NATURE AND SCOPE OF STUDY

1.1. INTRODUCTION -:

Globalization has paved new ways for employees, who have passion for learning and self development. In terms of major developments in the internationalization of markets and competition, globalization has the potential to impact heavily on employee careers because of its effects on the structure of organizations and the nature and form of work. Increased competition and the availability of wider product and labor markets have triggered the emergence of new ‘inter-firm’ forms via mergers, joint ventures and strategic alliances and changes in ‘intra-firm forms evident by delaying and downsizing (sparrow 1998). These changes have the potential to alter dramatically the nature and experience of work, simultaneously widening and restricting opportunities for employment.

On the one hand, organizations have considerable freedom of choice about where their goods are produced which can lead to the relocation of production to areas where labor is relatively cheap, resulting in reduced job opportunities in ‘expensive’ countries, and on the other hand the growth of multinational corporations can provide more opportunities for appropriately skilled individuals to enhance their personal growth with the experience of international assignments.

Globalization is a relatively new phenomenon and despite its immediate impact in the evolution of the world economic (Gray 1998). In many ways, the impact of globalization on career and career growth of employees is indirect in global market forces. It has seen that it becomes the cause of much of the work force restructure undertaken by the organization. Due to various efforts
of organization, employee also become competitive and responsive about the growth of organization.

In today’s fierce competition management needs to work with efficiency and effectively to built harmonious atmosphere using scarce resources in pursue of predetermined organizational goal. At the same time employees are also attentive towards their personal goals. In order to have a golden mean between these two important aspects, industrial organizations need to adopt goal concrescence. Therefore industries have to design various strategies to satisfy employees needs where career planning system is the best possible way. It assists employees in enhancing their skill in current roles, navigating organizational ladders, gaining personal insights into their strength and development needs and sharpening their ability. Career planning system is the deliberate process through which organization and employees become aware of personal skills, interests, knowledge motivations and establishes action plans to attain specific goals. This consist of,

1. Evaluation of abilities and interests of employees,
2. Consideration of different career opportunities in organization,
3. Establishing career goals of organization and employees,

1.2. STATEMENT OF PROBLEM :-

The statement of problem for the research work is, “The Study Of career Planning System Of Employees In Select Industries In Pune District MIDC Area”
Career today is differ in various ways after globalization. In the past, the assumption of industrialist about career planning system of employees were not positive and also he was not aware about his contribution in this system. His attitude was like this ‘if you show your loyalty we can take your care’, but now today’s employees know how to take care of themselves and the psychological contract between them is more like ‘I’ll do my best for you, but I expect to put me on a fast track career that will give me a high social status and good living standards’ Today employees expect activities which will fulfill their career needs from their employer.

Today’s organizations possess a range of jobs of different types and different levels. Now organizations need to develop systems to ensure that the flow of personnel is managed well. Some researchers have mapped out key concepts. For example Gunz (1989), had introduced the notion of the ‘Career climbing frame within organizations, where employee can climb it, along it or down it. They can start from more than one position at the bottom of the frame, and in principle move in almost any combination of directions thereafter. Even the organization makes some moves easier than others.

As per the observation of Gunz maximum employees adopts the three orientations towards climbing career planning system, those are-

**Building** -Willing to climb the frame by the approved routes.

**Searching** - Choosing to abandon the climbing frame and search for something one would prefer to do.

**Subsisting** -Unwilling to climb the frame but prepared to hang on for survival (i.e. keeping a job)
These orientations crucially affect the sort of career opportunities. Whereas, as per the observation of Nigel Nicholson organizations also used different types of strategies which can limit the effectiveness of career planning systems and those are -:

i) **Restricted** – Some restrictions are inevitable specially concerning non promotional transfers between functions

ii) **Political** – Career opportunities can be made or blocked by managers seeking to advance their own interests rather than those of the organization or the person whose career is at stake.

iii) **Mechanistic** – Career moves are governed by rules and regulations which allows no exceptions and often fail to change in response to changing conditions.

iv) **Neglected** – Possible career paths and means of treading them are simply not identified so that nobody can see where they are going.

