CHAPTER - II

RESEARCH METHODOLOGY

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2.1 Introduction

Performance appraisal is an important tool of personnel management in the large-scale organizations. It is very useful to an individual and group or the organizational objectives. Performance means merit rating, remaining progress appraisal of service, evaluation, assessment and accreditation that are in recorded in the confidential report. Performance appraisal is useful for employees, staff, officers, managers and employers, because, it discloses the strengths and weaknesses of the staff. It improves the production capacity of the industries and there by the relationship between employees, managers and employer is improved. This system increases the confidence between the whole staff and the employer. Performance appraisal plays a vital role in training programme development of industries compensation handling grievances, disciplinary actions and job satisfaction.

Performance appraisal and promotions are closely associated with each other. Promotions, rewards, extra increments, financial and non-financial benefits are given after the evaluation of performance of the employees. In promotion the employees are given the upper ranks with which also enhances their responsibilities also is enhanced. A promotion denotes a better status of work, other facilities and a higher rank.
In this way performance appraisal and the promotion policy play a vital role in industries and particularly in private sector industries. The importance is given to the skill and ability. While in public sector industries and other government organizations, length of service plays a dominant role in promotion policy.

Therefore, the topic entitled, “An analytical study of the performance appraisal and promotion policy in large-scale industries of private sector with special reference to Ahmednagar District (1984 to 1999)” has been selected.

2.2 Selection of the Topic for the Study

“An analytical study of the performance appraisal and promotion policy in large-scale industries of private sector, with special reference to Ahmednagar District (1984 to 1999)” is selected for the present study for the following reasons.

(i) The performance appraisal and promotion policy (PA & PP) create motivation, confidence, job satisfaction to the staff and industrial peace.

(ii) Micro study is possible through the selection of only one district.

(iii) Ahmednagar District contributes nearly one fourth of the total sugar production in Maharashtra. This fact has provided very keen business oriented atmosphere in the district, which has helped to create and maintain the good potential for business environment.
Ahmednagar district has industrial areas in Ahmednagar, Shrirampur, Supa-Parner, Newasa, Rahuri, Sangamner, and Kopargaon. Therefore, their analytical study is felt essential.

2.3 Significance of the Study

"Proper person should be appointed at the proper post" is the basic principle of management and it is possible through the performance appraisal system. Therefore, performance appraisal and promotion policies are the most important aspects in all sectors. It helps the industries of private sector for recruitments, training, development, promotion and penalties. The accurate information plays a dominant role in the industry as a key progress. If the valid performance data and information are available on time, the acquittal objective standardized and relevant management is able to maintain the consistency in promotion and compensation policies through the total system of appraisal.

The performance appraisal necessarily helps to improve the total efficiency of the industry and provides to the employees the better opportunities in the industries.

This study would be useful to the students of Management, Administration, Commerce, Economics and specifically the Human Resource Management and those persons who are making their career in private or public sector industries and other related organizations at a greater level.
Considering the above, it is hoped that, the study of performance appraisal and promotion policy in large-scale industries of private sector of Ahmednagar District of Maharashtra State in India would be a supporting document to active researchers, who intend to serve human society through the system of performance appraisal and promotion policy.

2.4 Objectives of the Study

In private sector, most of the organizations have a formal performance appraisal system. However, in practice, there are many pitfalls in formal performance appraisal programmes. The promotion policy in large-scale industries of private sector is solely dependent on the performance appraisal.

Therefore, the general aim of this analysis is to study the performance appraisal and the promotion policy in large-scale industries of private sector in Ahmednagar district.

The objectives of the study are as follows.

(a) To study the various techniques of the performance appraisal

(b) To study the various methods of the job evaluation

(c) To study the relationship between job evaluation, performance appraisal and promotion policy

(d) To point out the drawbacks of the present performance appraisal system
(e) To suggest effective performance appraisal system to the
    of private sector industries

(f) To study the grievances of promotion policies and to
    suggest appropriate measures to minimize them

In order to fulfill the above objectives, the following hypotheses were formulated for testing.

