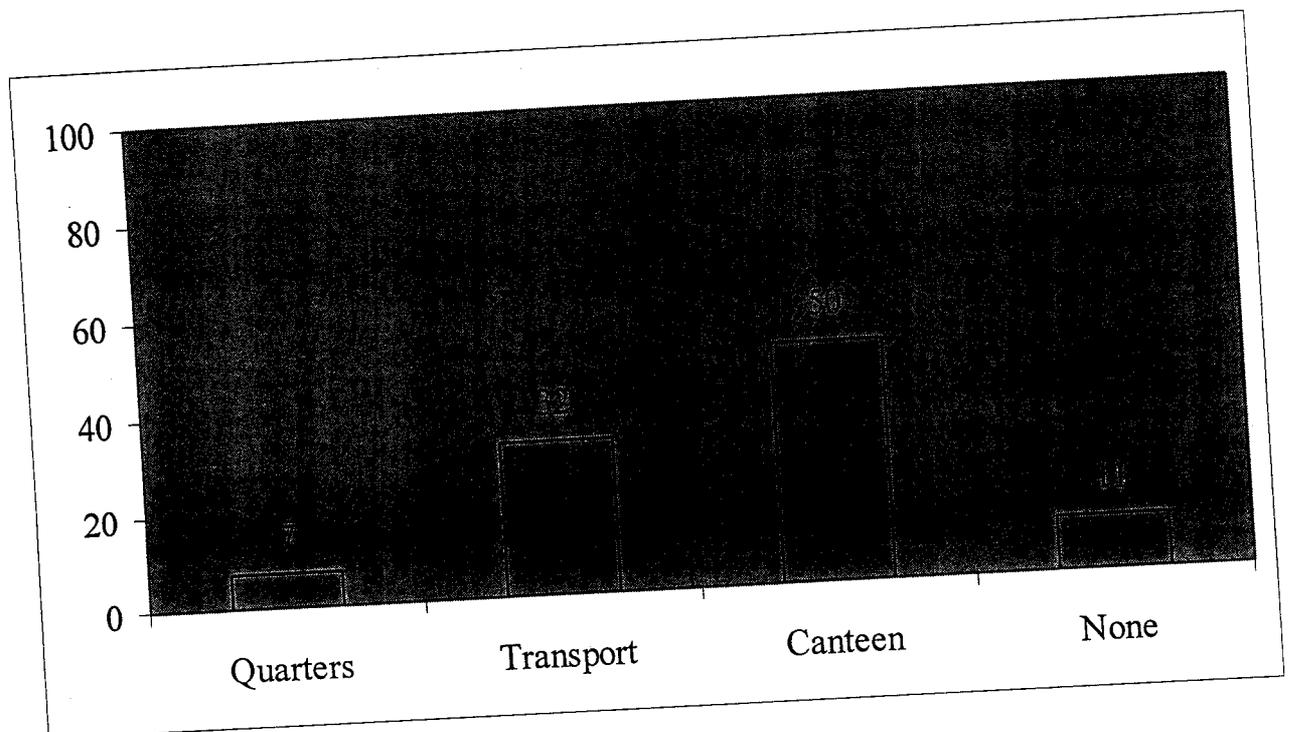
**TABLE 14**  
**Distribution of Respondents by their opinion about the**  
**Facilities available in the institution**

Facilities	Frequency	Percentage	Cumulative Percentage
Quarters	10	07	07
Transport	46	32	39
Canteen	71	50	89
None	16	11	100
Total	143	100	-

**Inference:**

It is evident from the above data that 50% of the respondents are availing canteen facilities, 32% of the respondents are availing transport facilities, 07% of the respondents are availing quarters facilities and 11% of the respondents are not availing any kind of facilities. It is concluded that the majority of the respondents are availing canteen and transport facilities.

**FIGURE - 14**  
**Distribution of Respondents by their opinion about the**  
**Facilities available in the institution**



**TABLE 15**  
**Distribution of Respondents by their opinion about the**  
**Infrastructure available in the institution**

Infrastructure	Frequency	Percentage	Cumulative Percentage
Excellent	28	28	28
Good	49	49	77
Satisfied	20	20	97
Unsatisfied	03	03	100
Total	100	100	-

**Inference:**

The above data reveals that 49% and 28% of the respondents are viewed as good and excellent respectively, 20% of respondents are satisfied and 03% of respondents are not satisfied with Infrastructure available in an Institution. It is concluded that the majority of the respondents are viewed as good about the Infrastructure available in an Institution.

**FIGURE - 15**  
**Distribution of Respondents by their opinion about the**  
**Infrastructure available in the institution**

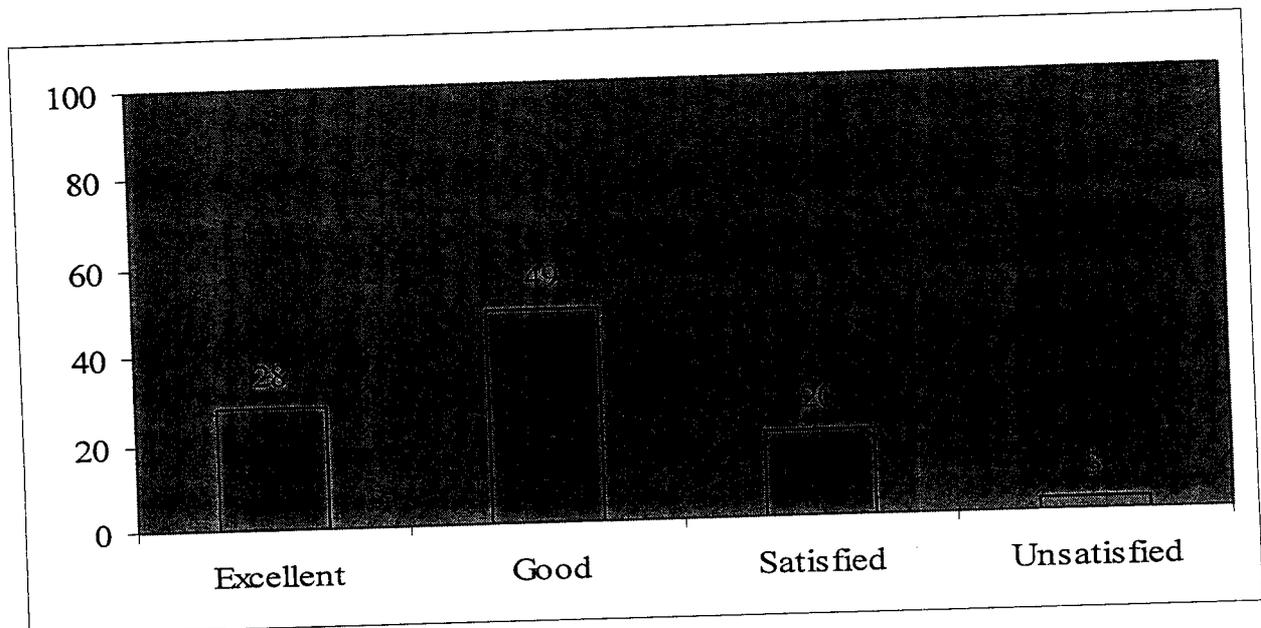


TABLE 16

Distribution of Respondents by their opinion about the  
Library facilities available in the institution

