CHAPTER III
RESEARCH METHODOLOGY

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3.1. Introduction

This is an empirical study and is mainly based on questionnaire and interview method. The primary data is collected by interviewing the workers, supervisors, line managers and managers. Even the representatives of management have been interviewed.

Secondary data is collected from personnel department, establishment department, training centre and human resource development department of the company. Lot of time was spent with the personnel manager, manager of industrial engineering, assistant manager and divisional heads for discussion to understand the techniques and methods adopted for manpower planning.

The data collected so is analyzed in order to draw some meaningful inferences.

3.2. Objectives of the study -

The present study of Manpower planning in Menon Pistons is conducted with the following objectives.

1. To examine the profile of Menon Pistons ltd. Kolhapur with special emphasis on human resources and its planning policies.

2. To understand present facts and position of manpower planning..

3. To know the procedure followed for selection, recruitment, training, placement, transfers, promotion and disciplinary action.

4. To know the opinions of the staff members about company's manpower planning.

5. To find out the impact of Manpower planning on overall human resource policy and on organization too.

6. To know how present manpower is utilized.

3.3 Selection of the Unit

Kolhapur is a green and historical city which is really worth to be visited in Maharashtra. .The credit of development goes to Chatrapati Shahu Maharaj.It is flourished by Rankala lake,New palace,shalini palace and nearest fort

Panhala.There are number of forts in this old city.Decended from its historic events the city has many historical monuments and sites. During the period of Satvahana kings and the Shilaharas the magnificent temples of kolhapur were constructed.Kolahpur has number of tourist sites. The architecture of new palace offers the visitors a combination of jain and Hindu influences from Gujrat and Rajasthan and local Rajwada style.Chatrapati Shahu Museum in the palace,Rankala Lake,Shalini Palace,Town Hall Museum and Mahalaxmi are other sites which could also be visited.The excursions could also be organized for Panhala,Vishalgad,Bhudargad,Paargad,Narsimha Wadi,Dajipur Bison Santuary and Amboli which are not so far from kolhapur.

Attractions in Kolhapur:

1) **Mahalaxmi Temple-**This beautifully architect temple attracts huge devotees from in and around kolhapur.Goddess mahalaxmi also known as Ambabai is the presiding deity of this temple.

2) **New palace and Chatrapati Shahu museum-**Built in 1884,it is also known as the Maharaja's new palace. The architecture of the palace is a combination of Jain and Hindu influences from Gujrat and Rajasthan and local rajwada style.

3) **Old palace(Bhawani mandap)-**Old palace has a temple of goddess Bhawani as well. This magnificient structure has an impressive marquee with filigree work in stone.This palace is located behind mahalaxmi temple.

4) **Rankala Lake-**Rankala lake is said to be the oldest of all lakes in Maharashtra.There is the Rankabhairav Temple at the center of lake,its name is derived from this temple.

5) **Town hall Museum-**Old sculptures,filigree work in sandlewood and ivory,old coins and paintings of master artists of the region are displayed in the museum,which were found during the excavations at Bramhagiri.

6) **Kolhapur entertainment-**Klhapur is considered as origin of marathi film city.The movie theaters in Kolhapur could be enjoyed by watching Marathi,Hollywodd as well as Bollywood movies.

7) **Wrestling**-Kolhapur is known for traditional wrestling(Kusti).As this district patronises this from many years. Rajarshee Shahu Khasbagh maidan is crowded with thousands of people on wrestling days.

8) **Restaurants**-Kolhapur .Kolhapur has many food specialties also for eg.Kolhapuri meat, turmeric and kolhapuri missal.As the kolhapur city is famous for hot chilly and spicy food many of the restaurants are serving delicious dishes to tourists and local people also.

9) **Industries**- Kolhapur has many well developed industries and foundries which are established in different areas like Udyam nagar,Y.P.powar nagar.These industries and foundries are giving employment to many people staying in kolhapur as well as nearby villages to kolhapur.