In today’s advance global competitive era, organization must avoid such a mistakes which are mentioned above should implement as well as organize various self assessment programmes of career planning workshops, individual counseling by internal as well as external expertise and developing programmes

The career concern, the sequence of jobs which employee hold and the attitudes as well as behavior associated with them. Where as career planning system consist of creation of career opportunities, establishing career paths, contribution of organization mutual team work of employees as well as organization. To emphasis these points Robert H. Vaughn, introduced and explained career planning tree i.e. job tree concept in 1988. This concept is
based on analysis of unit level data including work and information flows, unit environment and tasks collectively performed by employees and organisation. Hence the title of this research work is “The Study Of career Planning System Of Employees In Select Industries In Pune District MIDC Area.”

1.3.RELEVANCE OF STUDY-

In this global era, the structure of industrial organization is changing from pyramid to a nebulous, which various times doesn’t have a top. Even various organizations which are still operating traditional work chart, are also accepting changes in hierarchy and in job distribution, job structure, job formation etc for the growth of industries, now the attachment and involvement of employees from top to bottom is most important. In this regard career planning system, job tree approach plays a significant role in employees and organizations management of change.

Organizations, which do not change or keep pace with the constant changing environment can suffer from degradation and soon become defunct. So management has to recast and monitor its competitive edge and formulate suitable strategic directions, to take advantage of opportunities. Management’s need to prepare for future challenges to locate opportunities for growth.

We found the success mantras of industrial growth in India and how they have changed from last decades as –:

*Table- 1.1-Changing scenario of the success mantras of industrial growth in India*
<table>
<thead>
<tr>
<th>Decade</th>
<th>Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1970s Production</td>
</tr>
<tr>
<td>2</td>
<td>1980s Quality</td>
</tr>
<tr>
<td>3</td>
<td>1990s Customer</td>
</tr>
<tr>
<td>4</td>
<td>2000s Cost</td>
</tr>
<tr>
<td>5</td>
<td>2005s Speed</td>
</tr>
</tbody>
</table>

(Source: Human Resource Management – By- Salydin-Himalaya Publishing)

So to work according to ‘speed’ success mantra, management must be prompt in career planning of its employees, to achieve success and excellence. The relevance of this study is to study the career planning system in selected industries in Pune District, MIDC area, because the future belongs to those industrial organizations which can provide enough opportunities to their employees.

Today's maximum employees are ‘y’ type employees, who knows what they deserves and what are their desires from their organization. They also want to choose what they do within organization. They have awareness about job opportunities within and outside the organization. If they are unable to find their growth within their mother organization, they are showing interest in mobility from one organization to another like as grasshopper. Now it is a great challenge in front of organization to stop mobility of job – hoppers for the utility and development of organization.

This research is oriented to know the efforts of organizations of select industries in Pune MIDC area to create job and growth opportunities to their employees to stop their mobility for the utility and development of organization.

Actually every industry is unique and there is no ‘one – fit- for – all’ solutions. So there is a wider scope to get different interesting information about different approaches of management towards career planning system, those are -organization culture, employee- employer relation, the strength of success of organization which helps the researcher as well as reader to know the tasks of these industrial organization about career planning system within their organization.

**1.4.OBJECTIVES OF STUDY-:**
1. To study career planning system in select industries

2. To find out the causes of mobility, satisfaction and dissatisfaction job hopping approach in select industries.

3. To study the effectiveness of career planning system for the growth of the organization of select industries.

4. To observe the hurdles in implementation of career planning system in select industries.

5. To understand the approaches of employees and organization expert about career planning system in select industries.

1.5. JUSTIFICATION OF OBJECTIVES-

1.5.1. To study career planning system in select industries in Pune Dist MIDC Area.

Justification:

The last two decades have been characterized by economic upheavals, which have altered the structure and nature of jobs. On the other hand economic globalization and the restructuring of industries (mergers, horizontal and vertical integrations and more recently, re-engineering) have resulted in two ways- i) In the loss of millions of jobs and rising unemployment, and

ii) Creation of new job descriptions demanding multiskills.
The company demand for numerical flexibility (i.e. the number of new jobs and the employment relationship) and functional flexibility (changes in work culture). It gave rise to a structural and cultural crisis which can be seen in labor market segmentation and their organisation of job and industry. So with the help of study of career planning system in selected industries in Pune Dist MIDC area, researcher tries to know the provision and schedule of these industries about career planning system.