Lib.facilities	Frequency	Percentage	Cumulative Percentage
Excellent	34	34	34
Good	47	47	81
Satisfied	10	10	91
Unsatisfied	09	09	100
Total	100	100	-

**Inference:**

The above data reveals that 47% and 34% of the respondents are viewed as good and excellent respectively, 10% of the respondents are satisfied and 09% of respondents are not satisfied with Library facilities available in an Institution. It is concluded that the majority of the respondents are viewed as good about the Library facilities available in an Institution

FIGURE - 16

Distribution of Respondents by their opinion about the  
Library facilities available in the institution

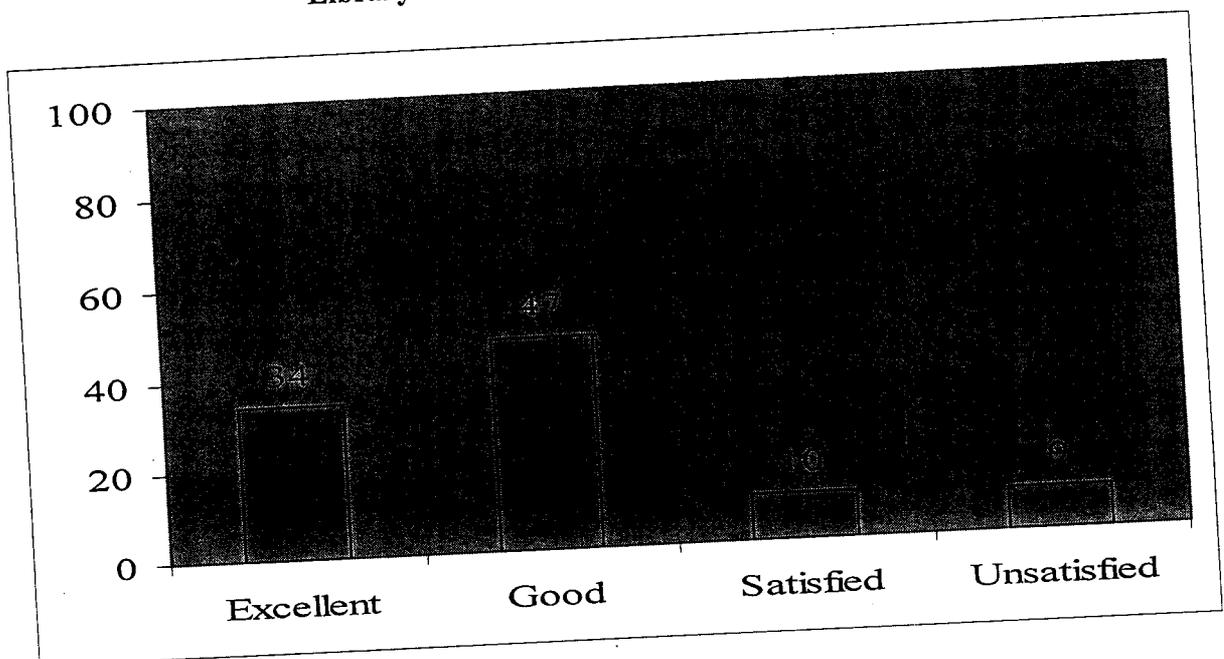


TABLE 17

**Distribution of Respondents by their opinion about the  
Information Technology facilities available in the institution**

Facilities	Frequency	Percent	Cumulative Percent
Excellent	22	22	22
Good	34	34	56
Satisfied	27	27	83
Unsatisfied	17	17	100
Total	100	100	-

**Inference:**

The above data reveals that 34% and 27% of the respondents are viewed as good and satisfied respectively, 22% of the respondents are viewed as excellent and 17% of respondents are not satisfied with Information Technology facilities available in the institution. It is concluded that the majority of the respondents are viewed as good about the Information Technology facilities available in an Institution.

FIGURE - 17

**Distribution of Respondents by their opinion about the  
Information Technology facilities available in the institution**

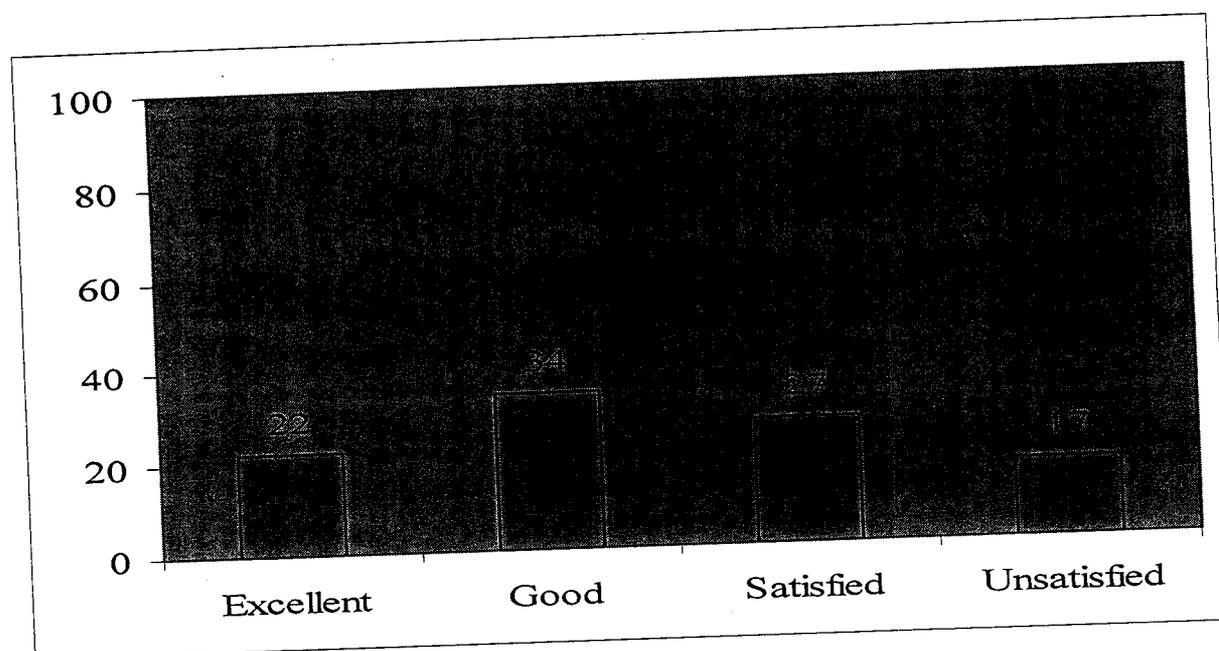


TABLE 18

Distribution of Respondents by their interest towards attending training or quality improvement programme

Particular	Frequency	Percentage	Cumulative Percentage
Yes	96	96	96
No	04	04	100
Total	100	100	-

**Inference:**

It is found from the above data that 96% of the respondents are interested and 04% of the respondents are not interested to attend the training of quality improvement programmes. It is concluded that the majority of the respondents are interested to attend the training of quality improvement programmes.

