CHAPTER TWO
RESEARCH METHODOLOGY

2.1 Introduction:

Human Resource Management (HRM) is a management function that helps managers to recruit, select, train & develop the members for an organisation. Hence, HRM mainly focuses on the people’s element in the organisations. It is concerned with a set of functions, programmes, practices and activities designed and carried out in order to improve both the employees and organizational performance.

In the context of liberalisation, privatisation and globalisation, the organisations are always in the search of right people and make sincere efforts to make them more competent, qualified, devoted, committed and result oriented. The scope of HRM is wider. It covers HR planning, job analysis, recruitment and selection, placement and induction, training and development, job evaluation and performance appraisal, employee remuneration, leadership, communication and motivation, health and safety, welfare facilities, career and succession planning, industrial relations and so on.

An organisational success mainly depends upon the work culture, attitude and efficiency of the employees working in the organisations. In order to make the employees more efficient and productive, the organizations develop and implement the following best practices so as to have high performance of the employees and organizations as whole –

a. Safe, happy and healthy workplace;
b. Open and participative management;
c. Open book management style;
d. 360 degree performance management system;
e. Fair evaluation systems;
f. Knowledge sharing activities;
g. Highlighting the top performers and displaying their profiles on company intranet and display boards;
h. Open house discussions, employees management meets and suggestion boxes;
i. Work recognition and reward ceremonies;
j. Surprise factor: In this practice, a gift or a well done certificate is offered not only to the top performers but to the others also surprisingly as a motivational tool. (Reference: website – www.empxtrack.com)

Today, the approach of the industries has become positive towards the employees and hence, industrial units are prepared to develop and implement the best practices not only to improve the performance of employees but to retain them for longer period also. In addition to the above mentioned best practices in HRM, the organizations develop many other best practices to boost up the morale of employees like –

i. Organization of seminars, workshops, conferences and experts lectures;

ii. Library facility;

iii. Gym, Yoga and meditation centre;

iv. Health care centre;

v. Sports and cultural activities;

vi. Organization of get-together of employees and their family members;

vii. Career guidance lectures for employees wards;

viii. Performance based incentive schemes etc.

All these best practices motivate the employees to contribute in the enhancement of organizational performance by their higher performance. The employees are an asset for the organisation. Hence, an organisation has to make continuous efforts to have better performance of the employees. The best practices in HRM govern the employees’ performance to their level best. An introduction of best practices in the HR Management has become need of the time in this competitive world.

This study is related to the best practices in HRM and their impact on employees and organizational performance with special reference to selected large scale manufacturing industries in Nashik.

2.2 Statement of the Research Problem / Topic:

The proposed study aims to study the best practices in HRM and their impact on employees and organizational performance. It studies the various factors affecting on employees and organizational performance. An organizational performance is an end result of collective efforts made by all the employees. HR practices, employees and organizational performance are interrelated. This research topic tries to study the
activities being undertaken and efforts being made to make the continuous improvement in the performance of employees and thereby the organization. This has studied the problems and limitations in designing and implementing the best practices in HRM.

**Title of Research Subject is** – “A Study of Best Practices in Human Resource Management and Their Impact on Employees & Organizational Performance with Special Reference to Selected Manufacturing Industries in Nashik.”

2.3 **Need of the study:**

The skilled and competent human resources are the basic requirement of any industry for its success. Today, the competition is being risen day-by-day because of liberalization, privatization, globalization and information technology in the industrial sector. The industries focus on acquiring the competent candidates and retaining them in the same organization for longer period to face the challenges arisen in this dynamic business environment successfully.

Now-a-day, the skilled and competent employees are considered as a great strength of the organization and hence, many industries have adopted the best practices in HRM so as to recognize real importance and contribution of the employees such as- work recognition and reward ceremonies, performance based pay, happy and healthy workplace, reimbursement of tuition fees paid for higher education by the employees, appreciation letter and well done certificate, medical facilities and insurance, on –line training, online performance appraisal, open house discussions, suggestion boxes, long service awards, best performer of the month/year, highlighting the top performers and displaying their achievements etc. These best practices in HRM make the employees feel an integral part of the organization and lead to higher performance on their part and the whole organization as well.