The future belongs to those organization which built and implement proper career planning system. Today’s generation which is now entering the workforce is very different from the ruling one, who are more autonomous, more keen to establish a balance between work and life outside of work. They see themselves as free agents. With the help of first objective, researcher tries to find out the efforts of organization in select industries in Pune MIDC area in this regard.

1.5.2. To find out the causes of mobility, satisfaction and dissatisfaction and job hopping approach in select industries in Pune Dist MIDC Area.

Justification:

Industrial Sector is facing new challenges every day as well as finding new solutions and undergoing changes. After globalization flow of technology and capital across geographic and political policies, help in creating new resources the concept of distance become virtually non factor and international mobility of employees is increasing rapidly. Due to the widespread and transnational operations of industries changing work
practices, work satisfaction and dissatisfaction. Due to the availability of various job opportunities, the job hopping and job mobility has become the new mantra for success of employees, which plays bad impact on the productivity and growth of organization.

Job satisfaction and dissatisfaction play a vital role in job mobility and job hopping attitude of employee. Job Satisfaction usually include employees attitude towards pay, working conditions, colleagues and boss, career prospects

and the intrinsic aspects of the job itself. Due to this, Indian employee also become open to a job change. As part of its global level initiative to map the attitude of employees towards changing job through job mobility and job hopping the country’s largest human resources services, company Ma foi Randstad has done its Internet based study, which shows the extent to which employees are thinking of changing their jobs in the short term. The study finds industries are more open about shifting their jobs in the next few months. India’s mobility index is the highest at 140 in the world followed by Mexico, China and Turkey. At the bottom of the index are countries such as Luxembourg, Italy and Hungary. Interestingly enough the study finds highly
qualified people exhibiting lesser mobility inclination than others in India. Not surprisingly it finds that employees in metropolitan cities are most open for job change in the next six months. According to this study over 80% of the Indian employees are confident of finding new jobs in the short run. While employees in the age group of 25 to 44 appear confident, those in the 18-24 group is found to be low on confidence.

So, in this research work researcher tries to find out the mind set about mobility satisfaction, dissatisfaction and job hopping approach in select industries in Pune Dist. MIDC Area.

1.5.3. **To study the effectiveness of career planning system for the growth of the organization of select industries in Pune District MIDC area-**

**Justification –**

The development and identity of any nation, depend to a very large extent on the industrial growth. The industrial growth depends to a very large extent on the caliber organization and motivation of its human resource, where the career planning system plays a vital role.

Now a days various organizations recognize the importance of proper career planning system, within their organization to achieve goals and growth, but even now some organizations are not implementing it properly. Through this research, researcher tries to find out the effectiveness of career planning systems for the growth of the organization of select industries in Pune MIDC Area.
1.5.4. To observe hurdles in implementation of career planning system in select industries in Pune District MIDC area-

Justification

Career planning system offers significant benefits to both the employee and the organization. If the employee gets the knowledge of available career opportunities within organization then he or she can set appropriate career goals and plan to achieve them over a period of time. Organizations too, can separate the stars from the mediocre and reward the efforts of those who are hard working and talented. This would in turn, improve employer-employee relations. On the other hand due to some reasons, career planning may prove to be a difficult hectic and costly exercise for organization. Sometimes local laws, union pressure could upset career planning efforts. To take in consideration this point, researcher desires to observe the hurdles (if any) in implementation of career planning system in select industries in MIDC Pune.

1.5.5. To understand the approaches of employees and organization expert about career planning system in select industries in Pune District MIDC area-

Justification

There are various type of approaches in human resource management, to achieve goals in specific area. These approaches are - : Empirical approach, Human behavior approach, Social system approach, Decision theory approach, Mathematical approach, Socio-technical system approach, systems approach contingency approach, operational approach.
Through the study of career planning system within the select industries in Pune MIDC area researcher tries to find out which type of approaches are followed by organizations in the select industries in Pune Dist MIDC Area.

