CHAPTER - 3

RESEARCH DESIGN

3.1 - Type of Research
3.2 - Research Methodology
3.3 - Characteristics of Selected Groups and Locations
     Sample Type and Size
3.4 - Characteristics of Selected Locations
3.1 Type of Research

The researcher has planned to focus on various large scale industrial units making different types of industrial products. The three major industrial units were taken as a sample for the study.

In this study both conclusive and descriptive research method has been taken. Different Human Recourse manager of the concerned large scale industries has been contacted and the method of using their preference appraisal system has been discussed in detailed.

In this study their performance appraisal system has been studded deeply. Various performance appraisal systems such as printed forms and questionnaire have been discussed with the HR managers of large scale industries in district Yamuna Nagar.

3.2 Research Methodology

Research design was prepared for this research. It dealt with the nature of research and success of data collection and total plan of the research.

Sample Design: - The researcher has planned to focus on various large scale industrial units making different types of industrial products.

The three major industrial units were taken as a sample for the study.

Therefore interview schedule was prepared for HR managers/ concerned authorities of these selected industrial units and data was collected through interview schedule. While interviewing HR managers/ concerned authorities observation of present PAS was
carried out. The understanding of each PAS was done through discussion with concerned authorities.

**Research Design:** This research work is based on primary data. A preliminary survey was made in industrial units located in Yamuna Nagar District. Information was obtained from the personnel departments concerned and through informal interviews with the managerial personnel, supervisors, and workers. On the basis of information thus obtained, two types of structured interview schedules were constructed, one for the appraisers and the other for the appraisees. These schedules were protested at the ISGEC, BILT, & Yamuna Gases & Chemicals Ltd.

The interview schedule for Appraisees consisted of 6 sections i.e., Section 'A' to Section 'F'. Section 'A' dealt with the general opinion about the system and various traits adopted to evaluate the performance. Section 'B' dealt with appraisers' biased attitude while appraising the performance. It also dealt with the impact of negative feedback on appraisees if they were given negative ratings. Section 'C' dealt with various decisions based on performance appraisal's results. Section 'D' dealt with the effect of performance appraisal's result on their future performance of employees and factors affecting the appraisal system. Section 'E' dealt with 'self Rating' by employees regarding their duties and functions performed during the last year and their achievements. This section also dealt with the satisfaction derived by employees from salary and other monetary benefits and their interest in their work. Section 'F' dealt with the working of 'Self Appraisal' systems of performance appraisal and their success. This section also dealt with the awareness of the employees regarding the Annual Appraisal Report forms and their usefulness.
The interview schedule for appraisers consisted of 7 sections, i.e. Section ‘A’ to ‘G’. Section ‘A’ dealt with the confidential Report System and its effectiveness. Section ‘B’ dealt with the biased and lenient attitude of appraisers while doing appraisal. It also dealt with the perception of appraisees if they were given negative feedback. It also deals with various sources of information on which appraisers rely the most while writing a report. This section also comprised of questions regarding steps taken by appraisers to eliminate bias. Section ‘C’ consisted of questions regarding importance given by appraisers to various traits adopted to evaluate the performance of the supervisory and managerial staff. Section ‘D’ dealt with the training programmes attended by appraisers regarding performance appraisal and the success of these programmes in correctly identifying training needs. Section ‘E’ dealt with decisions taken on the bases of performance appraisal results.

Section ‘F’ dealt with the effectiveness of performance appraisal. It comprised question regarding effect of performance appraisal on future performance and self development of employees. It also comprised of factors affecting the performance appraisal system. Section ‘G’ dealt with the awareness of employees regarding Annual Appraisal Report forms and their usefulness.

The data pertaining to the history and development, business growth, organizational set up and strength of employees of companies was obtained from the Annual Reports, and other published literature on Industry.

Lastly, survey was made in the following large scale industrial units in Yamuna Nagar District. These are:-
Indian Sugar and General Engineering Corporation (ISGEC)
Ballarpur Industries Limited (BILT)
Yamuna Gases & Chemical Industry (YGCL)

Why District Yamuna Nagar

In this study Yamuna Nagar District has been taken. Yamuna Nagar district is one of the most prospective and promising district of Haryana state with high potential. The reason being that this district is highly agriculturally sound. The major output is of sugarcane. All the produce goes to the industry for further production process. The final output of sugar is done with least cost of production since the transportation cost is cut short and the cost of labour is too low as compared to the other districts. One of the most popular production unit of sugar in India is set up in Yamuna Nagar named Saraswati Sugar Mill. Due to cheap labour and availability of cheap raw material the other large scale industries like ISGEC (Indian Sugar and General Engineering Corporation), BILT (Ballarpur Industries Limited) and YGCL (Yamuna Gases & Chemicals Ltd.) avail the human resource at the maximum. This thereby increase the potential capacity of labour and hence create more employment opportunities for the local population. As a result Yamuna Nagar is becoming more economically stable day by day. Moreover, the plywood industry of Yamuna Nagar is one of the most leading sector of India. The economically sound status of Yamuna Nagar district makes it more stable political field also. It has been a history of Yamuna Nagar that every government fulfill its tenure of five years successfully. This results in an efficient administrative system which keeps the law and order of the district in control. Due to political and economic stability the employment opportunities are increasing day by day. Moreover the training institutes are orienting the freshers and the trainers as per the needs of these large scale industries for over all development of Yamuna Nagar district.
Yamuna Nagar is famous city for the paper mills and sugar machinery. Yamunanagar and its twin city Jagadhri is a hub of heavy engineering industrial units. Yamuna Nagar district has a paper mill i.e BILT. The main industrial units of Yamuna Nagar are ISGEC, BILT, SDTPP, Yamuna Gases & Chemicals Ltd., Ploy Plastics & many more.

3.3 Characteristics of Selected Groups And Locations

- They are the large groups and having different branches with different types of employees working under single roof.
- Diversity of product range from paper industry, ply board to heavy engineering manufacturing units.
- There is separate office to look after the industry department.
- Performance appraisal system which is used in heavy engineering & other industries. Most of the industries are using almost same type of performance appraisal system. 360 degree performance appraisal is common in all industries.
- As per the philosophy of these companies, Human Resources are the most important assets. These resources need to be utilised and developed to the best of their capability, skill and knowledge.
- Assessment procedures and systems are different from company to company.
- Easy to do survey, as heavy engineering units are divided into two to three divisions and sub departments like personnel, security and legal etc.

3.4 - Characteristics of Selected Locations

- Yamuna Nagar is enclosed with the border of Punjab, Himachal Pradesh, Utter Pradesh & Uttranchal. It is a hub of different type of industries.
• Most of the industrial units at Yamuna Nagar are related with Ply Board, Paper Industry, Automobile Industry & big units of heavy engineering.

• Easy to reach and access for the research work due to directly linked to all the main cities and close to Delhi.

• There is a wide scope of doing research work on performance appraisal systems, as performance appraisals are vary from industry to industry.

• Yamuna Nagar and Jagadhri is the hub of heavy engineering industrial units.

• The twin cities (Yamuna Nagar and Jagadhri) are well connected with rail and road, approximately 200 Kms from national capital Delhi and 110 Kms from state capital Chandigarh.

• Not much research has been done in this area because it is not close to some big city of country.

• Industries are still following the old system of performance appraisals for the management, supervisory staff and workers.

• Provision of different industrial units for the research work due to large number of heavy engineering industrial units.

• A new big thermal power plant namely Deenbandhu Chotturam Thermal Power Plant established in the town.

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