At the outskirts of kolhapur there are two old MIDCs.namely,Shiroli MIDC and Gokul Shirgano MIDC.Shiroli MIDC has started its production and development through different units before 50 years.Menon Piston Ltd. is a dynamic, forward looking organization situated at Shiroli MIDC in engineering and manufacturing including human resource development.

The purpose behind selecting the company is the researcher has done MBA summer training and project in Cummins India Ltd., Pune, under the topic "Recruitment of ITI Trade Apprentices". With the extension of above topic, researcher has selected a company in Kolhapur which has maximum human resource practices and i.e. Menon Piston Ltd.

3.4 Data Collection

Total strength of the staff at Menon Pistons Ltd. is 644. The division stated while discussing with Human Resource Manager is as follows:

Table No: 3.1

Selection of sample

Criteria	No. of respondents
Staff	115
Marketing staff	70
Workers	298
ITI Apprentices	11
Contract Labour	150
Total	**644**

Interpretation:

For maintaining the secrecy policy of the company, they denied to give the data department wise. But workers, supervisors, managerial staff is spread all over the plant in various divisions, departments, and sections as mentioned above. To get a near correct picture of entire plant the respondents have been covered by random sampling method for personal interview.

Table 3.2

Summary of sample

Table 3.2 gives the total strength of workers, supervisors, line managers and Managers and also shows the percentage of expected interviewing respondents and actually interviewed respondents.

Sr. No. and Designation		Total Strength	Expected Respondents		Actually Interviewed
1.	Workers	298	(30%)	89	60
2.	Supervisors	115	(40%)	46	23
3.	Line Managers	50	(30%)	15	10
4.	Managers	20	(40%)	8	7
	Total	483		158	100

Interpretation:

For the research on Manpower Planning the data has been collected by both Primary and secondary sources.

- The relevant secondary data is collected from various technical journals, magazines, books on manpower planning and policy.

- Even past records of Menon Pistons Ltd. were used to get related information.

- Primary data has been collected by canvassing schedule personally.

- Apart from this, number of matters has been discussed with supervisors and few senior officers.

In line with the objectives and scope of study, a schedule was prepared. The schedule was finalized by discussing with company person and project guide. But two separate schedules have been prepared.

1] For workers, supervisors, line managers and managers.

2] For Management representatives.

The schedule consists of seven sections such as -		
Section – I	-	**Personal data**
Section – II	-	**Recruitment and Selection**
Section – III	-	**Training and development**
Section – IV	-	**Transfers**
Section – V	-	**Promotion**
Section – VI	-	**Human Resource development**

For analyzing the data the numerical data collected from survey was tabulated. Further the tables have been divided into chapter schemes. A comprehensive dissertation is written by following a percentile method for analyzing data. Apart from the opinions observed in questionnaire, discussion with management representatives all the things has been put in a dissertation. The feelings, surroundings have also been considered for data presentation.

3.5 Profile of Respondents-

After the questionnaire was finalized into (7) broad categories, researcher took personal interviews of 100 respondents. To know the general

background of respondents, personal information about age, qualifications, designations, length of service in Menon Pistons Ltd. is collected. This basic information is of vital importance and has considerable bearing on various aspects of man power planning. The information in this chapter is presented with the help of following tabular presentation.

Table 3.3.

Age wise distribution of respondents

The following table gives age wise classification of respondents from various designations.

Sr. No. & Designation		Age group (Years)							
		18-25	26-30	31-35	36-40	41-45	46-50	51 & above	Total
1	Workers	11(18.33%)	9(15%)	10(16.66%)	9(15%)	6(10%)	8(13.33%)	7(11.66%)	60
2	Supervisors	-	-	4(17.39%)	7(30.43%)	6(26.08%)	4(17.39%)	2(8.69%)	23
3	Line Managers	-	-	1(10%)	2(20%)	4(40%)	2(20%)	1(10%)	10
4	Managers	-	-	3(42.85%)	-	1(14.28%)	2(28.57%)	1(14.28%)	7

Interpretation:

- From the table we can see that out of 60 almost 18.33% are workers belongs to 18 to 25 years of age, 15% of total workers belong to 26-30 and 36-40 of age group.