1.6. HYPOTHESIS-

1. Career planning system reduce the rate of employee attrition and increases intellectual capital.
2. The proper use of career planning system helps employees to prepare for the future employment.

1.7. JUSTIFICATION OF HYPOTHESIS-

1.7.1. Career planning system reduce the rate of employee attrition and increases intellectual capital.

Justification:-

As we know that due to courtesy increasing globalization, widening horizon of operation of multi national company’s attraction by the greener pastures at the other side, eagerness to cover the extra mile for new, challenging and rewarding career opportunities and growth in other organization’s high salary and more prospectus to move upwards in the career, as well as negligence of present organization towards employees and unsatisfactory atmosphere, lack of growth opportunities in current job, complicated relations with co-employees as well as due to some domestic problems various employees prefer attrition. Maximum time it reflects the growth rate and stability of industrial organization. To overcome these problems if organization properly implement career planning system, then it can definitely reeducation in the rate of mobility of job hopper employees as
well as it increases the intellectual capital, because this system is the combination of following progressive objectives-

It helps organization to select the right man at right job and at the right time ,to maintain a contented team of employees , to motivate employees to grow, to motivate employees to avail training and development, to increases employees loyalty as they feel organization cares about them through satisfactory career plan for them. So they can integrate their goals with the organizations goals, to encourage employees to remain in organization ,to provide general scenario of career opportunities in organization and to give an idea of direction towards growth and to build pathways for employees.

Thus due to this system, various venues of growth get opens for employees of the organization through hierarchy of position,training and development activities to equip the individuals with the requisites for succession and vice versa the rate of employee attrition and increases intellectual capital.

1.7.2. The proper use of career planning system helps employees to prepare for the future employment.

Justification-:

In this rapidly changing competitive environment the industrial sector is competing not only for a maximum share of the market but also for higher quality human talent. In order to obtain high quality talent, organisations have to evolve policies and practices compensation. Factor like career growth, learning strategies and development programmes plays vital role in building competency among employees which is the modern success mantra,
Career Planning System aims at harmonizing employees prospective for horizontal and vertical growth as well as with organizational needs and opportunities. This system opens avenues for growth to higher levels of responsibilities for every employee of organisation through hierarchy of position and development and helps employees to prepare for the future employment.

1.8. DEFINITIONS OF CAREER PLANNING SYSTEM:

In every day parlance, the word ‘career planning’ is used in a number of different ways.

1.8.1. Webster’s dictionary -

“Career planning is a sequence of positions occupied by a person during the course of his or her life.”

1.8.2. Hall, 1986 -

“Career planning is a deliberate attempt by an individual to become more aware of his or her own skills, interests, values, opportunities, choices and consequences. It involves identifying career related goals. It is considered to be an organizational process that implements and monitors career plans undertaken by individuals alone or within the organization’s career systems”
1.8.3. Oxford English Dictionary-

“Career planning system is a goal that a person desire to achieve in a selected field or occupation with a well thought out plan which is available for them”

1.9. Justification of samples-

As one of the largest cities in India, & as a result of its many colleges & universities, Pune is emerging as a prominent location for IT & manufacturing companies to expand. Pune has the sixth largest metropolitan economy & the second highest per capita income in the country. Pune is the second largest city in Maharashtra & a thriving industrial centre with a population of nearly 2.5 million. Some of the country’s most prestigious industries are located in Pune. The Pimpri-Chinchwad Bhosari industrial complex is claimed to be one of the largest in the country. The major industrial segments in Pune include automobile, machine tools, chemicals, electrical & electronics, instrumentation & control, iron & steel, castings & forgings, telecom packaging, auto components, material handling equipment fuel pumps etc. A large number of small & medium scale equipment manufacturers produce basic electrical & electronic components digital equipment, process control & communication equipment, computers & computer accessories & also software.