FIGURE - 18

Distribution of Respondents by their interest towards attending training or quality improvement programme.

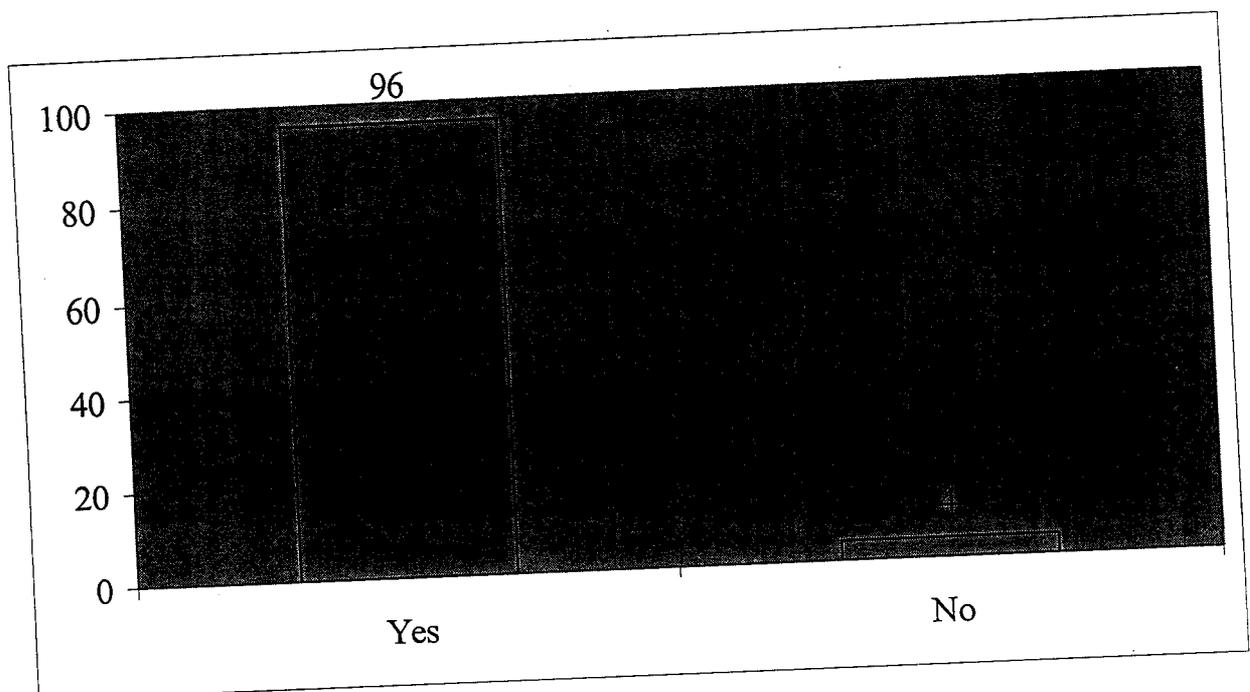


TABLE 19

Sponsorship from an institution to attend the seminars of trainings

Sponsorship	Frequency	Percentage	Cumulative Percentage
Yes	72	72	72
No	28	28	100
Total	100	100	-

**Inference:**

It is evident from the above data that 72 % of the respondents are getting sponsorship from an institution and 28 % of the respondents are not getting sponsorship from an institution to attend the seminars or trainings. It is concluded that the majority of the respondents are getting sponsorship to attend the seminars or trainings.

FIGURE - 19

Sponsorship from an institution to attend the seminars of training

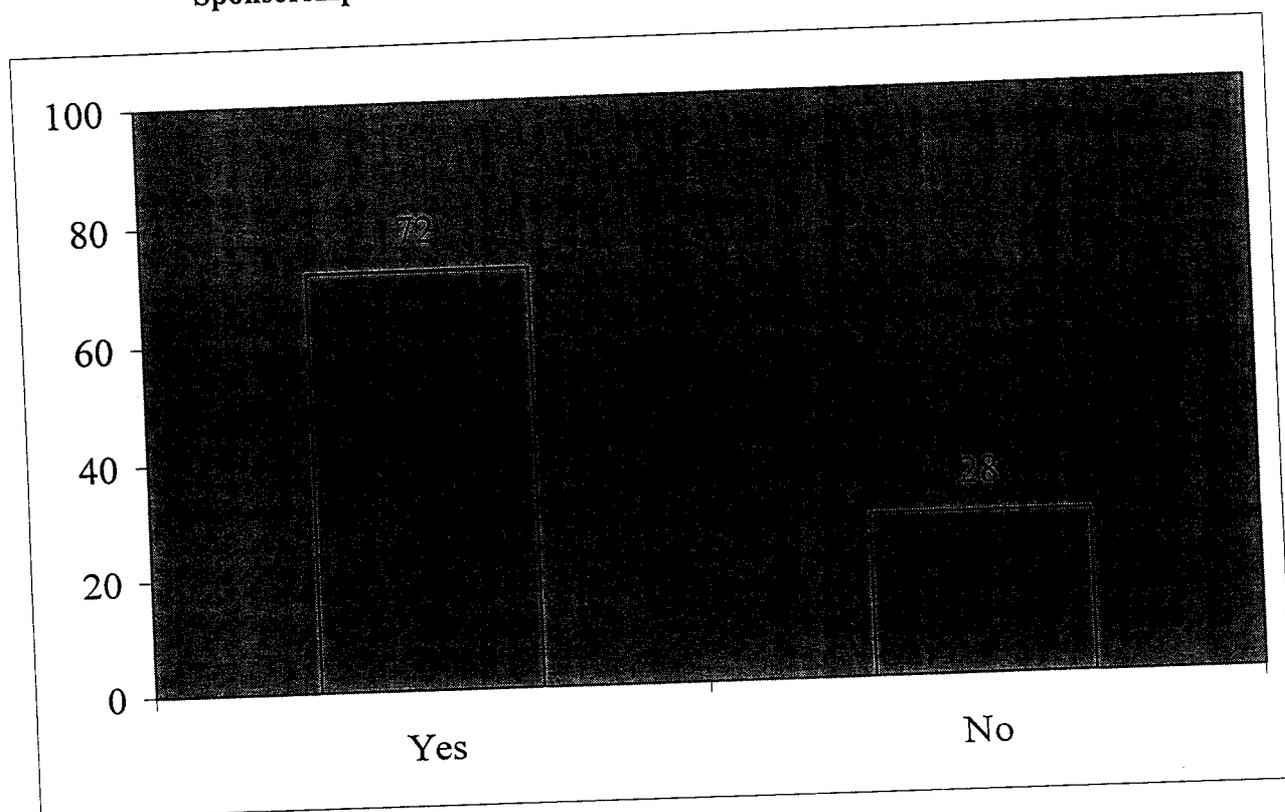


TABLE 20

**Distribution of Respondents by their Involvement in Research  
& Development activities**

Sponsorship	Frequency	Percentage	Cumulative Percentage
Yes	41	41	41
No	59	59	100
Total	100	100	-

