CHAPTER II
RESEARCH METHODOLOGY

2.1 INTRODUCTION

HRM scenario prior to reforms in 1991

Prior to commencement of the reforms in 1991, India was pursuing a shortsighted policy under the guise of self reliance, and had blocked out the rest of the world in the manufacturing and services sectors. Through licensing and centralized planning, and heavily relying on the bureaucratic controls, there were several restrictions on the business capacity of the units, their location, choice of raw material etc. Through Monopolies and Restrictive Trade Practices Commission (MRTP) it had also kept control on corporate takeovers and mergers.

The State had reserved core sectors for itself and played a vital role in the industrial development of the country. There were number of laws and regulation to enforce its authority and to influence them. This period was used to be referred to as “License Raj”. The Government had controlled the collective bargaining in the Public Sector. There were restrictions for the entry of the multinationals and they can enter only after the Govt. Clearance is obtained. The Human Resources function was considered to be a controlling function. It was aimed at enforcing discipline and there were punitive actions for non compliance of the systems and procedures. Today, such an approach is considered to be an abnormality.

Impact of globalization

Globalization is the process of denationalization of markets, at political and economic level and the use of so called global economy. Globalization breaks the national borders of the similar market forces that have been in force for years together. The entry of the multinational was facilitated by the reforms process and thereby number of multinationals were established in India. These multinationals were from various sectors of economy, i.e. banking and finance, manufacturing, service sector etc. The multinationals were new to the Indian scenario so far as the HR management is concerned. They were not fully aware of the Indian laws as well as the
attitude of the managements and HR practices then prevailing. There were several differences in respect of compensation, fringe benefits, incentives, motivational tools used, management styles, etc.

After adoption of the policy of globalization, liberalization and privatization, number of multinational companies entered on the Indian industrial canvas. These companies were using latest technology for production as well as extending services and their cost of production was low and hence these companies increased the competition to the domestic companies. These multinationals were adopting HRM practices which were altogether new to the Indian industries. The Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by sound HRM practices. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals.

2.2 THE IMPORTANCE OF HUMAN RESOURCES MANAGEMENT IN MODERN ORGANIZATIONS

The success of any organization does no depend solely on market realities and sustainable competitive advantage. The success also lies on the utilization of the human capital which is an important asset of the organization. The statistical presentation demonstrates the success of any organization in quantitative terms. But the success is also dependent on the qualitative aspects of the human resources management. If those are used positively and skillfully success is there, but if there is any laps in handling these human relations no one can stop the failure.

The management of the human force of the organization strategically is the Human Resource Management. The employees individually and collectively contribute to the success of the organization. Each individual has his own goal and dovetailing of the said goal smoothly with that of the organization is the job attended to by the Human Resources Management Department. The objective of the HRM
department is to enlist the commitment of the employees for achievement of the organization’s goals.

The function of the HRD is to attract, retain, and develop through training input so as to achieve the corporate goals. The HRD dept. provides a link between the employees and the management. For this purpose the HRD dept. should assess the needs of its employees and find out how best these needs can be fulfilled within the overall framework of the organization. The HR Dept. should ensure that the employees get wholly involved in the organization of their own. For this oneness the HR should create an atmosphere that the employees develop this attitude. Various motivational tools are required to be used to have sustainable retention of their interest.

In today’s modern organizations the HR functions are not attended to in isolation but in communication with the General Management. It is not an individual’s decision but the decision is the outcome of the strategic consensus. The main goals / responsibilities of HRM are:

- To retain low employee turnover rate by inspiring people to work for the company
- To attract new employees
- To contribute to employee development

The Human Resources Department imparts training to the employees and also motivates the employees by bringing out to them the ethical policies and socially responsible behaviour. It shares the organization’s problems in providing solutions to increase their efficiency, in such a way that there is no bitterness amongst the organization and the employees.

