

CHAPTER-3  
RESEARCH METHODOLOGY

1) Manpower Planning is one of the most important areas in which rigorous exercise is done in all the companies or institutions. Manpower planning enables the company to run continuously smoothly, manpower is most scarce and costly factor of production. Therefore he must be carefully selected, properly trained and cautiously treated. The subject of manpower planning has acquired immense importance in theory and practice. That is why I have selected this subject for my M.Phil. dissertation. This is a case study of manpower planning. The study was carried on in Hindustan Latex Limited, a Public sector undertaking, Wholly owned by the Government of India.

The Hindustan Latex Limited Company was selected for my research study because company is near to my native place and friend of mine is in service in personnel department of the company. So it was easy to collect information. All the rules and regulations concerned with manpower are observed in the company that is why I have selected this company for my research.

2) Objectives of the study :

The study has been undertaken with following objectives.

- (1) To study the methods of recruitment in Hindustan Latex Ltd.
- (2) To discuss provisions made by the Hindustan Latex Ltd. for training workers at Grade I, II, III, IV levels and also for supervisors, Assistants and officers.

- (3) To study the provisions made by Hindustan Latex Ltd. training the managerial staff.
- (4) To study different criteria adopted for promotion of employees.
- (5) To discuss the methods adopted to avoid irregularities in the human behaviour.

### 3) THE UNIVERSE:

In HLL there are total 340 employees. There are fourteen departments and subdepartments wherein the above workers and employees are deployed. Table 3.1 shows the workers as classified by the departments to which they belong.

Table 3.1 gives the staffing pattern of the organisation. Condoms being a product to develop confidence of the consumers has largest number of employees (25.00 percent) in inspection department, to be followed by those in special packing department (14.71 percent). While office staff and accounts are 11.47 percent.

HLL being a productive activity has largest number of workers, namely 254, 74.71 percent of the total. Among them semi skilled workers are 124 and skilled 41 (Table 3.2).

So the total workforce of 340 was classified first by department. This stratification provided the basis for selection of sample.

**TABLE 3.1**  
**NUMBER OF EMPLOYEES AND WORKERS AS CLASSIFIED BY**  
**THEIR DEPARTMENTS**

Department	Number of employees, Wokrers.	Percentage of Total
Personnel	05	1.47
Accounts	10	2.94
Purchase Sales (Store)	14	4.12
Office Staff	29	8.53
Quality Control	30	8.82
Laboratory	15	4.41
Electrical	14	4.12
Mechanical	30	8.82
Moulding and Vulcanising	29	8.53
Compounding	10	2.94
Packing	19	5.59
Special Packing	50	14.71
Inspection	85	25.00
<b>TOTAL</b>	<b>340</b>	<b>100.00</b>

TABLE 3.2  
NUMBER OF EMPLOYEES AND WORKERS WITH THEIR  
DESIGNATION

Designation	Number of Workers	Percentage to the total
Superintendent	04	1.18
Assistant	04	1.18
Senior Clerk	05	1.47
Junior Clerk	16	4.71
Assistant/Steno	02	0.59
Store Keeper	01	0.29
Receptionist	01	0.29
Watchmen	12	3.53
Drivers	03	0.88
Attenders	03	0.88
Sweeper	04	1.18
Cook	01	0.29
First aid Attender	01	0.29
Operators	04	1.18
Personal Assistant to Dy. General Manager	01	0.29
Supervisors	24	7.06
Grade IV Workers	41	12.06
Grade III Workers	124	36.48
Grade II Workers	13	3.82
Grade I and casual Workers	76	22.35
<b>TOTAL</b>	<b>340</b>	<b>100.00</b>

**TABLE 3.3**  
**TABLE SHOWING SAMPLES SELECTED BY DEPARTMENTWISE**  
**FROM THE UNIVERSE**

Department	Universe	Samples selected	Percentage of total in each Category
Personnel	05	02	40.00
Accounts	10	04	40.00
Purchase Sales (Store)	14	01 02	21.43
Office Staff	29	04	18.00
Quality Control	30	07	23.34
Laboratory	15	03	20.00
Electrical	14	06	42.85
Mechanical	30	08	26.67
Moulding and Vulcanising	29	07	24.14
Compounding	10	04	40.00
Packing	19	07	36.84
Special Packing	50	10	20.00
Inspection	85	15	17.65
<b>TOIAL</b>	<b>340</b>	<b>80</b>	<b>23.53</b>

It was decided to have a 20.00 percent sample of the total employees in HLL and approximately 20.00 percent sample from each department. Actually, there have been deviations from this norm. However, they do not make sample biased because those deviation are spread over as many as fourteen departments. So the method employed is single stratified purposive sampling.

#### 4) SCHEDULE:

After finalising the number of employees to be interviewed, a full length schedule was prepared containing questions on which information was to be collected from respondents. The schedule comprises of six sections viz- general information recruitment, selection, training, promotion and punishment. Draft schedule was shown to knowledgeable senior colleagues and their suggestions were incorporated. The schedule is appended to the dissertation. The schedule was got cyclostyled.

#### 5) INTERVIEW:

I approached Shri. Varale, assistant plant manager alongwith my friend Shri. Bhosale. He kindly consented to my request to interview the respondents. I met each worker personally, convinced him of the nature of my work. This created congenial atmosphere which made the interviewee open his heart. All the information was filled in by me personally. In some cases, some questions had to be explained to extract correct answers. All the employees were very Co-operative.

#### 6) TABULATION:

Considering the scope and objectives of the study a tentative list of tables that can be prepared on the basis of information contained in the schedule was prepared. It was finalised in consultation with the guide. All the tables were drawn and the information was recorded in relevant columns with the help of tally marks. Totalling these tally marks figures were recorded and a thorough cross checking of the numerative data was done to avoid any discrepancy.

#### 7) REPORT WRITING:

Tables were classified on the basis of topics to be written in different chapters. The information in the tables was supplemented by the data from the annual reports of the company and the information provided by friend Shri. Bhosale. A number of books were referred to write the chapter of theoretical background. With the help of information so collected and personal observation the chapters were written as stated in the succeeding paragraph.

#### 8) CHAPTER SCHEME:

Present study includes seven chapters as given below.

- (I) The first chapter deals with the theoretical background consisting of meaning, importance, etc. of the manpower planning and also the meaning, methods etc. of recruitment and selection, training, promotion and punishment.

- (II) The second chapter includes the company profile. The profile is discussed from various view points like the capital, production, sales, personnel facilities provided to the workers and employees and organisational chart.
- (III) Third chapter describes the research methodology adopted for the present study. Specifically it gives, choice the company, objectives of the study, sampling, schedule, how the interviews were taken, tabulation of the information report writing and the chapter Scheme.
- (IV) The fourth chapter deals with recruitment and selection. In this chapter the company's recruitment procedure, methods of recruitment are discussed in detail. Respondents opinions from improving recruitment methods are discussed.
- (V) The fifth chapter covers the promotion policy implemented in the company. Various views regarding implementation of the promotion policy are analysed. Employees' suggestions to make the promotion policy more rewarding are analysed.
- (VI) Sixth chapter deals with punishment. Various aspects of punishment policy and procedure are dealt with in great detail. Even the feelings of employees are discussed. Suggestions for improvement in punishment procedure are presented with analysis.



(VII) The seventh and last chapter presents the conclusions that emerge from the discussion in earlier, three chapters (iv, v and vi) on the basis of lacunae detected and feedback from the respondents a few pragmatic and practical suggestions are putforth.

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