The emergence of industrial Pune, began in the early 60s with mechanical engineering industries putting up base. The reason being the core competencies Pune offers proximity to Mumbai & well qualified talent, abundant skilled IT manpower & better living standards, to name a few certain restrictions imposed by the state govt on industrial expansion in Mumbai have
also been one of the key drivers for rapid industrialization here. Pune city’s industrial development focuses on three main sectors. Manufacturing, information technology / electronic hardware & biotechnology a The three ‘I’s in the form of Institution, Infrastructure, & Industries, are gifting the Mumbai – Pune corridor with the requisite support & facilities to create more opportunities & wealth for the state & for the country. Under the Maharashtra Government’s 3A’s initiative i.e. Anytime, Anyhow, Anywhere (AAA) connectivity the objective of enhancing the IT policy for empowerment was attained

**Contributions of Maharashtra Industrial Development Corporation in Pune**

As per the major objectives from the establishments MIDC in Pune also concentrated on the setup Industrial Areas for planned & systematic industrial development in Pune MIDC area. It is playing the role of a special planning authority in the development of industrial areas. It also works as per the philosophy of prosperity to all through industrialization. and the companies which are selected in Pune are playing a vital role in reduction of unemployment rate and activate positive social changes. In the old days, the employees were unaware about their career development but now situation have been changed, sharpen and shaper brains from organization are being diverted to rural based industries and so the researcher found scope for study in these select industries which are located in rural area.

As per the norms of industrial policy of state, Industrial area from Pune district is also classified in following type-

*Table No -1.2 – Industrial area in Pune District*
### Table of Industrial Areas

<table>
<thead>
<tr>
<th>Industrial Area</th>
<th>Group</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baramati</td>
<td>C/D</td>
<td>Growth Center</td>
</tr>
<tr>
<td>Chakan industrial area</td>
<td>C</td>
<td>Major industrial area</td>
</tr>
<tr>
<td>jejuree</td>
<td>C</td>
<td>Major industrial area</td>
</tr>
<tr>
<td>Kharadi Knowledge Park</td>
<td>A</td>
<td>Major industrial area</td>
</tr>
<tr>
<td>Kurkumbh</td>
<td>C</td>
<td>Major industrial area</td>
</tr>
<tr>
<td>Pandare</td>
<td>C</td>
<td>Major industrial area</td>
</tr>
<tr>
<td>Pimpri Chinchwad</td>
<td>A</td>
<td>Major industrial area</td>
</tr>
<tr>
<td>Rajiv Gandhi Infotech Park, Phase I – Hinjawadi</td>
<td>A</td>
<td>Major industrial area</td>
</tr>
<tr>
<td>Rajiv Gandhi Infotech Park, Phase II – Hinjawadi</td>
<td>A</td>
<td>Major industrial area</td>
</tr>
<tr>
<td>Ranjangaon</td>
<td>B/C</td>
<td>5 star industrial area</td>
</tr>
</tbody>
</table>

(source- www.midc.org)

The goal of this research work is to know the career planning system in select industries in Pune district MIDC area. This study is based on a sample of 10 industries, which are in manufacturing with less than
1000 employees and operate in different industrial sector, which are selected on the basis of following criteria-

1. The sample consist of relatively mature industries and there are common features also. The founders of these firms are relatively old and having awareness about their responsibility towards employees growth.

2. Manufacturing & service sectors are the main drivers of states growth.

3. The industrial production (manufacturing) in the state from 2005.06 (April to December) has registered a growth of 9% against growth of 8.2% during the corresponding period in the previous year.

4. The boom in both manufacturing & services sector has created great demand for technically skilled manpower. Even though the state with over 1000 good technical educational institutions produces around 1,69,000 skilled people every year, it is unable to meet the growing demand of the industry.

5. Due to limited potential in agriculture, the Maharashtra state needs to explore opportunities in the secondary sector i.e. industrialization. The share of the secondary sector in the state Domestic product and researcher found scope for study in this sector. So for the Ph.D. work researcher has selected some manufacturing industries situated in different part of Pune MIDC area.
Industries which are selected for study are from manufacturing sector - each from food, forge, automobile, pharmaceutical, steel, paper, grating, pneumatic, manufacturing sector. These target firms are identified by using stratified sampling techniques based on size. This method is generally used when the population is heterogeneous or dissimilar and it is followed by random sampling technique.