In today’s competitive world, the success of the organization solely depends on the utilization of the full potential of the employees for which the HR Department makes all out efforts. Some companies fail to recognize the importance of the human capital for the successful operations. Even a few top ten companies took a long time to understand the importance of the human capital in the organization.
The HR Department is continually faced with the challenges and they have to find out solutions to the satisfaction of the concerned employees. It not only works for quantitative achievement but also for qualitative achievement and enriching the organizational culture.

**Effect of competition on Human Resource Management**

As is stated earlier that after the globalization there has been emergence of the fierce competition not only in the domestic market but at the international market. This has impacted the HR policies to a great extent. Various surveys carried out by different organizations have revealed the following prominent changes:

1. When there is a competitive situation naturally every organization tries to contain the cost and to keep the prices of their product to the minimum possible level. In the process the organization tries to save on manpower costs which continue to go up over the period. In such a situation the HR Department plays a key role to achieve the management objective.

2. In the case of joint ventures the professional predict and manage culture fit policies. Organizations are more particular in right profiles and who are more capable.

3. In order to get optimum from the employees there is greater thrust on training and retaining talented employees.

4. Now in order to retain the competent employees the organizations are drawing out a well developed career path which assures the employees that they will get higher position on achieving certain pre-decided targets. Here it is important to note that employees do not solely work for compensation but also for the position in the organization.

5. Companies are currently accepting retail talent and redeploy manpower whenever necessary.
6 Because of the sincerity and hardworking character of the Indian workers, there are a number of foreign companies they are recruiting Indian employees on preferential basis. Of course this has lead to growth in attrition rate and the retention of the competent employees becomes costly. In order to solve this problem the HR departments are not trying to fix up benchmarking for salary revisions for specific industries.

7 As a consequence of the globalization there is inflow of foreign managers in India. This has resulted in greater mobility even at international level. As a result of this the HR department is expected to be in known of HR practices followed worldwide.

8 This has lead to the redefining the roles of various functionaries.

9 Lastly it has been observed that the HR departments are innovating Best HR Practices to keep ahead of their competitors.

Best HR Practices and its impact on the organization

Needless to say that for any organization achieving the Corporate Goal and the market share targets is the prime concern. In order to achieve this it is essential to enhance the competencies, commitment and building of sound culture. The HR Department has a key role to develop certain systems, process, and formulate rules and regulations to achieve the appropriate organization culture which will be healthy and the employees on their own will offer their commitment to the organization.

Any practice that deals with enhancing competencies, commitment and culture building can be considered an HR practice. The practice can take the form of a system, a process, an activity, a norm, a rule an accepted or expected habit, or just a way of doing things. HRD has been defined as essentially consisting of these three Cs:-

- Competencies
- Commitment
- Culture
All three are needed to make an organization function well. Without competencies many tasks of the organization may not be completed cost effectively or with optimal efficiency. Without commitment they may not be done at all or are done at such a slow pace that they loose relevance. Without an appropriate culture organizations can’t live.

Competency is not an individual trait but it is a team related one. It may be for pairs of individuals or teams or informal groups that emerge from time to time in different work situations. Competencies are also dependent on various factors such as level of advancement of technology, skills of the workforce, management’s approach. Therefore, there should be comprehensive approach to ensure that all out efforts are made on all fronts to achieve highest efficiency and increasing the competency.

In order to achieve the high commitment lots of efforts have to be put in. Motivation at high level creates an atmosphere which is conducive for development of work culture amongst the employees. Commitment building is an ongoing process and gradually it becomes habit. There should be proper system of rewards and recognition to inculcate work culture.

The continuity of the organization on the long term basis depends upon the work culture cultivated in the organization. The employees should feel about being a member of the organization/ team which is fully motivated and contributing its mite for the achievements of the set corporate goals. This can be achieved through properly development of the Mission Statement, Vision of the organization, conducting workshops for morale development, motivation, personality development etc.

Here it will be in the fitness of the things as to what are best HR Practices? Best HR practices are those which contribute to one or all the three C’s i.e. Competency, Commitment and Culture. These are of the prime concern for the organization. For this HR department has a role to play. They have to identify from time to time, the HR practices which will enable achievement of these three Cs. This identification of best HR practices is an ongoing process in itself as these changes day in and day out.
Impact of Best HR practices

There are number of case studies to show that there is a relationship between the best HR practices and the organizational effectiveness. Even for motivating the HR Department staff there are National HRD Network and Confederation of Indian Industries (CII) awards for outstanding HR Practices.