**Inference:**

It is evident from the above data that 41% of the respondents are involving research and development activities and 59% of the respondents are not involving these activities. It is concluded that the majority of the respondents are not involving R & D activities.

FIGURE - 20

**Distribution of Respondents by their Involvement in Research  
& Development activities**

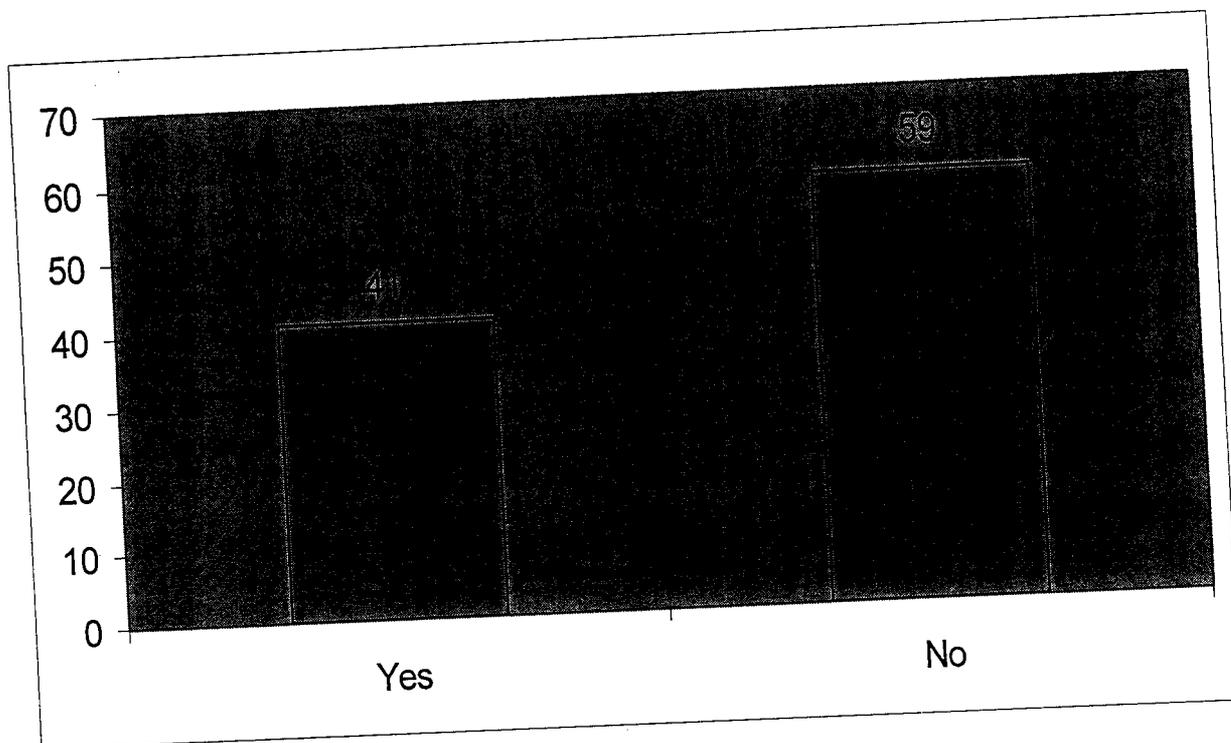


TABLE 21

Encouragement from the Management or Principal to improve the Respondents career

Particulars	Frequency	Percentage	Cumulative Percentage
Yes	47	47	47
No	53	53	100
Total	100	100	-

**Inference:**

It is found from the above data that 47% of the respondents are encouraged by the Management or Principal to improve their career and 53% of the respondents are not encouraged. It is concluded that the majority of the respondents are not encouraged by their higher authorities to improve their career.

FIGURE -21

Encouragement from the Management or Principal to improve the Respondents career

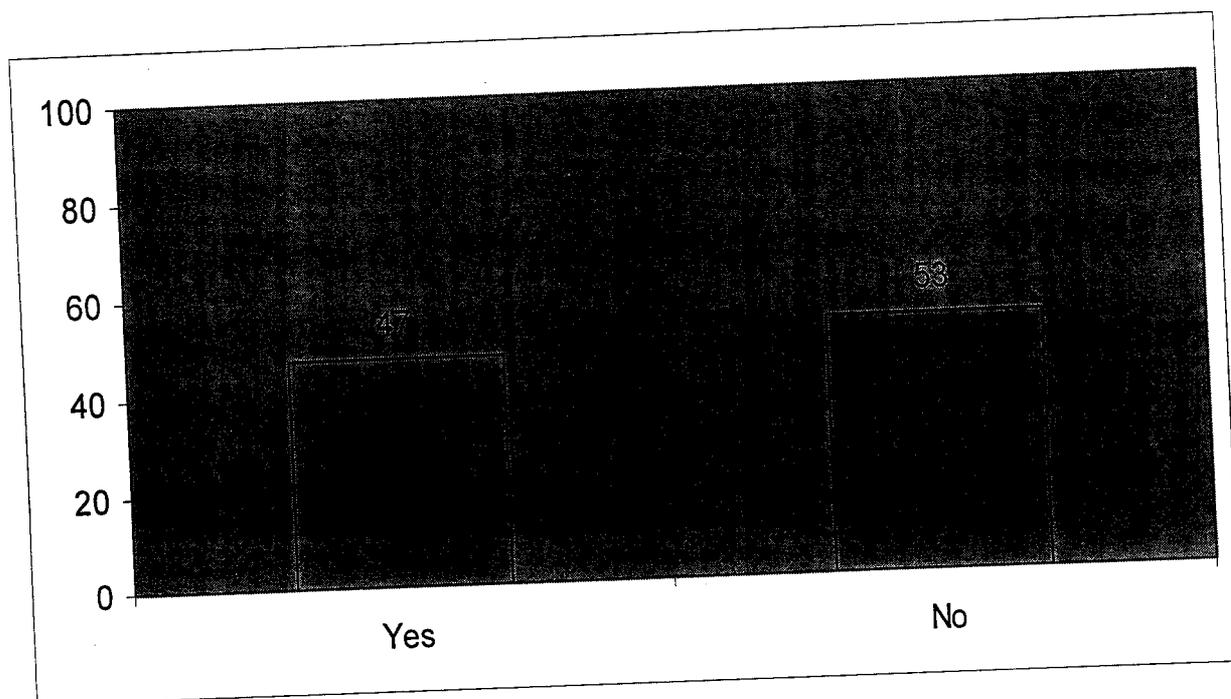


TABLE 22

Distribution of Respondents by their satisfaction of reward by the Management or Principal for extra performance