1.10. METHOD OF DATA COLLECTION-

Data Collection for research work is the process of obtaining valuable and reliable information for purpose of research. It consist of facts, figures, any relevant material which serves for basic study and analysis. It may be old or the current one. Data required for research can be classified into a) Primary data and b) Secondary data.

Data collection for the study of career planning system in select industries:-

For the study of career planning system in select industries in Pune MIDC Area researched has collected data is described below-

Table No. 1.3- Features of Primary and Secondary data

<table>
<thead>
<tr>
<th>Primary Data</th>
<th>Secondary Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observation</td>
<td>Internal secondary Data</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>The direct and indirect observation about behaviour and skill utilization of employees within the organization</td>
<td>Researcher had collected secondary data through internal sources of company Ex – Company report pay roll, performance appraisal report, training schedules, In house journal company computer data bases etc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Interview method</th>
<th>External secondary data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collected primary data through direct formal and interview of top management persons, HOD’s regarding their views about career planning system and their efforts to implement it within the organization</td>
<td>Ex-i) Reports of various associations like the associations of industries like manufactures association, annual reports of MIDC.</td>
</tr>
<tr>
<td>ii) Reports of govt. agencies</td>
<td>Ex- Surveys of business, economic census, current industrial Reports census reports etc.</td>
</tr>
<tr>
<td>iii) Industrial syndicates</td>
<td>These organizations provide data on industrial services, plant wise/area wise information on production marketing etc.</td>
</tr>
</tbody>
</table>
iv) Other Publications

Ex-academic publications such as books, professional journals, project reports, and dissertation abstracts

3) Questionnaire – Through close and open questionnaire research had collected information from top, middle, and lower management employees

3) Computer search for secondary Data

Researcher also collected secondary data through various websites, e-libraries, electronic databases, worldwide web.

1.11. PURPOSE OF SELECTING THE METHODS OF RESEARCH –:

Due to various advantages researcher purposely selected observation interview and questionnaire, method for primary data collection and print and computerized material within and on web for secondary data company. Even authorized and trustworthy govt. publish data is used for research work.
One by one we will see the purpose of selecting the particular methods for this research work:-

1.11.1. Primary Data collection method –

A) Observation

i) Observation is said to be a classical method of making scientific inquiry

ii) Eventhough various time opinions and attitudes cannot be studied by observations the data which have collected under this method is more accurate and reliable.

iii) This type of primary data collection reduce dependability on responses of respondents who may not be willing to respond accurately.

iv) Observation have less bias

These features of observation are helpful to find out the improvement in work skill of employees, before and after training programmes and various career planning tools, so the researcher used this pattern for collection of primary data.

B) Interview method

This method involves systematic conversation between an interviewer/investigator and the respondent. On some points observation methods are less effective in giving and getting information about a persons perception attitudes beliefs, feelings, motivations, achievements etc. To obtain such information which plays a vital role in career planning system of employees the interview method is very effective. It plays supplementary role to observation method.
Researcher selected this method to collect information about career planning system in select industries in Pune MIDC area, because this method have potential of collecting a wide range of data from demographic to social characteristics, to know the future intentions of a person. And career planning system is concern with awareness of organization as well as employees regarding their strategic planning approach towards future achievements.

**Features Of The Interview Method –**

Interviews can be covered individually directly or on telephone. It is the common methods of obtaining information on behavior, attitudes needs and characteristics of people, which is the part and partial of career planning system.

There are two types of interviews –

i. Individual depth interview and
ii. Focused group interview.

In this research work, researcher used individual depth interviews of top manager of select industries to know their attitude, approaches, awareness about career planning system and used focused group interviews as well as individual interviews of employees of select industries in Pune MIDC area to know their awareness and involvement in career planning system focused group interviews are most widely used in management research. A focused group interview has several advantages. It can sharpen their opinions. More accurate information can be obtained by the focus group interview than single individual interview. For interview, questionnaire is used in a very factual manner.
Researcher Found following advantage and disadvantages in interview method-

Advantages-

i. The detailed and in depth information can be obtained.

ii. The accuracy or quality of information improves as more responses can be had.

iii. It helps in checking the accuracy and the dependency of data collected from observations.

iv. This method is capable of collecting a lot of supplementary information which is very relevant to research study supporting main information.