It has been observed that these awards have been bagged by those companies which have faced turbulent environment and despite this they have achieved the awards. Almost 90 per cent of the awardees are from this category. This could be possible because of the introduction of Best HR practices followed by these organizations.

Most of these companies exhibit the following characteristics:-

1) These companies are capable to have smooth change over of the leadership.

2) These companies have adopted the new changes that have come in their way. These companies have grabbed these opportunities of liberalization to their benefit.

3) All these companies have after the liberalization, focused on the customer orientation which is the secret of their success.

4) Managing the change in the organization is a typical problem faced in every organization. If the change is accepted with an open mind the success is there. For this, organizations are now a days even conducting training programs for their staff.

5) All these companies have combined the personnel and HRD function. They have integrated well the personnel and HRD functions.
2.3 SIGNIFICANCE OF THE RESEARCH TOPIC

From the above discussion about the new dimension to the HRM practices that has come to stay in India after the introduction of reforms in 1991 it is evident that the adoption of new strategy to deal with the HRM functions has assumed greater importance. Lots of new facilities are being made available to the employees which they had not even thought of earlier. In order to sustain the growth the industries are required to adapt to the new HRM policies and ensure that the organizations derive the benefit of the Best HR practices in improving the quality as well as reducing the cost of production / services to achieve the corporate goal of achieving more market share and the profits.

It is in this context the researcher has felt it appropriate to study the change that has taken place in handling the human resources development by the Large Scale Industries located in Pimpri-Chinchwad corporation area which has a prominent presence of large-scale industries of all types. There are multinational as well as domestic large scale industries. There are manufacturing as well as service sector large scale companies in this location. On this backdrop the significance of the research topic has been highlighted. The study would be quite useful to the managements of the today and tomorrow’s large scale industries.

2.4 A) OBJECTIVES OF THE STUDY

Keeping in view the research topic the researcher has formulated the following objectives for this research:

1. To analyze the HR practices currently used by the identified industries.
2. To study the Best HR practices in vogue subsequent to the opening of the Indian economy (liberalization/ globalization/ privatization).
3. To study the impact of best HR practices on employee satisfaction.
4. To identify potential areas in achievement of employee satisfaction using the best HR practices and to suggest possible solutions.

2.4 B) JUSTIFICATION OF OBJECTIVES

After the introduction of economic reforms in India since 1991, the entire picture of the labour market at least in certain centres like Pune has undergone a sea
change. Pune has become automobile hub as well as information technology hub. As a result multinational companies have opened up their manufacturing / research and development units in and around Pune. These industries have not only brought technology to India but also their Human Resources Development practices. This has also a bearing on the HR practices followed by the domestic companies either in manufacturing segment or in information technology segment. Therefore, the researcher considered it appropriate to undertake the study of HR practices being followed by the industries identified for this study and to analyze those practices. This is the rationale for identifying objective No.1.

As stated in the earlier paragraph, after 1991, the concept of best HR Practices have come to India. Now human resources development department is constantly innovating new HR Practices to ensure that the employees of the organization, in whose selection and grooming lot of money, time and effort has gone in, continue to work with the organization. These HR practices keep the employee attrition rate to minimum. Therefore, the researcher has considered studying these Best HR Practices newly introduced in the Indian industries. On this backdrop the researcher has formulated this objective number 2.

Retention of the employees who are the costly assets to the organization is big task before the HRD department. Introduction of the best HR Practices also involve costs. And hence impact of Best HR practices on employees’ job satisfaction also needs to be studied. Satisfied employee is an asset and the managements have to study the impact of these practices on the employees and ultimately the benefit organization derives from it.