Reward	Frequency	Percentage	Cumulative Percentage
Yes	34	34	34
No	66	66	100
Total	100	100	-

**Inference:**

The above data reveals that 34% of the respondents are rewarded by the management or principal and 66 % of the respondents are not rewarded for their extra performance. It is concluded that the majority of the respondents are rewarded by the higher authorities.

FIGURE -22

Distribution of Respondents by their satisfaction of reward by the Management or Principal for extra performance

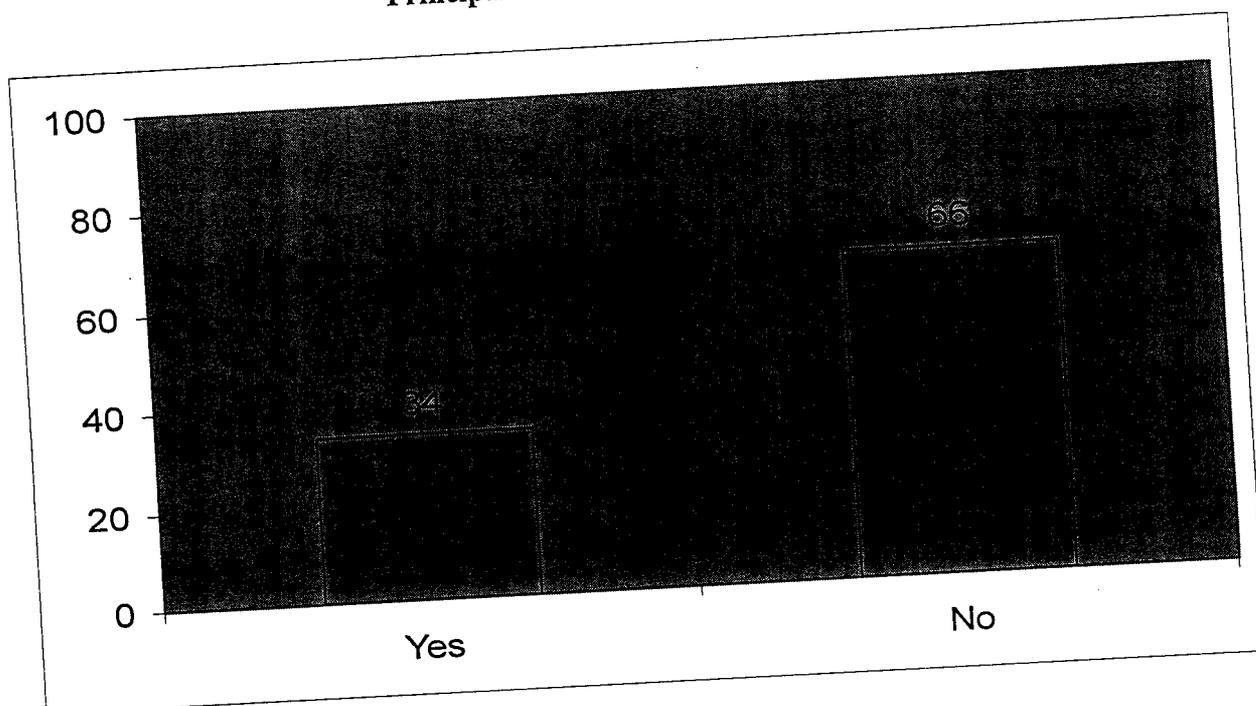


TABLE 23

Distribution of Respondents by their satisfaction of work atmosphere

Work Atmosphere	Frequency	Percentage	Cumulative Percentage
Yes	43	43	43
No	57	57	100
Total	100	100	-

**Inference:**

From the above data it could be inferred that 57% of the respondents are not satisfied with their work atmosphere and only 43% of the respondents are satisfied with their work atmosphere. It is concluded that the majority of the respondents are not satisfied with their work atmosphere.