2.5 Hypotheses of the Present Study

The following hypotheses have been adopted as a basis of inferences.

(a) Job evaluation, performance appraisal and promotion policy are directly related to each other

(b) Selection of suitable performance appraisal method and its success are inter-related

(c) Labour productivity is not dependent upon effective promotion policy

2.6 Research Design

The research design of the study is made as per following paradigm in chart 2.1
Chart No. 2.1 Research Design

**PRIMARY DATA**
- Interview schedule for Personnel Manager / Officer.
- Interview Schedule for Office / Supervisory staff and workers.
- Personal interviews
- Observations.

**SECONDARY DATA**
- Library assignment.
- Published information.
  -- Books.
  -- Journals.
  -- Newspapers.
  -- Performance appraisal forms & manuals.
  -- Reports.
  -- Web site

**ANALYSIS AND INTERPRETATION**
(with the help of Tables & Graphs)

**FINDINGS, CONCLUSION AND RECOMMENDATIONS**
The data was collected by the researcher through the following two sources

(A) Primary Sources

In Ahmednagar District all the thirty two large-scale industries were selected by the researcher. But out of these, only 25 industries are functioning today. From these 25 industries, only twenty-two industries have given response to the researcher.

The researcher has collected information regarding the employee of twenty-two private sector industries in Ahmednagar District. The data regarding one Officer five persons from Office / Supervisory Staff and Workers is collected through direct interviews and in all 132 employees are interviewed. Initially pilot interview was conducted and a final interview was conducted later on.

(B) Secondary Data

For the acquaintance of the theoretical aspects of the topic under investigation, number of books, journals, periodicals, websites and news papers have been used and acknowledged.

A number of publications of central and state governments are used for the present study. The annual reports, manuals and appraisal forms of the private sector industries taken for study have been studied.
Secondary data was collected with the help of the following documents:

(1) KOEL Appraisal manual

(2) Ahmednagar Industrial Area-list of industries published by Dy. Engineer, M.I.D.C. works, subdivision, Ahmednagar

(3) Supa-Parner industrial Area-list of industries published by Dy. Engineer, M.I.D.C. works, subdivision, Ahmednagar

(4) Memorandum of settlement between the Indian Seamless Metal Tubes Ltd. (Tube works), MIDC, Ahmednagar and Nagar Zilha Mazdoor Sena, Ahmednagar

(5) Memorandum of settlement between L&T Ltd., MIDC Ahmednagar and Bhartiya Kamgar Sena. (From November 1, 1998 to October 31, 2002.)

(6) The L&T ite Employee communication Magazine for L&T group of companies

(7) Socio-Economic Abstracts of Ahmednagar District, 1990-91 to 2000-01

2.7 Research Methodology

Research methodology is a way to systematically solve the research problem. It gives the direction to the researcher to complete his research work scientifically. The following methods of research were used for data collection.


(i) **Sampling Method**

Initially when information was collected regarding the large-scale industries of private sector in Ahmednagar District, it was found that there were 32 large-scale industries in private sector. The number of large-scale industries for research was small. However, all large-scale industries under private sector were selected as a sample. Out of 32 industries, 07 industries are closed down and 03 industries were not in a position to provide the necessary information. Therefore, the data of research was collected from the following 22 industries. The profile of the selected industries is as follows.

1. **Ador Fontech Ltd.**,  
Plot No. E-6, MIDC, Ahmednagar

    Ador Frontech Ltd. situated in Ahmednagar MIDC and is the group company of Advani Oerlikon Ltd. The head office and regional office is situated in Bangalore. The company is manufacturing TIG and MIG welding wire. The company has four divisional offices and fifteen areas offices all over India. The network of the company is TAROUGH dealer and direct customers like HERO HOND Ltd., MARUTI and RAILWAYS etc. Annual turnover is this unit is approximately Rs. Seven crores. This units investment is Rs.One crore.
2. **Advani Oerlikon Limited**

B-5, MIDC Area, Ahmednagar.