The best practices in HRM foster a performance driven culture in the organization and prepare the employees to be more competent, productive and committed in the achievement of organizational goals and objectives. This study is necessary to understand the various best practices in HRM being implemented & activities being organized in different large industries and their impact on employees & organizational performance.
2.4 Reasons for selecting the Topic:

i. The success of any organization depends upon the skilled, competent, committed and devoted human resources working in the same organization. Many industries have been implementing the best practices not only to acquire and retain the competent employees but for their development also. This fact has given the scope to select this topic for the research work.

ii. Dealing with the employees is a difficult task, in fact, it is an art. In the wave of globalization and technological advancement, it has become more challenging.

iii. Now-a-day, the employees are considered the most valuable asset of the organization and hence, the industries are prepared to satisfy their employees by creating healthy & safe work environment, offering attractive pay packages and implementing the best practices for their management.

iv. The researcher likes to deal with the people and get the things done from them willingly. Hence, he is interested to study the best practices in human resource management.

v. There is wider scope to do research on this topic in Nashik industrial area because about 112 large well known industries are working in this area.

2.5 Relevance of the study:

In the wave of liberalization, privatization and globalization, it is necessary to make approaches, attitudes, strategies, practices and programmes in HRM best to motivate the employees for better performance. Now a day, the employees have high career goals and aspirations. They need an opportunity to identify their potential and exploit the same so as to make their own career development.

At present, the monetary benefits are not only the governing factors but the other factors also effect on employees performance like-work environment, organizational culture, leadership style, motivation and communication system, career guidance and promotional opportunities, human relations, team spirit, initiative, commitment, involvement, coordination, co-operation, discipline etc. HRM plays a vital role in this regard.
The organizations are mainly interested in employee’s performance. Employee’s performance is based upon the policies, practices, programmes and activities being undertaken by the organizations. Today, many large scale manufacturing industries have established HR department and under this department, different best practices and activities are adopted to increase the efficiency and productivity of the employees. This study is most relevant in today’s context. Hence, it is required to be done to understand the various dimensions of best practices in HRM.

This study focuses the best practices under the following HR areas –

i. Recruitment and Selection
ii. Training and Development
iii. Rewards and Recognition
iv. Leadership, Motivation and Communication
v. Job Evaluation and Performance Appraisal
vi. Health and safety
vii. Employees Development.

2.6 Period of Research:
The researcher has selected five years as the period of research study from the financial year: 2008-09 to 2012-13 because of the following reasons-

i. This is post globalization period. The influence of globalization and information technology is being reflected to large extent during this period.
ii. Many industries have been implementing the various best practices in HRM from the last 15 years. Hence, this is the right period to get exposure of variety of best practices.
iii. This is latest period from undertaking the research work and it is convenient to study the impact of best practices in HRM on the performance of the employees and organizations as well.

2.7 Jurisdiction of Research:
The researcher has selected the Nashik Industrial area as his jurisdiction of research. He has visited the various large industries and observed their working. The Nashik industrial area covers mainly the Satpur and Ambad M.I.D.C. area.
There are total about 1650 industries. Out of these, 112 large scale industries are working efficiently from more than 30 years in this area. This is one of the oldest and largest industrial areas in Maharashtra after Mumbai, Nagpur, Pune and Aurangabad. Many big companies have shifted their focus towards Nashik for setting up their plants due to the larger industrial market.

2.8 Type of Research :

The type of research is descriptive in nature. Descriptive research gives the data about the population being studied and its main objective is to provide the description of the state of affairs as it exists at present. The methods of research used in descriptive research are survey methods including analytical method, co-relational method, comparative method etc. This is co-relational method which consists of collecting data to determine the extent to which the relationship exists between two or more quantifiable variables. The degree of relationship is expressed in terms of a coefficient of correlation. If the relationship exists between variables then it implies that scores of one variable are associated or varies with scores of another variable. This helps the researcher to understand the variables, the relationship among the variables and make necessary predictions. The researcher has used the survey method to conduct this descriptive research.

2.9 Objectives of the Study :

1) To study important concepts and recent trends in HRM.
2) To study the factors affecting on employees and organizational performance.
3) To study the best practices in HRM adopted by the industrial units and their impact on employees and organizational performance.
4) To study the different activities being undertaken to enhance the employees and organizational performance.
5) To understand the employees feedback and analyze it.
6) To study the problems and limitations in designing and implementing the best practices in HRM.
7) To analyze & interpret the data and suggest suitable solutions for improvement in the quality of employees and organizational performance.
## 2.10 Details of Objectives Achieved