Disadvantages -:

i. It involves high cost and a lot of time.

ii. Inadequate response from interviewee

iii. Threat of getting wrong information from interviewee.

Even though, having some disadvantages this method is capable to give guidelines for research work. It helps to find opinions, as well as solutions to industries procedure either new or complex. Comparatively other sources, the data is generated through this method in a fast manner and can form the base to take any research project.

C) Questionnaire
Questionnaires are preferred in most surveys because they are less expensive. In interview method, questionnaire plays very vital role.

Questionnaire is a tool for obtaining answers to the set of questions by the respondent who himself fills this questionnaire compare to the direct interview, filling of questionnaire is more effective, because a respondent can express his reactions clearly, without tension and with greater openness because there is less fear when no one is in the vicinity to listen.

Advantages of this method-

i. It is cheaper method, possible to cover wider area and to obtain information from maximum people by means of questionnaire than by interviewing each and every respondent.

ii. It relieves tensions and pressure of the respondents.

iii. It reaches far off places with low cost.

iv. It translates research objectives into specific questions and motivate the respondent to co-operate with the survey and furnish the information correctly.

Disadvantages of Questionnaire –

i. Investigator faced the negligence and bad response of persons from whom he wants to fill questionnaire.

ii. Many respondent not fill complete questionnaire.

Even though there are disadvantages, researcher select this method to collect data for research work than the schedule method because probability of biasness in data collection does not exist, it is less costly and less time
consuming, not so trained staff is required to fill questionnaire, and most important is that it is simple to organize.

Researchers selected multiple choice questions in this research work than open and dichotomous questions, because multiple choice questions are faster and less subject to bias. They can simplify the tabulating process. The difficult and time consuming editing process is reduced by these questions. Rather than only yes or no having objectives of dichotomous questions and lengthy answers of open questions multiple questions are convenient to get information.

1.11.2. Secondary Data Collection Method -

Acquiring secondary data is less expensive and less time consuming than collecting primary data. It is most economic to collect information. The findings based on primary data can easily be verified by the use of secondary data. Sometimes many secondary data have poor accessibility to a researcher as quite many unpublished reports or compilations or studies remain with only key institutes or Govt. departments only.

For this research work researcher had collected secondary data through following sources.

A) Internal secondary data,

B) External secondary data,

C) Computer search for secondary data

A) Internal Secondary data -
Through the internal secondary data source, researcher collected information about employee’s efficiency and work skill status from performance appraisal record, payroll, salary record, training schedules, in house journals, computer data base of select industries in Pune MIDC Area.

B) External Secondary data Source -

For collection of secondary data from external sources, research collected useful data for research work from -

i) Books
ii) Journals and Periodicals
iii) Newspapers
iv) Reports of Govt. Departments.
vi) Industrial surveys and annual reports economic surveys.
vii) Industrial syndicates – These organizations provide data on industrial services, plant wise/ areawise information on manufactured products, inventories etc.
viii) Research work reports of other researchers on this relevant subject.
ix) Conference papers, periodicals etc.
C) Computer search for secondary data -

The development and application of computers has added exciting dimension to literature searching and made it easy to search appropriate information helpful for research work. The following are some sources, which plays vital role in computer search for secondary data and those are-
i) Internet / web search

There are a number of search engines available for web searches for

- www.google.com
- www.lycos.com
- www.yahoo.com
- www.shrm.org
- www.itsmyascent.com

ii) C.D. recordings, documentary films etc.

With the help of these sources researcher collected secondary data for research work. The purpose behind the selection of this sources for collecting secondary data is that, these sources are having reliability, easily availability and time saving capacity.

**1.12. TECHNIQUES FOR DATA ANALYSIS USED :-**

After data collection, the next step is the analysis of data in a systematic way. This process involves a number of closely related operations that are performed with the purpose of summarizing the collected data and organizing these in such a manner that they will yield answers to the research questions.