Advani Oerlikon Ltd., is a multi-products and leading in wedding consumables and wedding equipments having five manufacturing plant overall India. Ahmednagar is one of them having 17 acres area with high calibrated imported machines and well equipped plant to deliver wedding consumables.

3. **Ahmednagar Forgings Limited**

D-95, MIDC Area, Ahmednagar

Ahmednagar Forging Ltd., company is established in 2nd July, 1978 this company is manufacturing closed die, steel forgings. Bajaj, Tempo, Mahindra and Mahindra are the customers of the Ahmednagar Forging Ltd., such company has also ISO 9002 certificate. Now such company is trying to achieve QS (Quality Standard) 9000.

4. **Cromptron Greaves Ltd.,**

LT Motors Division, M-III Unit,
A-6/2, MIDC, Ahmednagar

LT Motors M-3 unit is manufacturing electrical Motors for industrial use it also manufacturing alternative TDC M/c’s. It has 482 employees. The company has
ISO certification products are generally sold in India and abroad. Generally (Rs.Six crores) export is done every year. Annual turn over of M-3 unit for last year was Rs.114 (One hundred and fourteen crores) (2002).

5. **Eleganat Engineering Ltd.,**

Plot No. C-19, MIDC Industrial Area, Ahmednagar

(Old name – Ralliwolf Limited)

Ralliwolf Ltd. Mulund, Mumbai is one of the Engineering Division of Ralliwolf India Ltd., multinational and multi-technological group which comes under the TATA Group of Companies.

Engineering Division of Ralliwolf and its two subsidiaries together have seven plants (six in Maharashtra State and one in Gujarat State) like Rallies, Rallifan, Ralliwolf’s portable electric tools are also market leader.

But due to increased cost of production stagnant prices and labour problem brought the company down and hence whole engineering division sold out to HMP Group (Hemraj Mahavir Prasad Poddar Group).

With the affect from 1st April 1991, the whole Engineering Division is acquired by HMP Group. The HMP Group of companies is a Kolkatta based company interested in Tea Garden, cement plant, jute Mills and Real estate having turnover of Rs.400 to Rs.450 crores.
Approximately 5\textsuperscript{th} March 1983 the conception and inception of Ralliwolf, the Ahmednagar Ralliwolf in its initial state itself had made Technical Collaboration with Kango Wolf Power Ltd. a member of Dobson Park Group of Industries UK.

The company has got BIS as well as ISO 9000 standard in 1987. It is a first organization who has the said standard 1\textsuperscript{st} in India.

The Ralliwolf has maintained all types of peaceful industrial reaction and helping the employees to progress in future.

The Ralliwolf Ltd. produces the following products.

1. Switch Gears.
2. Circuits Breakers
3. Spring Charging Motors
4. Printing Machine Motors
5. Ticket Punching Motor
6. Developers Motor
7. Servo Stabilizer Motor
8. Welding Machinery Motors
6. **Exide Industries Ltd., (S.F. Division)**

E-5, MIDC, Industrial Area, Ahmednagar

Exide is an India’s No.1 Battery manufacturing company, covering automotive industrial power, submarine solar energy sector, Railways, Telephone etc. ISO 9002 and QS 9000 certificate company in 2000, ISO 14001 in pursuing.

7. **GKN Sintered Metals Ltd.,**

Block No. C-18, MIDC, Ahmednagar

(Old name - Mahindra Sintered Products Ltd.)