FIGURE - 23

Distribution of Respondents by their satisfaction of work atmosphere

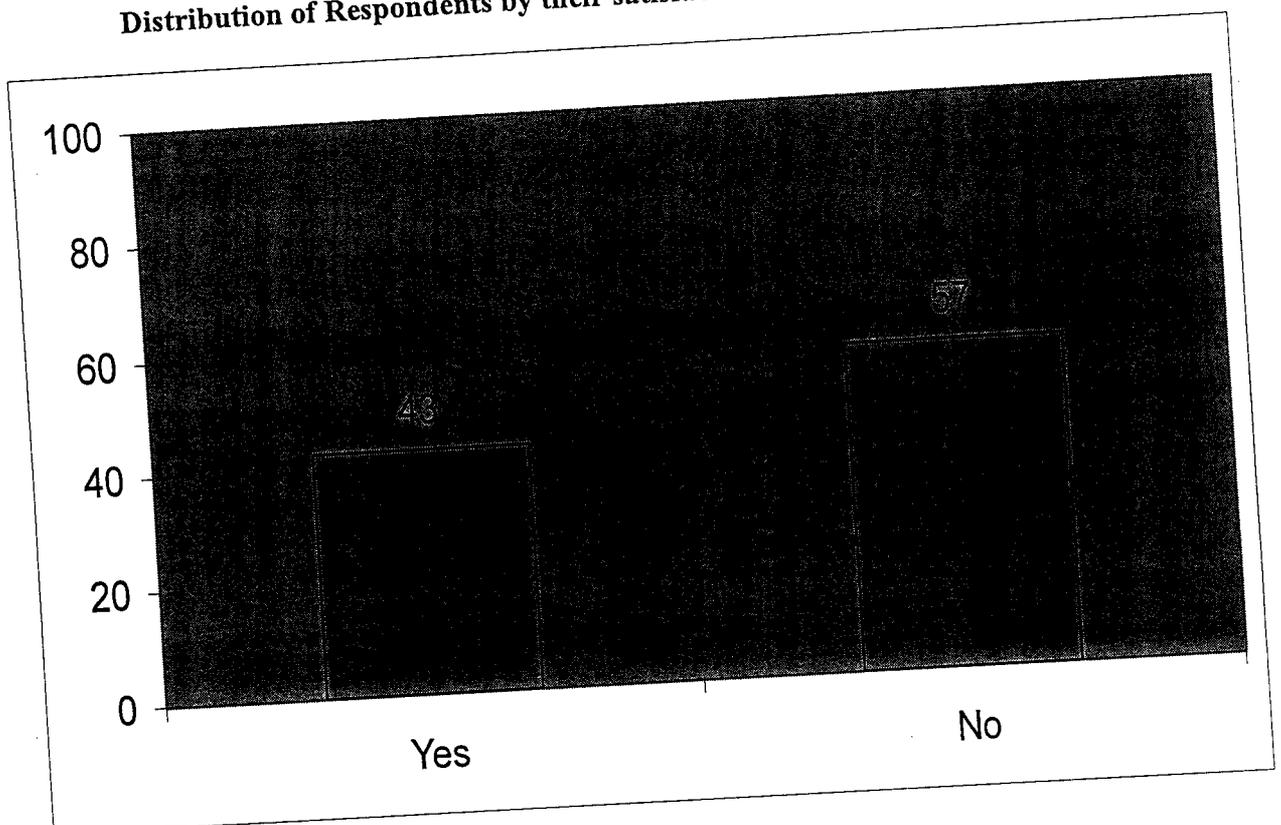


TABLE 24

## Co ordination of colleagues in an Institution

Coordination	Frequency	Percentage	Cumulative Percentage
Excellent	45	45	45
Good	42	42	87
Satisfied	12	12	99
Unsatisfied	01	01	100
Total	100	100	-

## Inference:

It is found from the above data that 85% of the respondent salary structure is as per AICTE and 15% of the respondents salary structure is consolidated. It is concluded that the majority of the respondents are getting salary as per AICTE norms.

FIGURE - 24

## Co ordination of colleagues in an Institution

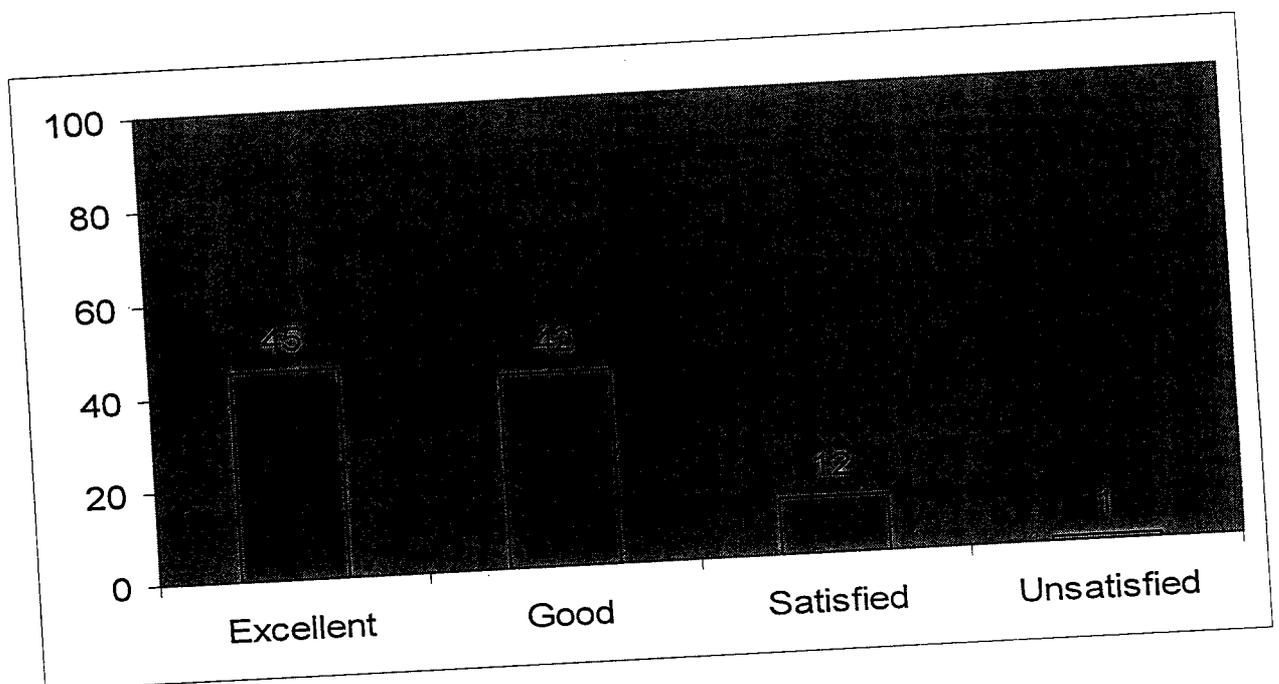


TABLE 25

## Status of Performance appraisal in an institution

Performance appraisal	Frequency	Percentage	Cumulative Percentage
Yes	38	38	38
No	62	62	100
Total	100	100	-

## Inference:

The above data reveals that 38% of the respondent's institution conducted performance appraisal and 62 % of the respondent institution did not conduct the performance appraisal. It is concluded that the majority of the respondent institution did not conduct the performance appraisal.