There are 3 major techniques in analysis of data

A) Data preparation

B) Exploring displaying and examining data

C) Data mining.
In these major techniques, various technical functions are involved and those are-

A) Data preparation -: editing of data, coding data, transcription of data, generating new variables and tabulation of frequency distribution techniques are used.

B) Exploring -: displaying and examining data, there is breaking down, inspecting and relationship finding process in involved.

C) Data- mining-: It is a set of approaches which can identify and extract useful patterns from data stored in a large real world based. Marketing, customer service and financial analysis are some of management functions using data- mining, approaches.

Researcher has used the following techniques for analysis of collected data-

i) After collecting primary data, the first job is done by researcher is to edit that data in such a way that the data will be presentable, readable and accurate. It involves the inspection and correction of each questionnaire, or observation form and taking care of missing data and ambiguous answers, checking of accuracy and quality of data.

ii) The next step after editing, is coding of data. AT this stage, researcher categorized collected data, so that findings and conclusion can become more convenient.

iii) Data description follows after categorization of data in appropriate manner for this, researcher used tabulation of data. Tabulation is the process of summarizing raw data and displaying the same in the form of statistical tables.
It is useful technique because it conserves space and reduce explanatory and descriptive statement to a minimum and facilitates the process of comparison, the summation of items and the detection of errors and omissions. It provides a basis for various statistical computations.

iv) In addition to all these techniques, researcher also used graphical presentation for analysis of data.

1.13. UTILITY OF THE RESEARCH:

During this global era, the structure, culture and expectations of organization are changing rapidly. For the growth of organization mutual attachment and involvement of employees from top to bottom become very important and researcher have a belief that the work done in this research work, helps employees as well as organization in following ways.-

a) It helps employees in these organization to investigate other suitable opportunities within organization which may be above or parallel to their present position.

b) It will provides information about needy area of training for better perception of employees and organization.

c) It can activate organization to do benchmarking about their involvement in career planning system within their organization.

d) It avails the organizations to utilize competency, loyalty, talents, multiskills of employees in proper way and at proper time.

e) It helps both (i.e. employees and organization) to discover various new sources of developments which might not have been previously identified.
In this way, this research work is having wide utility not only for the select industries in Pune MIDC area for this research work, but also for other industries in this area because in today’s cut throat competition every organization needs to work efficiently with the help of efficiency and work involvement of employees. The findings, suggestions of this research work will become guideline to reduce holes and obstacles in the career planning system within the organization.

1.14.LIMITAIONS-

1. This research is attempted in Pune District MIDC Area, and district specific behavior can be in affected while carrying research work.

2. The sample size was not big enough so there may be little variations in understanding the strength of the factors if the sample size increases.

3. For the purpose of study only few areas of Human Resource Management – i.e. Training and Development, Performance appraisal, Involvement of employees and management in career planning system in select industries were considered.

4. Limited span of time for research work.

1.15.GUIDELINES FOR FUTURE RESEARCH STUDY :-
This research work is a noble attempt to capture approaches of employees as well as management on the basis of live experience, which they received within organization. As we know that the working conditions of an organization can really make or break the career planning process and due to which human resource management is becoming a tough job. So while doing research work researcher sometime face problems to collect proper information. Alongwith the geographical location may also cause a significant problem and to overcome from this problems in the first step researcher is selected qualitative research. A total number of 50 respondents were interviewed across selected industries organization.

The type of sampling is the combination of simple random sampling and convenience sampling had been used. Random in a sense that certain organizations have been approached and the sample population was decided based on the representatives from various levels in management and convenience ,in the sense that some of the respondents were interviewed in course of daily life and work. The objective of the first phase of research is to identify some key attributes that employee consider important for quitting or adjusting their jobs within organization.

Moreover the interviews have helped the researcher in considering various demographic profiles, which are very important from the context of the study.

Critical Incidence Technique as well as cross questioning technique had been applied to understand the employee’s perception and their organizations expectation and participation in career planning system. The maximum
information has been collected through questionnaire and direct interview method.