This plant is established in 1992, this is the Mahindra and Mahindra group of the company. This unit is having non ferroul metal powders. Which is the raw material for the company which manufactures sintered bearings and self lubricating, bushesh and parts, having callaboration with JK and England for the sintered bushes and parts manufacturing and for metal powders collaboration with Micro-met company, Germany. This unit are having walseat in sursprts plants under the technical guidance of NPR Japan. This plant is highly automatic and using modern techniques.
8. **Godrej Agrovet Ltd.**

Geeta nagar, At & Po. Vambori, Tal. Rahuri, Dist: Ahmednagar

Godrej group is established in 1898. Such group is in the business for 104 years. Godrej Agrovet Ltd., is No.1 in animal field. Godrej is committed to quality customer orientation, delegation and committee, discipline, honest, learning organization, open respecting and carrying for people team and trust worthy etc., there is very few groups completed 100 years in the world. Godrej group is also one of them.

9. **Hoganas India Ltd.**

D-96197, MIDC, Ahmednagar

The Hoganas is manufacturing of Iron Powder. This powder is used for making sintered products welding rods. This company is situated in 47000 sq. mtrs. area out of this areas 60% area is covered under garden. This company takes care of environment. Such company is certified under QS 9000 system in the year 2000. it is a multi-national company in 2002.
10. KSB Pumps Ltd.,
At. & Po. Vambori, Tal: Rahuri, Dist: Ahmednagar

KSB Pumps Ltd. is a multinational company. The company produces submersible pumps since 1976. The company has certified ISO 9002 in 1995. This company is situated in very rural area.

11. Kinetic Engineering Ltd.,
Nagar Daund Road, Ahmednagar

Kinetic Engineering Limited is one of the premier manufactures of two wheelers in the country, today in the span of 27 years from 1972-1999. The company has achieved the distinction of being the largest manufacturers of mopeds in India largely due to its consistently high performance.

KEL's manufacturing unit is located at Ahmednagar. A plant is one of the most modern mass production factories in India. Most of the machines are special purpose machines (SPM's).

Regarding the production of vehicles they have achieved ONE MILLION LUNA production in October 1987.

Since the first model of the Luna introduced in 1972, KEL has modified its products, several time in order to improve it further.
Kinetic keeps a track of market needs and studies and analyses market trends, with its strong R & D and service department, it not only introduces further better models using modern technology but also ensure efficient maintenance of the vehicles on the road. This has been Kinetic's main strength in retaining its leadership in the market. The company can boast of a dedicated workforce of about 2700.

Over a period of time KEL has multiplied its growth may folds and so its dedicated suppliers operating from Ahmednagar industrial area. KEL has approximately 35 competent suppliers in Ahmednagar itself, they work in tandem with KEL. This was one of the dreams of the Late Chairman H. K. Firodiya to see Ahmednagar getting empowered with expansion of small and medium scale industries in its proximity.

All functions of KEL are harmonized with the help of online / real time advanced integrated IT setup. This gives people a total insight to perform more effectively and efficiently.

KEL now address of all segments of customers who are aspirin to own two wheelers ranging from an economical moped to Hi-Tech 150 cc mobike.

In array of products, apart from mopeds, a complete range of high quality two wheelers are added e.g. Scooterage, Step through, Scooter, Motorcycle etc.
With this, focus will be on wider spectrum of customer base in market in addition, it gives further road map for the growth of the company as well as for business in correlation.

KEL has certified ISO 9001 Company in 1998.

12. **Kirloskar Oil Engines Limited.**
   A-3, MIDC, Ahmednagar
   
   Kirloskar Oil Engines Ltd., Ahmednagar is a certified ISO 9000 and QS 9000 company. No industrial problems are created in the company. 460 minutes working period daily in the company. It is a world class manufacturing company. The company runs the Kaizen activities.

13. **Larsen and Toubro Limited**
   A-9/A-10, MIDC, Ahmednagar
   
   Larsen and Tubro Ltd., Ahmednagar is a group of companies of L & T Ltd., manufacturing switchgear. This company has certified ISO 9000, 14000 and 18001 (in 2002). The company arranged Kaizen meetings for all the staff and workmen.