Naturally while study the above three objectives there will be lot of input available to the researcher. Some problems will come to surface and as a research scholar some solutions may emerge to address these problems. Hence the researcher has formulated the last objective.
2.5 A) HYPOTHESES

The researcher has framed the following hypotheses for this research:

- \( H_1 \) There is positive impact of the best HR practices on the employee satisfaction and efficiency of the employees.
- \( H_2 \) The application of best HR practices has a bearing on the quality of production/services.
- \( H_3 \) The application of best HR practices reduces the attrition rate.
- \( H_4 \) The employee satisfaction results in cordial employer–employee relations.

2.5 B) JUSTIFICATION OF THE HYPOTHESES

Success of the management is dependent on the cost benefit study of each of its actions which has impact on the profitability of it. Introduction of the best HR practices will certainly entail benefits which are in the form of employee satisfaction and in turn its impact on the efficiency of the organization. In an organization where best HR practices are introduced the attrition rate is very meager. Therefore the researcher has formulated the hypothesis number one as stated above.

As stated earlier a satisfied employee is an asset and such employee give full commitment to the organization. Naturally this is reflected in the improvement in the quality of the product and the services rendered by such a devoted employee. In order to test this statement the researcher has formulated this hypothesis number two.

The researcher wanted to study the direct relation between the introduction of best HR practices and attrition rate. Therefore this hypotheses is to be tested through this research. Hence framed this third hypothesis.

Needless to say that the job satisfaction has its impact on the employees’ satisfaction. This employees’ satisfaction in turn has a positive impact on the employer–employee relationship. Usually in such an organization relations are cordial. There are less number of employee grievances. Management is keen in ensuring employees’ welfare. The researcher therefore formulated this hypotheses which has been tested in this research.
2.6 RESEARCH UNIVERSE

Large Scale Industries refer to those industries which require huge infrastructure, man power and a have influx of capital assets. The term 'large scale industries' is a generic one including various types of industries in its purview. All the heavy industries of India like the Iron and steel industry, textile industry, automobile manufacturing industry fall under the large scale industrial arena. However in recent years due to the IT boom and the huge amount of revenue generated by it the IT industry can also be included within the jurisdiction of the large scale industrial sector. Last but not the least the telecoms industry also forms and indispensable component of the large scale industrial sector of India. Indian economy is heavily dependent on these large industries for its economic growth, generation of foreign currency and for providing job opportunities to millions of Indians.

Large Scale Industries (LSIs) are those industries with investment more than Medium Manufacturing Enterprises, under MSMED Act 2006 and as shown in the table No. 1.1 in chapter I. It is because of this rationale the researcher has also followed this definition of the large scale industries for the purpose of identifying the large scale industries for this study.

The researcher has decided to restrict his research to the large scale industries located in Pimpri-Chinchwad Corporation area. The area is quite vast and there are following industrial locations established by the Maharashtra State Industries Development Corporation which provide all the infrastructural needs of the industrial sector.

a) MIDC – Bhosari
b) MIDC – Hinjewadi
c) MIDC – Pimpri
d) MIDC – Chinchwad

Apart from the large scale industries which are located in the MIDCs, there are few large scale industries which are outside the MIDC industrial estates. E.g. TELCO, Sandwik, Vulcan Laval, etc. Bajaj Auto etc. In view of this the researcher
has carved out his research universe restrict it to the large scale industries in the Pimpri-Chinchwad Corporation area.

2.7 DATA COLLECTION

Data Collection

In the first stage, with due permission from the senior management, the researcher visited a few identified large scale industries in Pimpri–Chinchwad area and got himself acquainted.

Semi structured interview is chosen as an instrument for this research because it involves a series of open ended questions based on the topic area. The open ended nature of the question defines the topic under investigation but provides opportunities for both interviewer and interviewee to discuss some topics in more detail. If the interviewee has difficulty in answering a question or provides only a brief response, the interviewer can use prompts to encourage the interviewee to consider the question further.

In a semi structured interview the interviewer also has the freedom to probe the interviewee to elaborate on the original response or to follow a line of inquiry introduced by the interviewee.

The employees will be asked to share their experiences in relation to various HR practices in their respective companies.