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Objective</th>
<th>Level of Achievement</th>
<th>Reference</th>
<th>Comment by the Researcher</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To study the important concepts and recent trends in HRM.</td>
<td>Full</td>
<td>Chapter No. 1 Introduction &amp; Human Resource Management- An Overview</td>
<td>An adequate theoretical background of the subject is given.</td>
</tr>
<tr>
<td>2</td>
<td>To study the factors affecting on employees and organizational performance.</td>
<td>Full</td>
<td>Chapter No. 6 HR Managers Level-Graph No. 2 &amp; 3. Employees Level-Graph No. 3.1, 3.2 &amp; 4.</td>
<td>Factors at the organizational, departmental managers and employees level are covered.</td>
</tr>
<tr>
<td>3</td>
<td>To study the best practices in HRM adopted by the industrial units and their impact on employees and organizational performance.</td>
<td>Full</td>
<td>Chapter No. 6 HR Managers Level-Graph No. 1d to 1i, 6a to 6d, 9, 10, 13, 14, 15, 16, 18, 19, 22.1, 25, 27, 28, 29, 30, 31, 33, 34, 35 &amp; 36. Employees Level-Graph No. 1d to 1i, 2a to 2f, 8, 11, 11.1, 13.1, 14, 18, 19, 22, 24.1, 25 &amp; 27.</td>
<td>The best practices in HRM are studied on the basis of responses given by the HR Managers and employees. The impact of best practices on employees &amp; organizational performance is also studied.</td>
</tr>
<tr>
<td>4</td>
<td>To study the different activities being undertaken to enhance the employees and organizational performance.</td>
<td>Full</td>
<td>Chapter No. 6 HR Managers Level-Graph No. 20.1, 21.1, 22.2, 23 &amp; 24. Employees Level-Graph No. 12.1, 16, 17, 20, 21 &amp; 22.</td>
<td>The various activities to enhance the performance are properly focused.</td>
</tr>
<tr>
<td>5</td>
<td>To understand the employees feedback and analyze it.</td>
<td>Full</td>
<td>Chapter No. 6 Employees Level-Graph No. 9, 10, 18.1, 22.1, 26 &amp; 27. Chapter No. 7 Overall Findings No. 34.</td>
<td>The feedback of the employees is fully collected through the questionnaire, interview and observation method.</td>
</tr>
<tr>
<td>Sr. No.</td>
<td>Objective</td>
<td>Level of Achievement</td>
<td>Reference</td>
<td>Comment by the Researcher</td>
</tr>
<tr>
<td>--------</td>
<td>---------------------------------------------------------------------------</td>
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<td>---------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>6</td>
<td>To study the problems and limitations in designing and implementing the best practices in HRM.</td>
<td>Full</td>
<td>Chapter No. 6 HR Managers Level-Graph No. 26.1 &amp; 26.2. Employees Level-Graph No. 23.1 &amp; 23.2.</td>
<td>The problems and limitations on the part of an organization, departmental managers and employees are studied.</td>
</tr>
<tr>
<td>7</td>
<td>To analyze &amp; interpret the data and suggest suitable solutions for improvement in the quality of employees and organizational performance.</td>
<td>Full</td>
<td>Chapter No. 6 Analysis &amp; Interpretation of Data and Testing of Hypotheses Chapter No. 7 Findings and Conclusions Chapter No. 8 Recommendations and Suggestions</td>
<td>The data is analyzed at the levels of HR Managers and Employees by using tables and graphs. The hypotheses are tested and proved with the use of Proportion &amp; Chi-square methods. The findings are made at the HR Managers, Employees level and overall findings. The recommendations and suggestions are made to the companies, departmental managers, HR Managers and employees.</td>
</tr>
</tbody>
</table>

2.11 Justification of the Objectives:

HR practices start with attracting the right candidates and continue till the employees retire or leave the organisation. HRM is a key of managing people in the organisation by keeping them happy. For enhancing the efficiency and productivity of the employees, continuous development and implementation of best practices in HRM
is necessary on the part of organizations. It studies the various factors affecting on employees & organizational performance. This has studied the best practices in HRM and their impact on employees & organizational performance. The study has also studied the problems and limitations in designing and implementing the best practices in HRM.

The employee’s feedback and information about the various activities being undertaken for improving employees’ & organizational performance is also collected in this study. The study suggests the suitable solutions to the parties i.e. the organisations and the employees for improvement in the quality of their performance. Hence, it will be useful to the organisations, employees and those who are interested in this subject.

2.12 Statement of Hypotheses :

1) “The best practices in HRM boost up the morale of employees and give them job satisfaction”.

2) “The best practices in HRM lead to higher performance of the employees and the organizations as well”.