   Larsen and Tubro Limited, a prominent engineering concern in the country was established as a private company in 1946 and become a public company
in 1950. From its inception, it enjoyed a high reputation and has been one of the few concerns under professional management. It also acquires reputation as a widely profitable concern.

14. **M/s. Uni-Klingar Limited.**

Plot No. C/37, MIDC Area, Ahmednagar

M/s. Uni-Klinger Ltd., is the sole manufacturer of the famous Piston valves and the world famous Gasket Shocing. Uni-Klinger Ltd., has large customer base offices across the country and it is respected for its premium quality products in the market.

15. **Mangalam Drugs and Organics Ltd., (Unit – 3)**

Sangamner Sahakari Audyogic Vasahat at Gunjalwadi, Tal: Sangamner.

Mangalam Drugs and Organics Ltd., started in 1977 as a single plant single product facility has since grown and diversified into a multi product and multi location group with head office at Mumbai. The centre of commercial activity in India and plants at Vapi and Sangamner both with 200 km of Mumbai. Mungalam Drugs and Organics Ltd., (Unit No.3) has started in 1987 in Sangamner Sahakari Audyogic Vasahat at Gunjalwadi Tal: Sangamner. The
production of the company is Inorganic chemical like Aluminium Chloride (Anhydrous) at Sangamner unit. The export sale of this unit is started since 1988.

This unit is awarded with “District Industry Award” by the Government of Maharashtra in 1989. This unit is also awarded with “Export promotion certificate by Government of Maharashtra in 1999. This company awarded is with ISO 9001 certificate by DNV (Det norske Veritas) in 2002. The group of company resulting in total turnover of Rs.65 crores and export to the tune of Rs.7 crores during the year 1999-2000.

16. Newage Electrical India Ltd.,
C-33, MIDC, Ahmednagar.
(Old name – CG newage Electricals Ltd.)

CG Newage Electricals Ltd. is a joint venture company of Crompton Greaves and New Age International UK ( Started) manufacturing Alternates at Ahmednagar. Range of Alternate’s is from 27.5 KVA to 1250 KVA. Generally, turnover is Rs.75 crores. Company has begged in National and Local award in the various areas like quality, safety, environment etc.
17. **Paiss Agro India Ltd.**,  
At. Khadakaphata, Tal: Newasa  

Paiss Agro India Ltd., was established in the year 1993. It is based on rural agricultural economy. Company was promoted by qualified farmers from the area. Raw materials of the company is oil seeds and company has 4000 shareholders, who will be supplying the raw materials to the company.

18. **Somaiya Organo Chemicals Ltd.**,  
Po. Sakharwadi, Tal: Kopargaon, Dist: Ahmednagar  

Somaiya Organo Chemicals Ltd., is based in Central Maharashtra and producing bulk chemicals. The Quality of chemicals is good in India. The main products of the company are Acitic Acid, Ethylcactate (Acid) and Aldhide etc.

This company has implemented S.A.P (Software Application Product) effectively and successfully. It has also used PAMS (Pay Roll Administrative Management System) effectively.

19. **Sun Pharmaceutical Industries Ltd.**,  
A-8, MIDC, Industrial Area, Ahmednagar  

This is one of the bulk drug units of Sun Pharmaceuticals Ltd. which is a multinational company.
The company has verified USFDA (United States of America Food and Drug Administration) ISO 9002 and also ISO 14001 (i.e. in environment) I.D.M.A. (Indian Drugs Manufacturing Association) Gold Award in bulk drug category in WHO certified company No.1 in MIDC awarded was given safety in two times.

20. The Indian Seamless Metal Tubes Ltd.,
C-1, MIDC Industrial Area, Ahmednagar

The Indian Seamless Metal Tubes Ltd. Ahmednagar was established in 1978. The products of the company are seamless metal tubes. This company has certified ISO 9000 in 1994. The company is in progress for QS 9000. Annual turnover of this company is Rs.450 crores. This company is eighth in the world in seamless metal tubes. Such company is exporting 40% of production. Ahmednagar district awarded prize in safety, sport and environment.