Discussion Themes

❖ Background to the organization and to the interviewee (Employee/line manager).
❖ Discussion about the expectations of employees from their organization/s.
❖ Discussion about the experiences of employees. in relation to HR practices in their respective organizations.
❖ Discussion about the relevance of these unique HR practices in Indian Context.
Discussion about changing/adding anything to the existing HR practices for improvement.

**Primary Data**

The primary data has been collected in two stages. The first one refers to the data to be collected from the Heads of the HR Departments of the identified industries with the use of pre formulated questionnaire. In the second place the researcher has thought it appropriate to collect primary data from the employees and the staff of the identified industries. This data collection from the employees helped to cross check the implementation of the HR policies and how it is received by them.

**Secondary Data**

The secondary data has been collected from the related literature on various books, committee reports, journals and periodicals, newspapers articles, research papers, previous research and websites. Pune being educational hub lots of libraries are available and therefore the availability of the reading material did not pose any problem.

**Period covered by this study**

This research covers the period financial year ending 31st March 2007 to 2012.

**Limitation of the data**

There is a sort of limitation of the data and that is non availability of the data prior to introduction of the Best HR Practices. This is because of the following situation.

Prior to globalization India was having a massive unemployment, particularly of those who have been graduated in various disciplines. The employment situation was rather grim. However, in 1991, when the Indian government adopted policy of globalization, liberalization and privatization and started taking effective steps to ease the situation for inflow of foreign direct investment and entry of multinational corporations in the various fields the employment started moving favourably. Number of multinational corporations in manufacturing and services sector opened their either
manufacturing plants / assembling divisions / Business Process Outsourcing outfits in India. Though in the initial stages the process was rather slow however in about 5 years time the situation was favourably changed paying the entry of number of new MNCs.

Therefore, prior to 1991 in India there was lot of unemployment and not much employment avenues were opened and the attrition rate in all the then companies was more or less within a reasonable level. However, after the globalization, the employment scenario in India particularly in the organized sector changed favourably. Numbers of job opportunities were available. New MNCs were establishing their units, the IT sector was flourishing and hence the employees were tempted to switch their jobs to the new companies offering better terms. This sort of approach paved the way for employees’ turnover started assuming concern by the managements. The Human Resources departments of these companies had to address with full focus this problem of attrition of the employees. In this pursuit these HRD departments started on a continual basis innovations to take care of the retention of the talented employees. This further gave rise to the introduction of Best HR Practices.

On this backdrop there is no data available for the period prior to starting employees’ attrition in India. Hence the above background has been incorporated in the thesis at the preamble.

2.8 SAMPLE SIZE

Working out the sample size was a very complex activity. Therefore, the researcher obtained the data on the number of large scale industries located in the MIDC industrial estates. He also collected the data on the Large Scale industries located in Pimpri Chinchwad Corporation but outside the MIDC industrial estates. The picture that emerged was as under:
Table 2.1: Data relating to the Large Scale Industrial units in the Pimpri-Chinchwad Corporation area
Position as on 31st March 2011

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Location</th>
<th>No. of large scale Industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bhosari MIDC</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>Pimpri MIDC</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Chinchwad MIDC</td>
<td>26</td>
</tr>
<tr>
<td>4</td>
<td>Hinjewadi – IT Park</td>
<td>19</td>
</tr>
<tr>
<td>5</td>
<td>Large scale Industries outside the MIDC area</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Total number of industries</td>
<td>61</td>
</tr>
</tbody>
</table>

Further these industries were broadly classified on the basis of their activity:

Table 2.2: Activity wise Broad classification of the industries.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing Units</td>
<td>37</td>
</tr>
<tr>
<td>Services sector units</td>
<td>24</td>
</tr>
</tbody>
</table>

In order to have a cross section of the industries for the study purpose the core activity like – Automobile industry, IT industry, etc. of the unit was also taken account. In order to have better understanding the best HR practices followed by the Multinational industries also found place in the industries identified for this research. This enabled to compare the best HR practices that are being followed by the domestic large scale industries.
Thus finally the following sample of Large Scale Industries has been identified for this research:

**Table 2.3: Identification of Large Scale Industries**

As on 31st March 2011

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the company</th>
<th>Classification details</th>
<th>Management Domestic/ MNC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Tata Motors: Pimpri-Chikhali, Chinchwad</td>
<td>Automobile: Mfg. of Commercial Vehicles</td>
<td>Multinational organization</td>
</tr>
<tr>
<td>3</td>
<td>Cognizant Technology Solutions Ltd.</td>
<td>IT Service Industry</td>
<td>Multinational Organization</td>
</tr>
<tr>
<td>4</td>
<td>Tech Mahindra Ltd.</td>
<td>IT – Service Industry</td>
<td>Domestic</td>
</tr>
</tbody>
</table>

Being a large scale industry the operations of the companies identified for this study are spread over in number of locations. These companies are having a well developed and equipped Human Resources Department. For the purpose of this research employees are divided in three broad categories as under:

1) Employees from Senior Management Cadre
2) Employees from Middle and Front level management Cadre
3) Employees who are the workmen and have their own trade union.

With a view to compile data we have identified staff from each cadre and from each identified company, as under:

**Table 2.4: Class of Employee from each identified industry**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Class of employee from each identified industry</th>
<th>Employees identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employees from Senior Management Cadre</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Employees from Middle and Front level management Cadre</td>
<td>35</td>
</tr>
<tr>
<td>3</td>
<td>Employees who are the workmen and have their own trade union.</td>
<td>60</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>
Thus the total sample according to class of employees identified for this study is as under:

**Table 2.5 : Employees identified**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Class of employee</th>
<th>Employees identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Employees from Senior Management Cadre</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>Employees from Middle and Front level management Cadre</td>
<td>140</td>
</tr>
<tr>
<td>3</td>
<td>Employees who are the workmen and have their own trade union.</td>
<td>240</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>400</strong></td>
</tr>
</tbody>
</table>

2.9 **QUESTIONNAIRE**

Two sets of questionnaire were compiled:

a) For HR heads of the identified companies.

b) For the employees of the identified companies.

For HR heads the questions were mostly related to the policy matters while the employees were asked questions on specific Best HR practices.

So far as employees are concerned a broad spectrum of employees representing workers, office staff, and officers from Junior Management, Senior Management were randomly selected from the identified companies.

The questionnaire was designed Likert scale. The questions were broadly categorized under the following heads:

1. Management support
2. Working Environment
3. Job related aspects
4. Motivational aspects
5. Perception about Best HR Practices
6. Organizational Culture

Under each of the above heads questions were framed to obtain the respondents answers in the following form:
2.10 ANALYTICAL TOOLS USED

The data so collected from the field through the questionnaire has been entered in the computer and using the tabulation of it various tables have been drawn. Wherever it was practical and essential percentages have also been drawn. For easy understanding of the data, at some points graphic presentation of the data has also been resorted to.

The following statistical tools have been used:-

- **Percentage**- This is a special kind of ratio which will be used to compare variables. Percentages will be used to condense data and express in relation to 100.

- **Correlation**- This tool has been used to know the relationship between the variables. That is the effect of change in one variable on another variable.

- **Diagrams and Graphs**- The diagrams and graphs have been used as an aid in interpretation of data and drawing conclusions.

- **Averages**- This statistical method is often necessary to represent a set of data in terms of one single number that should neither represent the lower nor the highest value but a value in between the highest and the lowest value.

- **Proportionality Test** - This test explains how to conduct a hypothesis test to determine whether the difference between two proportions is significant. The test procedure, called the two-proportion z-test, is appropriate and uses the following formulae.

To test \( H_0: p=p_0 \), the sample size are so large that both \( np_0 \) and \( n(1-p_0) \) are 10 or more.