FIGURE - 25

## Status of Performance appraisal in an institution

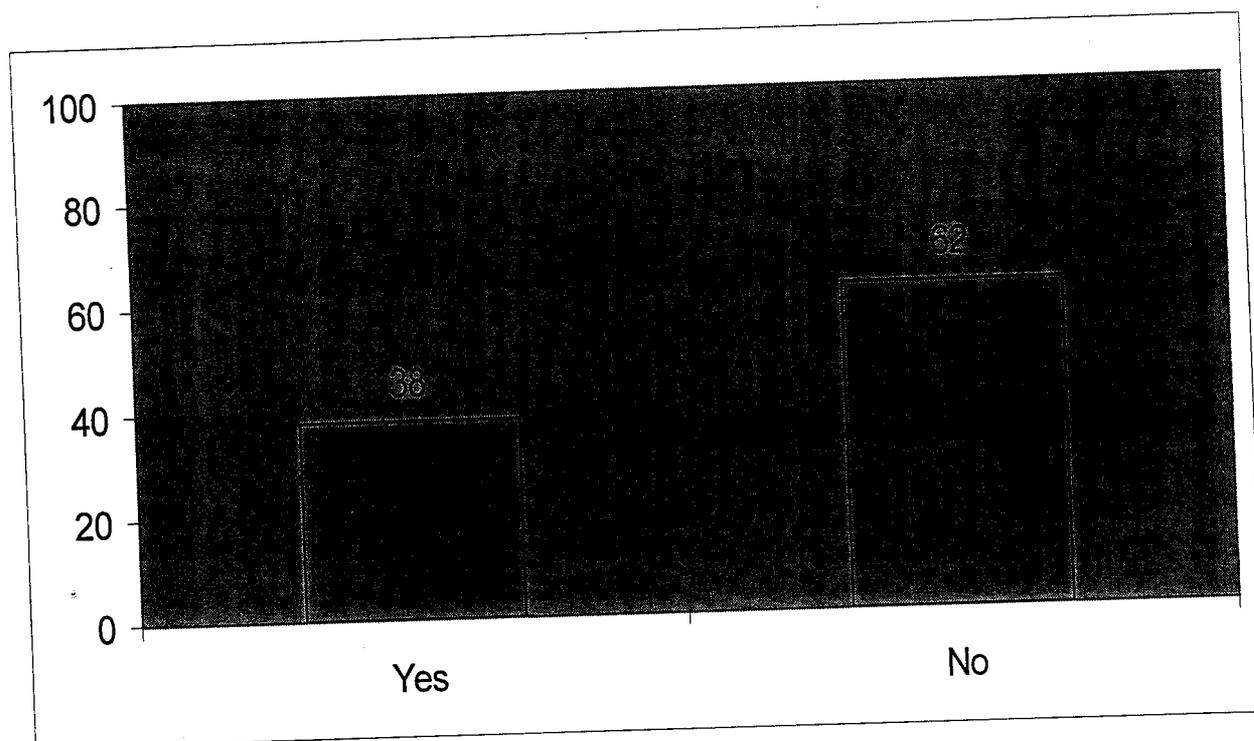


TABLE 26

Availability of Human Resource Development (HRD) division in an organization

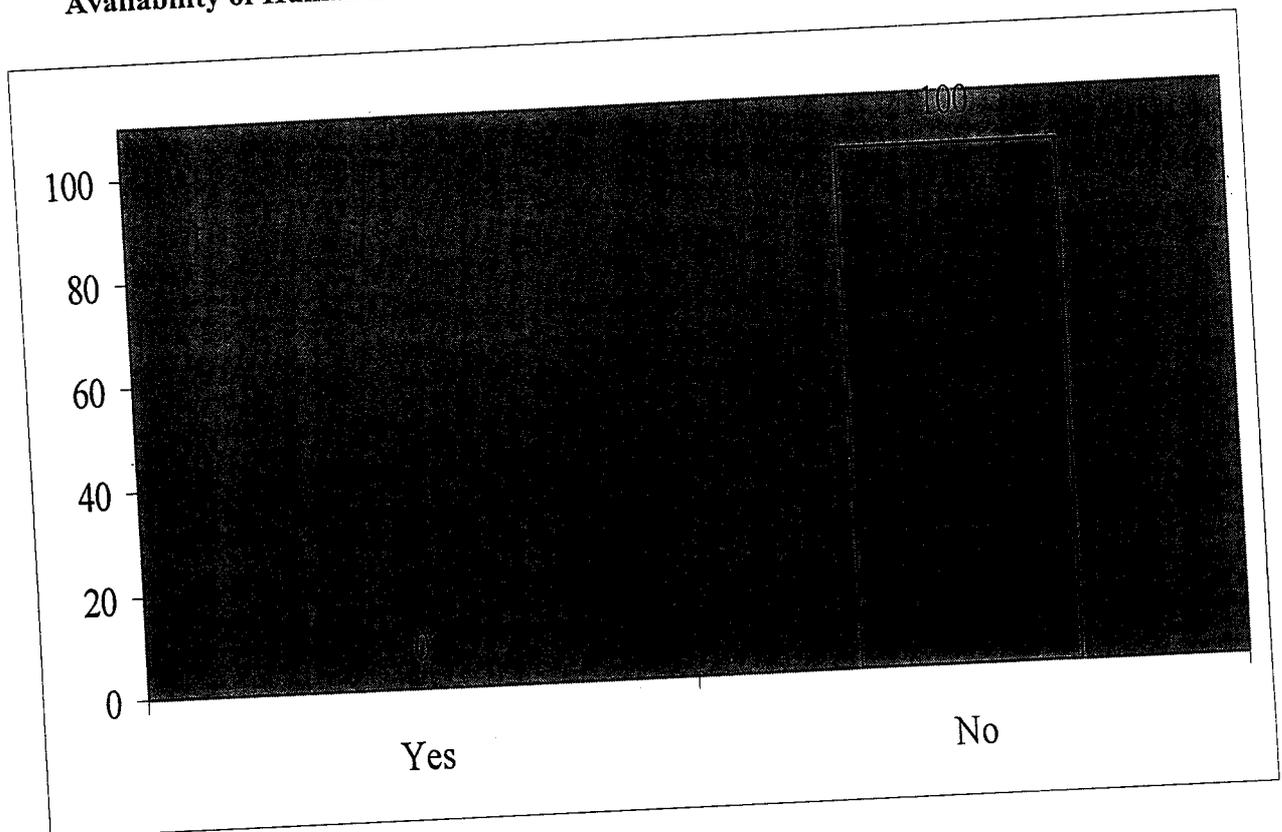
HRD division	Frequency	Percentage	Cumulative Percentage
Yes	0	0	0
No	100	100	100
Total	100	100	-

**Inference:**

It is found from the above data that none of the institution is having HRD division.

FIGURE - 26

Availability of Human Resource Development (HRD) division in an organization



## WEIGHTED AVERAGE SCORE ANALYSIS

Average score analysis is mainly used to determine the level of satisfaction of the different category of respondents on the various factors considered for the study. The opinion of the respondents were put under 4 point scaling similar to Litter's scaling. Score 4 was given to Excellent, Score 3 was given to Good, Score 2 was given to Satisfied, Score 1 was given to Unsatisfied. Based on the consolidated opinion of the respondents the level of satisfaction of the different category of respondents was ascertained. The result are given in the following table with suitable interpretations:

**TABLE 27**

**Rank correlation between the facilities available in an institution**

Facilities	Excellent	Good	Satisfied	Unsatisfied	Weighted Average	Rank
Infrastructure	28	49	20	3	3.02	2
Library	34	47	10	9	3.06	1
I.T.	22	34	27	17	2.61	3

**Inference:**

From the above data it could be inferred that Information technology facilities which is most important in Pharmaceutical institutions needs to be improved as first preferences. Infrastructure facilities should be given second preference to improve. Third preference should be given to Library facilities for the improvement. It is concluded that the majority of the respondents are viewed that the Information technology facilities available in an Pharmaceutical Institutions is not satisfied. This facility should be improved in an Institution.