3) “There is a scope for the development of best practices in HRM and their implementation in the proper spirit”.

2.13 Research Methodology Used :

I) Sources of Data and Methods of Data Collection:

Data is collected from the following sources –

(A) Primary Data:

Primary data is collected by using the following methods –

i. Questionnaire:

A separate questionnaire for the HR Managers and the employees each was prepared as per the objectives, hypotheses and scope of the study. The questionnaires were distributed to 38 HR Managers and 330 employees but the actually filled up questionnaires were received from 30 HR Managers and 305 employees respectively.
ii. **Interviews and Discussion:**

The interviews of the selected directors and the HR Managers are conducted. Discussions are also held with some of the selected employees in order to collect the qualitative data in addition to the data collected through the questionnaire.

iii. **Observations:**

In addition to the questionnaire and interview method, an observation method is also used to collect qualitative information while collecting the primary data through the questionnaire, interview, in-depth discussion and the industrial visits.

iv. **Survey and Field Visits:**

The industrial visits are conducted in order to collect the primary data through the questionnaires and interviews of the HR Managers & to make overall observations in respect of the research area. On the other hand, a survey method is also used to collect the feedback from the employees.

(B) **Secondary Data :**

The following methods are used for the secondary data collection –

i. Literature about the subject  
ii. Reference books and Journals  
iii. Published articles  
iv. Internet/Websites

II) **Sampling Methods :**

The researcher has used stratified sampling method for the selection of industries from the different strata like- automobile, construction, newspaper, electrical, engineering, bag manufacturer, tools and equipment, food and beverages etc. and random sampling for the selection of industries from the each stratum.

The random sampling method is used to select the employees from each of the selected industries. Under this method sampling, every item has an equal chance to be included in the sample. The units are not picked up deliberately but by one mechanical process. The results in random sampling are unbiased and valid. Random sampling is generally used when the population to be covered for the research is large.

III) **Techniques of Analysis :**

Analysis of data is a process of inspecting, cleaning, transforming and modeling data with the goal of highlighting useful information, Suggesting conclusions and supporting decision – making. With the use of editing, classification, tabulations, graphs and statistical tools, data is analyzed and interpreted.
IV) **Statistical Tools Used:**

Statistics - 'Meaningful’ quantities about a sample of objects, things, persons, events, phenomena etc. As per the requirement of the study, various statistical tools are used- i.e. - * The Proportion and Percentage Method * Measures of Central Tendency- Mean, Median & Mode * Measures of Dispersion- Standard Deviation * Z Test, T-test, Chi-square test etc. These statistical tools and methods are also utilized to test the hypotheses.

V) **Findings and Conclusions:**

On the basis of analysis and interpretation of data, the observations and findings are made and the conclusions are drawn.

VI) **Suitable Recommendations and Suggestions:**

After the observations and findings are made, the suitable recommendations and suggestions are made to the organizations, HR Managers and the employees for the purpose of development & implementation of best practices in HRM and also improvement in the quality of employees & organizational performance.

2.14 **Universe and Sample Size:**

When field studies are undertaken in practical life, considerations of time and cost almost invariably lead to a selection of respondents i.e. selection of only a few items. The respondents selected should be as representative of the total population as possible in order to produce a miniature cross-section. The selected respondents constitute what is technically called a ‘Sample’, and the selection process is called ‘Sampling Technique’.

A Sample is a finite part of a statistical population whose properties are studied to gain information about the whole. (Webster, 1985)

In Nashik, there are total 1,650 manufacturing industrial units (Reference: website – www.nashikindustriesdirectory.com). Out of these, the large manufacturing industrial units are about 112 (Reference: website – www.nashik.nic.in & as per the information given by DIC, Nashik). For the Purpose of research, 26.78% of total large manufacturing industrial units are selected i.e. 30 large industrial units.

