RESEARCH METHODOLOGY
Research Design

The present study is based on the ‘descriptive type’ of research design. At the outset specific objectives were framed to provide basis of enquiry in a specified field. In the light of these objectives the technique of investigation to be adopted, tools to be used and the pattern of statistical analysis to be followed were decided. Further the scheme of presentation of the study was developed and given definite shape in the form of the outline of the study. The study was then conducted in the light of the set objectives and under the framework of the approved outline.

Objectives of Research

The objectives of the study are:

1. To examine the systems in Bharat Heavy Electricals Limited with regards to:
   - Human Resource Planning
   - Recruitment and Selection
   - Training and Development
   - Performance Appraisal
   - Wages and Salary Administration

2. To indicate the status of Human Resource Development function in Bharat Heavy Electricals Limited.

3. To suggest measures to strengthen Human Resource Development for the benefit of Bharat Heavy Electricals Limited.

Study Period: From 18/03/02 to 17/03/07
Study Plan:

The study was planned and carried out in the following manner:

- To obtain approval of the research topic from BHEL, Jhansi.
- To collect secondary data from libraries regarding the conceptual aspect of the research work.
- To collect secondary data from BHEL regarding the policies, procedure and practices adopted at BHEL, Jhansi.
- To conduct personal interviews of Officials in BHEL, Jhansi.
- To administer questionnaire to the employees in BHEL.
- To edit, codify and analyse the data collected.
- To draw results on the basis of research.
- Evaluation of the research work and report writing.

Locale of Study: The study was conducted in Bharat Heavy Electricals Limited, Jhansi unit, which is situated on the Jhansi – Lalitpur Road (National Highway number 26), fourteen kilometres away from Jhansi City.

Data Collection: In the research study both secondary data and primary was collected.

- Secondary Data: The data which is collected and analysed by someone else is termed as secondary data. The secondary data needed for conceptual aspect of the research study was collected through visits to various libraries from published bulletins, periodicals, reports and books. Apart from this, secondary data from BHEL was collected in form of manuals, circulars, records, newsletters, annual reports and books and reports published by research scholars. The Bibliography is appended on page number

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• **Primary Data:** Primary data is collected afresh and for the first time, and thus happens to be original in nature. The following methods for the collection of primary data were employed:

1. Observation: The data collected through observation is more objective and generally more accurate in nature. It does not rely on the willingness and the ability of the respondents to report accurately. The researcher gained insight on the various measures adopted by BHEL in relations to procedures and practices.

2. Personal Interview: The personal interview is the most versatile and flexible method of data collection. The presence of interviewer permits flexibility in procedure. The questioning was adapted to the situation, further explanations and clarifications were requested when necessary. The researcher conducted personal interviews of the officials at BHEL, Jhansi regarding the policies, procedures and practices adopted by BHEL.

3. Questionnaire: The questionnaire method of data collection has become the most widely used data collection method because of versatility, speed and cost. The researcher used structured, non-disguised questionnaire for the purpose of collecting data. A formal list of questions was set up. Each of the selected group of persons was then asked this set of questions in the given sequence. The answers were frequently limited to the set of alternatives which were stated in the questionnaire. The questionnaire is appended in annexure 'A'.

*Universe:* The universe for the administration of the struc-
tured, non-disguised questionnaire were the employees of BHEL, Jhansi

*Sample Size:* For the administration of questionnaire, the sample size was taken as 10% of the universe. The size of the universe is 1800; hence the sample size comes to 180. The samples were administered among the executive, supervisor and artisan cadres in the ratio of 3:3:14 among the total sample size of 180.

*Sampling Method:* Simple random sampling was used.

*Tabulation and analysis of data:* The data collected was edited so as to eliminate errors. Coding of the data was done so that the data could be tabulated with the help of computer. The data was fed into the computer for tabulation on the basis of analysis on various parameters was done and results were drawn.