- Among supervisors maximum i.e. 7 supervisors are in the age group of 36-40, the percentage is 30.43%.

- It shows that higher positions carrying greater responsibility and complexity of job are to be manned by matured persons. Most of the managers are matured and experienced to take decisions and solve day-to-day problems of the department. Managers keep watch and monitor total departmental activities to ensure smooth working.

■ From the table, it can be seen that managers (42.85%) are belonging to a very young age group. Fresh blood is infused in the organization, by appointing young people. But in workers category diversity in age group is maintained.

Table 3.4

Educational qualification wise classification of respondents

The following table gives educational qualification wise classification of respondents in Menon Pistons ltd

Sr. No. & Qualification		Designation				
		Workers	Supervisors	Line Manager	Manager	Total
1.	SSC/HSC	29(87.87) (48.33%)	4(12.12) (17.39%)	-	-	33
2.	ITI	31 (70.45) (51.66%)	7(15.90) (30.43)	6 (13.63) (60%)	-	44
3.	Diploma	-	6 (66.66) (26.08%)	3(33.33) (30%)	-	9
4.	Diploma + DBM	-	1(33.33) (4.34)	-	2 (66.60) (28.57)	3
5.	Degree	-	-	-	2(100%) (28.57)	2
6.	Degree + DBM	-	5 (71.42) (21.73%)	-	2 (28.57) (28.57)	7
7.	Degree + MBA	-	-	-	1(100) (14.29)	1
8.	Degree + Computers	-	-	1(100) (10%)	-	1
		60	23	10	7	100

Interpretation:

- Details of the above table indicates that the thinking of Management at Menon Pistons Ltd. They are following the policy of recruiting persons who are required technical qualification to meet the job requirements.

- The table 3.3 shows that 51% of total respondents (workers are ITI qualified).

- At the supervisory level also, we can see 26.08% are supervisors. 21% are degree + DBM holders.

- In line managers also we can find ITI completed and diploma holders 60% and 30% respectively. Even 28.57% of managers are there in Menon Piston who have completed Diploma + DBM, Degree and Degree + DBM respectively.

- Menon Pistons Ltd. is a company employing modern sophisticated technology in all its productive activity. Anticipating the coming of technology revolution, Menon Piston Ltd. has installed high tech machinery. Naturally, the company needs well qualified staff to supervise operations of these machines.

Table 3.5

Service Periodicity of Respondents

The following table gives the close analysis of service with Menon Pistons Ltd. It tells to what proportion of fresher and experienced persons the Menon Pistons Ltd. has.

Sr. No. &		Service with Menon Piston Ltd. (Years)				
Designation		1-3	4-8	9-15	15 and above	Total
1.	Workers	5(8.33%)	15 (25%)	22(36.66)	18 (30%)	60
2.	Supervisors	-	6 (26.08%)	9 (39.13%)	8 (34.78%)	23
3.	Line Manager	1 (10%)	2 (20%)	6 (60%)	1 (10%)	10
4.	Managers	-	3 (42.85%)	3 (42.85%)	1 (14.28%)	7
	Total	6	26	40	28	100

Interpretation:

- Out of total workers (60) 36.66% of workers are working in Menon Pistons Ltd. from 9-15 years. Even in line managers, the rate of retention is very high i.e. 60% line managers are working from 9-15 years.

- In the managerial cadre, it could be observed that there are 42.85% managers working from 4-8 years and 9 -15 years respectively.

Table 3.6-A

Classification of respondents according to mother tongue

Language is a vehicle to convey out thoughts, ideas and we can discuss many aspects of the problems with case. Persons are fluent and can express confidently when they speak in their mother tongue.So the following table gives classification of respondents according to mother tongue.

Sr. No. & Designation		Worker	Supervisor	Line Manager	Manager	Total
1.	Marathi	50 (60.97)	20 (24.39)	9 (10.97)	3 (3.65)	82
2.	Kannada	3 (50%)	1 (16.66%)	-	2 (33.33%)	6
3.	Gujarati	2 (100%)	-	-	-	2
4.	Hindi	5 (50%)	2 (20%)	1 (10%)	2 (20%)	10

Interpretation:

- Table 3.6-A shows that out of total respondents 82% are having Marathi language as their mother tongue.