21. Tilaknagar Industries Ltd.,
At & Po. Tilaknagar, Tal: Shrirampur, Dist: Ahmednagar

Tilaknagar Industries Ltd. Is established in 1972 at Taliknagar, Tal: Shrirampur. It is situated in rural area. This company is manufacturing of liqueur chemical and sugar cube.
This company has achieved first prize of Standard Quality by Distilleries Association, New Delhi in 1988.

22. Videocon Exports Ltd.,
Survey no. 243, Madhavnagar, Ahmednagar.

Videocon Exports Ltd. is situated at survey No.273, Madhavnagar, Burhanagar Road, Ahmednagar. This company is 2 km away from Ahmednagar city. The main products of the company are Audio Music System, CD Players, Tape Recorder, Walkman etc. Total 625 workers including staff are working in the company. The company is awarded ISO 9001 in 2001 and ISO 14000 for environment.

While studying the structure of the employees, it was observed initially that performance appraisal methods have to be developed and designed on the basis of category of the employees. The employees were classified in three categories as follow:

Category I : Managers / Officers.
Category II : Office / Supervisory Staff.
Category III : Workers (skilled, semiskilled and unskilled)
As far as the topic of research is concerned, the performance appraisal does not vary from person to person but it may change from category to category. Hence it was decided to use stratified random sampling method to select the employees and apply a sample survey method.

By using the sample survey method, the data was collected from the staff too. The researcher had gone through the various categories of the concerned staff. Keeping this in mind, six employees from each of the 22 industries had been selected as the sample. The researcher actually conducted the personal interviews of 22 personnel managers / officers, 44 office / supervisory staff and 66 workers from the large scale industries of private sector in Ahmednagar District.

(ii) Census Method

In the census, method information was collected from each and every primary unit in the population. In this study all the 32 large-scale units in the district were approached to collect the data regarding the performance appraisal methods adopted by them and their policies for promotion and separate interview-schedules were prepared for the Personnel Managers / Officers and Staff / Employees.
(iii) Pilot Survey

Initially, an interview schedule was prepared and a pilot survey was conducted for five-industries. Using the results of pilot survey, some questions were modified; some were converted into open-ended form. In this way a final draft of interview schedule was prepared.

The contact was established by the researcher with all the 32 large-scale industries of private sector in Ahmednagar District. Out of these 07 large-scale industries are closed down and only 25 industries are functioning.

The researcher visited all the 25 large-scale industries, but at the time of actual data collection, 03 industries refused to give any sort of information on secrecy ground. So, data was restricted to only 22 industries. The information such as name of industry, name of product, address, year of establishment in Ahmednagar District, e-mail, telephone numbers; strength of workers, policy and methods, methods of performance appraisal, the grievance procedure, bases for promotions and methods of job evaluation has been sought in the interview schedule designed for Personnel Manager / Officer.
(iv) **Other Perspective of the Study**

It was also felt necessary to collect the necessary information from other category viz., office staff / supervisory staff / workers who are the sterling segment without which the study could not competed. Management and Staff are the two sides of a single coin. It was observed that in these 22 industries, the total number of Officers, Staff and Workers is 5813. As it was beyond the reach of the researcher to collect the data from all these employees due to physical limitations and time limit, the researcher has adopted the sample survey method to collect the data from the selected industries.

(v) **Survey Method**

Under Survey, method of research the data is collected through personal interviews, mailed questionnaires and personal discussions². This type of research method is very useful and significant in making valuable contribution for research work.