## CHI- SQUARE TEST

TABLE 28

Significance between experiences and involvement of Institution growth and Research & Development activities

Experiences (Years)	Involvement of R & D Activities		
	Yes	No	Total
1 to 2	14	18	32
2 to 5	22	11	33
5 to 10	15	04	19
More than 10	14	02	16
<b>Total</b>	<b>65</b>	<b>35</b>	<b>100</b>

$H_0$ : There is no significant relationship between experiences and involvement of institution growth and R & D activities

$H_1$ : There is a significant relationship between experiences and involvement of institution growth and R & D activities

Calculated Value : 9.03

Table Value : 7.81

Degree of Freedom : 3

Level of Significance : 5%

**Inference:**

Since the calculated value (9.03) is more than the table value (7.81) at 3 degree of freedom at 5% level of significance. Hence, we reject null hypothesis and inferred that there is a significant relationship between experience and involvement of institution growth and Research & Development activities.

# CHAPTER - V

CONCLUSION

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## SUMMARY OF FINDINGS

From the interpretation it could be inferred that 76% of the respondents qualification is Post graduate and 24% of respondents qualification is Doctorate. Then 17% of the respondents are Professor, 37% of the respondents are Assistant Professor & 46% of the respondents are Lecturer. It is found that 32% of the respondents are having 1 to 2 years, 33% of the respondents are having 2 to 5 years, 19% of the respondents are having 5 to 10 years of experience and rest of the respondents (16%) are having more than 10 years of experience.

This study found that majority of the respondents (65%) is appointed through university interview. Majority of the respondents (92%) is satisfied with appointment terms and conditions. Majority of the respondents (50%) is having workload as per AICTE Norms. Majority of the respondents (85%) is availing salary as per AICTE norms. Majority of the respondents (92%) is satisfied with appointment terms and conditions and majority of the respondents (80%) is satisfied with the leave provisions.

Regarding faculty welfare, majority of the respondents (69) is not availing other benefits apart from the salary. Majority of the respondents (53) is not encouraged by the higher authorities for their improvement and 66% of the respondents are not rewarded by the higher authorities for their extra performance. Majority of the respondents (62%) is viewed that performance appraisal is not conducted in an institution and none of the academic organization is having established HR division.

## SUGGESTIONS

According to the findings of the study, it is found that the faculty members of pharmaceutical institutions have given opinion as satisfied for various measures like interview procedure, salary, work load, leaves, work terms and conditions and infrastructure facilities.

Thus the management of Pharmaceutical institutions should take note of the findings and they should improve HR practices to look after the faculty welfare facilities, training programmes which fulfill their requirements and also make them to perform their job more effectively.

## CONCLUSION

Faculty members are the virtual asset of Institutions. In order to enhance their performance and sustain them for a longer period the management need to provide all the welfare measures. Human Resources Management plays a major role in the exchange relationship between management and its employees. This study concludes that the Human Resources practices are not well established in pharmaceutical institutions. Pharmaceutical Institutions have major role in producing Pharmacy professional talents for the industry. In Pharmaceutical institutions faculties are expected to show their interest towards the change of teaching style and development of research. The Management of pharmaceutical Institutions has to establish HR division to provide adequate training facilities and feasible environment to change the attitude of faculty in this regard which is of utmost importance as on date.

## APPENDIX

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## *Title of Research*

**A Study on Essentials of the Human Resource (HR) Practices and its impact on among the Teaching Faculty of Pharmaceutical Institutions**

### QUESTIONNAIRE

#### **General Information**

- Name (Optional) : \_\_\_\_\_
- Designation : \_\_\_\_\_
- Name of the Institute : \_\_\_\_\_
- Gender :           ? Male       ? Female
- Marital Status :           ? Married ? Unmarried
- Qualification : \_\_\_\_\_
- Teaching Experiences
  - Present Institution : \_\_\_\_\_
  - Total Experiences : \_\_\_\_\_

1. How did you know the vacancy of at present post - through?  
? Paper Advertisement ? website ? Placement ? Other sources

2. Did you get appointment through interview?  
? Yes ? No

If yes,

a. What kind of interview you have faced?

? University ? Management ? Principal ? Telephonic

b. Interview panel members

? Management ? Principal ? HR person ? Subject experts

If No,

What kind of appointment you have received?

---

3. Are you satisfied with appointment and work terms and conditions?  
? Yes ? No
4. Vision and Mission of your institution  
? Excellent ? Good ? Satisfied ? Unsatisfied
5. Workload – per week  
? Less than 16hrs ? 16 hrs ? 18 hrs ? More than 18 hrs
6. Mention the salary structure at present you are availing  
? UGC ? AICTE ? State government ? Consolidated
7. Benefits you are availing from the institution apart from the salary  
? Life Insurance ? Health insurance ? Provident fund ? None
8. Are you getting salary every month regularly on fixed date?  
? Yes ? No

If Yes,

Which date you are getting salary of every month?  
? First ? Seventh ? Tenth ? after Tenth

9. Mode of Salary payment  
? By cash ? By cheque ? Through Bank
10. Are you getting salary slip properly for every month?  
? Yes ? No
11. Are you availing leaves as per Govt. norms?  
? Yes ? No
12. Facilities available in the institution  
? Quarters ? Transport ? Canteen ? None

13. Infrastructure available in the institution  
? Excellent ? Good ? Satisfied ? Unsatisfied
14. Library facilities are  
? Excellent ? Good ? Satisfied ? Unsatisfied
15. Information Technology facilities are  
? Excellent ? Good ? Satisfied ? Unsatisfied
16. Are you interested in attending Training/Quality Improvement Programmes?  
? Yes ? No
17. Are you getting sponsorship from an institution to attend the seminars or  
Trainings?  
? Yes ? No

If Yes,

How many programs this academic year attended with sponsorship?  
\_\_\_\_\_

18. How many papers you are publishing per year in National & International  
Journals?  
\_\_\_\_\_ National \_\_\_\_\_ International
19. How many papers you are presenting in National & International  
Seminars?  
\_\_\_\_\_ National \_\_\_\_\_ International
20. Are you involving in Research & Development activities apart from the  
academic work?  
? Yes ? No
21. Are you maximizing your performance beyond the assigned roles for institution  
growth?  
? Yes ? No
22. Management or principal are encouraging you to improve your career  
? Yes ? No

23. Are you getting reward by the management or principal for you extra performance?  
? Yes ? No
24. Are you attracted by the higher authorities?  
? Excellent ? Good ? Satisfied ? Unsatisfied
25. Are you enjoying your work atmosphere?  
? Yes ? No
26. Co-ordination of your colleagues in an institution  
? Excellent ? Good ? Satisfied ? Unsatisfied
27. Are you able to meet higher authorities, in case of work problems?  
? Yes ? No
28. Are you able to meet higher authorities in case of your personal problems?.  
? Yes ? No
29. Human Resource Development (HRD) division is available in your  
Organization  
? Yes ? No
30. Performance appraisal are conducted in the institution  
? Yes ? No

Please express your valuable relevant comments / suggestions for this project work.

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