Now compute Z statistics as:

\[
Z = \frac{p - p_0}{\sqrt{p_0(1-p_0)/n}}
\]
In terms of a variable Z having the standard Normal distribution, the approximate P-value

For a test of $H_0$ against some alternative hypothesis say $H_a$

$H_a: p > p_0 \quad \text{is} \quad P(Z \geq z)$

$H_a: p < p_0 \quad \text{is} \quad P(Z \leq z)$

$H_a: p \neq p_0 \quad \text{is} \quad P(Z \geq |z|)$

This test has been performed for each variable given, and the results are summarized in below table. P values have been used to take decision about the variables. Level of Significance is 0.05.

2.11 SCOPE

From the foregoing discussion it is clear that the managing Human Resources of any organization is a vital task in the changed management philosophy. It is not limited to the personnel administration. It goes beyond. Particularly after the adoption of the globalization, liberalization and privatization, number of multinational companies has arrived in India and along with those companies their approach to manage human resources has also made an entry in India. These new role and the best HR practices have made a difference in the Indian context. Therefore, the current research topic has posed several newer aspects in HR management for this research study. Newer concepts, new type of facilities, altogether new type of amenities which are being provided by these multinational companies are new in the Indian context and the Indian companies will also have to adopt some of these practices applying appropriate changes acceptable to the Indian context. Therefore, the researcher is of the considered view that there is an ample scope to this research topic.

2.12 LIMITATIONS OF THE STUDY

Compared to the total number of large scale industries operating in the identified study area the sample is moderate. Each company has different HR practices, although there may be some common practices. Hence, the sample may be treated as indicative but the findings may not be universally applicable. And to that extent this is one of the limitations. It is practically, not possible to cover a larger
sample than the one that has been selected taking into account the time, man power and resources available to the researcher.

The questions relating to the policy matters were put to the HRD officials. Some of them expressed their limitation on the point of secrecy.

One of the limitations is that, while the responses came from employees who were best placed to report the actual HR practices that exist, there is still room for error. Employees may not be completely accurate and, in some cases, may not be completely knowledgeable about practices that have an impact on others. Even after ensuring that a cross section of the employees was covered by this research, the error is minimized, but cannot be eliminated.

2.13 CHAPTER SCHEME

Chapter – 1: Introduction

In this chapter the researcher discussed the definition of industry, classification/types of industries role and importance of industries in Indian economy, historical perspective of Indian industries, history of industrial development of India, post independence development of Indian industries, various Industrial policy initiative till date, Indian industry prior to liberalization, impact of globalization on Indian industries, categorization of Indian industries, definition of large scale industries in India, Definition of Human Resources Development, evolution of concept of Human Resources Management, importance of HR and Significance of HR Planning, traditional HR practices, impact of globalization on HR, impact of HR Management on industry, strategic of HR management, objectives of HR, functions of HR, the Role of HR Manager, the impediments in HR implementation.

Chapter – 2: Research Methodology

This chapter deals with significance / importance of the research topic, objectives of HR, hypotheses of HR, research universe, data collection, primary data, secondary data, sample size, questionnaire, analytical tools used, scope and limitation, and the chapter scheme followed.
Chapter – 3: Review of Literature

In this chapter the researcher has taken a short review of the various books, journals, periodicals, theses, reports, websites which are related with the topic under research.

Chapter – 4: Brief Profile of Pimpri-Chinchwad Area and Identified Industries

This chapter covers a brief profile of the study area and the identified companies for this research. This helps in understanding the research work in its right perspective.

Chapter – 5: Traditional & Best HR Practices in India

In this chapter the traditional HR practices have been brought out in detail which, help to understand the new approach to HR that is being currently implemented. It also brings out the best HR practices being followed in India.

Chapter 6: Analysis and Interpretation of Data

The data collected through the primary data collection from the field has been analyzed by using various statistical tools like, tables, ratios, percentages etc. This chapter also includes validation of hypotheses framed in the beginning.

Chapter – 7: Observations, Suggestions, Conclusion

This chapter covers researcher’s observations based on the data analysis, suggestions, scope for further research and conclusion.

Bibliography

This annexure gives the details of books, journals, periodicals, reports, Ph. D. theses, and web site which the researcher has used.

Annexure

Questionnaire: A copy of the questionnaire used for obtaining the primary data has been placed as Annexure – 1.