The highlights of the universe and sample size in respect of industrial units selected and Total No. of employees are as under-
<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Company</th>
<th>Address</th>
<th>Type of Industry</th>
<th>No. of Employees (Approx.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bosch Ltd.</td>
<td>75, MIDC, Satpur, Nashik-7.</td>
<td>Engineering</td>
<td>1,800</td>
</tr>
<tr>
<td>2</td>
<td>ABB India Ltd.</td>
<td>79, Street No. 17, MIDC, Satpur, Nashik-7.</td>
<td>Power Generation and Transmission - Electronics</td>
<td>700</td>
</tr>
<tr>
<td>3</td>
<td>Mahindra &amp; Mahindra Ltd.</td>
<td>89, MIDC, Satpur, Nashik-7.</td>
<td>Automobile</td>
<td>3,000</td>
</tr>
<tr>
<td>4</td>
<td>VIP Industries Ltd.</td>
<td>78 A, MIDC, Satpur, Nashik-7.</td>
<td>Bag Manufacturer</td>
<td>600</td>
</tr>
<tr>
<td>5</td>
<td>Schneider Electric India Pvt. Ltd.</td>
<td>58, MIDC, Satpur, Nashik-7.</td>
<td>Electrical</td>
<td>250</td>
</tr>
<tr>
<td>6</td>
<td>Jyoti Structures Ltd.</td>
<td>Plant-2, E 60-61, Road D, MIDC, Satpur, Nashik-7.</td>
<td>Power Transmission</td>
<td>130</td>
</tr>
<tr>
<td>7</td>
<td>Innova Rubbers Pvt. Ltd.</td>
<td>A-26/27, MIDC, Ambad, Nashik-10.</td>
<td>Automotive and Industrial Moulded Rubber Industry</td>
<td>350</td>
</tr>
<tr>
<td>8</td>
<td>Perfect Circle India Ltd.</td>
<td>20, MIDC, Satpur, Nashik-7.</td>
<td>Automobile</td>
<td>200</td>
</tr>
<tr>
<td>9</td>
<td>EPCOS India Pvt. Ltd.</td>
<td>E 22-25, MIDC, Satpur, Nashik-7.</td>
<td>Electronics</td>
<td>700</td>
</tr>
<tr>
<td>10</td>
<td>Alf Engineering Pvt. Ltd.</td>
<td>E-60, MIDC, Ambad, Nashik-10.</td>
<td>Automobile</td>
<td>250</td>
</tr>
<tr>
<td>12</td>
<td>Birla Precision Technologies Ltd.</td>
<td>Plot No. 62/63, MIDC, Satpur, Nashik-7.</td>
<td>Tools and Equipment</td>
<td>400</td>
</tr>
<tr>
<td>14</td>
<td>Gabriel India Ltd.</td>
<td>B-2, MIDC, Ambad, Nashik-10.</td>
<td>Automobile</td>
<td>190</td>
</tr>
<tr>
<td>15</td>
<td>Garware Polyester Ltd.</td>
<td>A-1, MIDC, Ambad, Nashik-10.</td>
<td>Manufacturer of Polyester Film</td>
<td>110</td>
</tr>
<tr>
<td>16</td>
<td>Graphite India Ltd.</td>
<td>88, MIDC, Satpur, Nashik-7.</td>
<td>Graphite Electrodes and Carbon products</td>
<td>500</td>
</tr>
<tr>
<td>17</td>
<td>Hindustan Coca Cola Beverages Pvt. Ltd.</td>
<td>B-19, Cross Road No.1, MIDC, Ambad, Nashik-10.</td>
<td>Food and Beverages</td>
<td>225</td>
</tr>
<tr>
<td>18</td>
<td>Hindustan Hardi Spicer Ltd.</td>
<td>C-12, MIDC, Ambad, Nashik-10.</td>
<td>Automobile and Equipment</td>
<td>275</td>
</tr>
<tr>
<td>Sr. No.</td>
<td>Name of the Company</td>
<td>Address</td>
<td>Type of Industry</td>
<td>No. of Employees (Approx.)</td>
</tr>
<tr>
<td>---------</td>
<td>--------------------------------------</td>
<td>----------------------------------------------</td>
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<td>---------------------------</td>
</tr>
<tr>
<td>19</td>
<td>Kirloskar Oil Engines Ltd.</td>
<td>A-11/1, MIDC, Ambad, Nashik-10.</td>
<td>Engineering</td>
<td>400</td>
</tr>
<tr>
<td>20</td>
<td>Lear Automotive Ltd.</td>
<td>178-182, Gonde (Dumala), Dist. Nashik.</td>
<td>Automotive</td>
<td>200</td>
</tr>
<tr>
<td>22</td>
<td>MSS India Pvt. Ltd.</td>
<td>H-8, MIDC, Ambad, Nashik-10.</td>
<td>Electrical</td>
<td>250</td>
</tr>
<tr>
<td>24</td>
<td>Nirman Group of Companies</td>
<td>Nirman House, College Rd., Nashik-5.</td>
<td>Construction</td>
<td>120</td>
</tr>
<tr>
<td>26</td>
<td>Sakal Media Group</td>
<td>‘Vikas’, Plot No. 32, MIDC, Satpur, Nashik-7.</td>
<td>Newspaper</td>
<td>300</td>
</tr>
<tr>
<td>27</td>
<td>Samsonite South Asia Pvt. Ltd.</td>
<td>Gonde (Dumala), Dist. Nashik.</td>
<td>Bag Manufacturer</td>
<td>320</td>
</tr>
<tr>
<td>28</td>
<td>Shrirang Prakashan Pvt. Ltd.</td>
<td>M.G. Road, Nashik-2.</td>
<td>Newspaper</td>
<td>180</td>
</tr>
<tr>
<td>29</td>
<td>Sudal Industries Ltd.</td>
<td>A-5, MIDC, Ambad, Nashik-10.</td>
<td>Engineering</td>
<td>175</td>
</tr>
<tr>
<td>30</td>
<td>Taparia Tools Ltd.</td>
<td>52, MIDC, Satpur, Nashik-7.</td>
<td>Tools and Equipment</td>
<td>500</td>
</tr>
</tbody>
</table>