Under the survey method, the researcher has also to collect the data confecting by individual officers and eminent personalities by an appointment. Which is rather time taking and laborious: Therefore, the researcher had prepared an interview schedule for collecting the required data from the industrial units located at different places.
(vi) Opinion Poll

In addition to the above 132 employees, 11 other competent persons who are well acquainted with private sector industry were also interviewed to seek additional information. The remaining three persons are working as government employee, an employee of non-government firm and a union leader respectively.

A structured interview schedule was used for the interview of these experts. The views and opinions expressed by them proved significantly important for the researcher.

(vii) Field Visit

In addition to the above techniques of data collection, actual field visits were made to see the actual functioning of the 22 large scale industries of private sector in Ahmednagar District. The researcher visited to Managers / Officer, Office / Supervisory Staff and Workers of the selected industries, the Maharatta Chambers of Commerce Ahmednagar branch, and Joint Director of Industries, Pune region at Pune, District Industries Centre (DIC) office, Ahmednagar, Deputy Engineer's office at MIDC, Ahmednagar and Shrirampur, which helped the researcher to see and know about the actual functioning of the Managers / Officers, Office / Supervisory Staff and Workers and also about their performance appraisal system.
(viii) Cross Check

The data collected from employees served two purposes, one to be acquainted with the current practices of performance appraisal system and another to ascertain the validity to performance appraisal system in the light of the topic of research.

In order to bring authenticity to the findings or the conclusions, the researcher has analyzed and verified the data provided by the Managers / Officers and the Office / Supervisory Staff and Workers by cross checking the same.

2.8 Techniques of Analysis

After collecting primary and secondary data, it was tabulated. In order to decide the status of the performance appraisal and promotion policy system, various charts, diagrams and graphs are drawn.

The tabulated information is analysed and interpreted. The drawbacks of the various methods used by the industry are pointed out and alternative methods have been suggested.
2.9 Scope and Limitations of the Study

2.9.1 Scope of the Study

The present study is mainly concerned with the performance appraisal and promotion policy in large-scale industries of private sector in Ahmednagar District. The 22 large-scale industries are selected for this study. The period of the study is from 1984 to 1999. The study is limited to those industries selected at random from natural division, representing the average characters of Ahmednagar District. The employees have also been selected on random basis.

The study evaluates different methods of job evaluation and performance appraisal and basis of promotion policy in large-scale industries of private sector in Ahmednagar District and main conclusion drawn on the basis of the analysis of the methods as well as recommendations for the improvement of the system. The main focus of the study is on 'Performance Appraisal and Promotion Policy (PA & PP)' of the selected industries in Ahmednagar District.

2.9.2 Limitations of the Study

The present study is concerned with the performance appraisal and promotion policy which is related to the human behaviour, educational qualifications, experience, up-dated knowledge, skills,
motivations and hard of work. The study was multidimensional complete and conducted single handedly. Due to these reasons the study had certain limitations, which are as follows:

(i) The study is limited to the period of 15 years only that is from 1984 to 1999. Therefore, the conclusions are drawn pertaining to the same period. But if there are some policy changes in the later period, then these conclusions or may not be applicable.

(ii) Conclusions of this study may not be applicable to the small and medium scale industries of the private sector as they are not covered in the study.

(iii) The up-dated data was not provided by the authorities of the industries on secrecy ground. Therefore, the findings and the conclusions of the study mainly depend upon the data provided by the authorities of the concerned industries.

(iv) There are difference of opinions towards Performance Appraisal and Promotion Policy of officers and employees / workers. Therefore sometimes data given by them are using and limitations are there for the study. In case of officers, 21 industries are implementing Performance Appraisal and Promotion Policy. While in case of staff, 19 industries and in case of
workers 10 industries implementing Performance Appraisal and Promotion Policy.

(v) In this thesis, the firm or the company is treated as an industry and the study was made accordingly.

In these circumstances, the analysis has been done from the available data. The interpretation of the data has been made from the multi-dimensional. The information is presented in tabulated forms wherever necessary, the use of graphs and schedules have been made.
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