- Gujarati speakers are very less i.e.2%.of total respondents and they are in category of workers.

- Remaining 10% and 6% of respondents are Hindu and kannada respectively.

Table 3.6-B

Classification of respondents according to mother tongue

Sr. No. & Designation		Marathi	Kannada	Gujrathi	Hindi	Total
1.	Worker	50 (83.33%)	3(5%)	2(3.33%)	5(8.33%)	60
2. ○	Supervisor	20 (86.95%)	1 (4.34%)	-	2 (8.69%)	23
3.	Line manager	9 (90%)	-	-	1(10%)	10
4.	Manager	3 ((42.85%)	2 (28.57%)	-	2 (28.57%)	7

Interpretation:

- Table 3.5-B shows that among managers, almost 42.85% managers of total managers are Marathi speakers.

- 83.33% workers are Marathi speakers, whereas 86.95% supervisors are also Marathi speakers. No wonder in a city which is built on history of Marathas have the local language i.e. Marathi.

- But the Table 3.5-B also shows that how the diversity has been maintained by appointing the people who have other mother tongue also like Kannada, Gujrathi and Hindi.

- 4.34% supervisors have Kannada as their mother tongue, 8.69% supervisors have Hindi as their mother tongue.

- 28.57% of managers are Kannada and Hindi speakers respectively.

Table 3.7

Residence to factory distance in relation to classification of respondents

Table 3.6 indicates the details about the distance; the respondents have to travel from residence to factory. It is always convenient to have minimum distance between the workplace and residence. This reduces the strain of reaching to workplace from the residence.

Sr. No. & Designation		Residence to factory distance (kms)					
		Upto 1 kms	2-5 kms	6-10 kms	11-25 kms	40-50 kms	Total
1.	Workers	2 (3.33%)	7(11.66%)	16(26.66)	20 (33.33)	15 (25%)	60
2.	Supervisors	-	2(8.69%)	6(26.8%)	7(30.43%)	8(34.78%)	23
3.	Line Managers	-	-	2 (20%)	5 (50%)	3 (30%)	10
4.	Managers	-	-	1(14.28%)	3 (42.85%)	3 (42.85%)	7
	Total	2	9	25	35	29	100

Interpretation:

■ Table 3.7 shows that 20 workers (33.33%) are coming from 11-25 kms. Looking at supervisors maximum supervisors have to travel from 40-50 kms daily i.e. (8).

■ Even in line managers 30% of line managers have to travel from 40-50 kms.

■ In the managerial cadre, 42.85% of managers are traveling on 11-25 kms and 40-50 kms respectively. Among the 100 respondents, 35% of total respondents have to travel from 11-25 kms and hardly 1% of total respondents are staying nearby i.e. they have to travel from up to 1 kms.

- In the personal interviews, it had been found that they are settled in Shiroli itself, where the organization Menon Piston Ltd. Is situated. But it is far away from city but in oldest industrial area, it is giving the employment to the people who are staying at 60 kms surface area.

3.6 Scope

The study has been undertaken as a partial fulfillment of requirements of the degree of Master of Philosophy in Commerce and management. The particular study is conducted only at Kolhapur city and it is limited to Shiroli MIDC and especially for Menon Pistons Ltd.

3.7 Limitations

The study is limited to Manpower Planning of the organization i.e. Menon Pistons Ltd. therefore no data for comparison was made available. The study was conducted for academic purpose, so there was a time limit for data collection. As per company's secrecy policy confidential information was not provided.

3.8 Chapter Scheme -The study of "Manpower Planning at Menon Pistons Ltd." is divided into 7 chapters as follows :

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1] **Company Profile**

2] **Manpower planning**

3] **Research methodology**

4] **Recruitment and Selection**

5] **Training and development**

6] **Transfer and promotion**

7] **Conclusions and Suggestions**