The following respondents were requested to fill up the questionnaire to collect primary data –

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Type of Respondents</th>
<th>No. of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>HR Managers</td>
<td>30</td>
</tr>
<tr>
<td>2.</td>
<td>Employees –</td>
<td>305</td>
</tr>
<tr>
<td></td>
<td>i. Office Staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ii. Supervisors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>iii. Operators</td>
<td></td>
</tr>
</tbody>
</table>

The sample of 30 HR Managers is selected on the basis of stratified random sampling method. It represents 30 large scale manufacturing industrial units out of total 112 industrial units in Nashik industrial area. i.e. 26.78%. The types of industrial
units selected include- Electrical, Engineering, Automobile, Bag, Beverages, Newspaper and Construction.

The total number of employees in the selected 30 industrial units is about 15,250. The sample size of employees is selected as 2 per cent of total number of employees (15,250) in the selected 30 industrial units i.e. 305 employees randomly. The sample of employees represents the office staff, supervisors and operators. The selection of employees is made by stratified random method in the ratio of 1:1:3 for the office staff, supervisors and operators. A reasonable care has been taken while selecting samples from the selected 30 industrial units to represent all the industrial units under study.

Structured and Unstructured interviews of the employers and employees are also conducted to collect primary data.

2.15 Justification of Sampling Method :

As to select sample, it is necessary to consider the time, large number of population and accessibility. The selected sample size is representing the total population. The samples are selected by using random sampling methods, stratified sampling and convenience sampling. To study the objectives and test hypotheses, the sample size is adequate as the requirement of the study.

2.16 Importance of Research to the Society :

This research is closely related with the society because the workforce working in different industries is the part of the larger society. This research is just a drop in the ocean. In this study, the researcher has tried to find out the various best practices in HRM adopted by different industries and their impact on employees & organizational performance.

The research discusses the factors affecting the employees’ performance at the level of an organization, departmental manager and employees their own, the various activities being carried out to boost up the employees moral and improving their performance and an organization as well.

This study also identifies the problems and limitations being faced by the organization, departmental managers & employees and makes suitable suggestions to overcome the problems, develop the best practices and implement the best practices in
HRM in right spirit. The suggestions are very useful and practically implementable. Hence, this research is most useful to the industries, departmental managers and the employees in order to have practical exposure of the best practices with respect to the different areas in HRM.

The data is collected after making the discussions, interviews of the senior HR Managers and employees in addition to the questionnaire & observation method. Hence, this gives lot of inputs of the best practices in HRM being implemented in large scale industries not only to the academicians & research scholars but the HR practitioners also. Basically, this subject- HRM deals with the employees. So it is based on the philosophical, ideal and humanistic approach. Hence, this research is useful to the whole society covering the diversified nature of human resources.

2.17 Scope and Limitations of the Study:

* Scope:

1. This study focuses on the best practices in HRM under the following important areas –
   a) Recruitment and Selection;
   b) Training and Development;
   c) Rewards and Recognition;
   d) Leadership, Motivation and Communication;
   e) Job Evaluation and Performance Appraisal;
   f) Health and Safety;
   g) Employees Development.

2. The study is related to a period of last 5 years. i.e. From 2008-09 to 2012-13.

* Limitations:

1. This study is restricted to the large scale manufacturing industries only.

2. The study is restricted to Nashik City.